

Job Involvement, Work Facilities and Work Environment Influence Turnover Intention of Outsourced Employees (PT. Angkasa Pura Solusi Integra - Soekarno Hatta International Airport)

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Abstract

This study provides insights into determining the influence of Job Involvement, workplace facilities, and work environment on the Turnover Intention of outsourcing employees at PT. Angkasa Pura Solusi Integra (Soekarno Hatta International Airport). The research employed a quantitative approach with a total of 327 respondents from a population of 1801, which included outsourcing employees such as Avsec, Cleaning Service, Security PMAD, Trolley Collectors, Basket Collectors, and others. Simple random sampling was utilized as the sampling method. The primary data collected in this study involved questionnaires and direct observations. Data analysis was conducted using multiple linear regression techniques. Based on the research findings, both partially and simultaneously, it can be concluded that there is a significant negative influence of Job Involvement, Workplace Facilities, and Work Environment on the Turnover Intention of outsourcing employees.

Keywords: Job Involvement, Workplace Facilities, Work Environment, and Turnover Intention

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1. Introduction

Human Resource Management (HRM) plays an active role in the administration of an organization or company. The success of a company can be measured through the efficiency of its HRM. Several challenges related to HRM are often faced by companies, and one of them is the issue related to turnover intention. Currently, the increasing turnover intention has become a significant concern for the majority of companies. According to Johartono and Widuri (in Ansori, 2021), turnover intention reflects an individual's desire to leave their job and is the right of every individual to choose whether to stay in a company or leave it. The negative impact that arises due to high turnover intention in a company involves a decline in the quality and ability to replace individuals leaving the company, ultimately requiring additional time and costs in the new employee recruitment process.

Based on previous research findings, it can be concluded that job involvement, workplace facilities, and work environment are among the factors that directly influence an employee's turnover intention. Patrick & Setiawan (2018) state that low job involvement in an employee can lead to a high desire to move and seek a new job. Another finding by Forendes, Adrian, & Fiza (2020) also indicates a relationship between workplace facilities and turnover intention, where inadequate work equipment can hinder employees in completing their tasks and create a desire to find another job. Research conducted by Ramadhoani (2020) also confirms that an uncondusive work environment can trigger turnover intention because employees tend to feel uncomfortable working and want to leave the company.

Soekarno Hatta International Airport is one of the best public transportation facilities whose management is held by Angkasa Pura II as a State-Owned Enterprise (BUMN). Soekarno Hatta International Airport has consistently been nominated and awarded in the Skytrax World Airport Award for the past two years. This achievement is attributed to the role of airport frontliner officers such as Aviation Security, Cleaning Service, Contact Center, and others. Airport frontliner officers are outsourced employees managed by Angkasa Pura II's subsidiary company, Angkasa Pura Solusi

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Integra, engaged in human resource outsourcing, training, consulting, and MICE (Meetings, Incentives, Conferences, Events/Exhibitions).

The issue of turnover intention also occurs among outsourced employees at PT. Angkasa Pura Solusi Integra. Based on data supported by PT. Angkasa Pura Solusi Integra, there has been an increase in the turnover percentage in the last two years. Likewise, in an initial survey of several airport personnel such as Aviation Security (AVSEC), trolley operators, cleaning service personnel, and others, 13 individuals expressed thoughts of resigning from their current jobs. This intention is based on dissatisfaction with their current work, related to the facilities and work equipment provided by the company, and the less-than-optimal relationship or working dynamics among colleagues and superiors.

Table 1. Data turnover outsource employees PT. Angkasa Pura Solusi Integra

Year	Average number of employees who leave per month	Number of employees who leave in a year	Turnover percentage
2023	6	75	5.00%
2022	5	63	4.71%

Based on the problem statement outlined in the previous introduction, this research will focus and adopt the title "The Influence of Job Involvement, Workplace Facilities, and Work Environment on the Turnover Intention of Outsourcing Employees (PT. Angkasa Pura Solusi Integra - Soekarno Hatta International Airport)."

2. Literature Review

2.1. Job Involvement

Job Involvement can be defined as an individual's or employee's attitude toward their work, where they demonstrate care and assessment of their job. This level of job involvement is considered a value or a form of self-esteem for individuals (Tewal, Adolfina, Pandowo, and Tawas, 2017).

Quoting from Robbins & Timothy A.J. (in Alfionisa, Nurcholis, and Utami, 2022), job involvement indicators include:

- a. The level of participation and attention of an employee in their work, encompassing focus, care, and mastery of the job field.
- b. Viewing the job as a crucial priority in an employee's life, with an indication that the employee will strive for the best in their work.
- c. Considering the job as a value and a source of self-esteem that must be continuously maintained by prioritizing the quality of the employee's job performance.

2.2. Work Facilities

According to the explanation provided by Dardiri and Sulhan (2023), work facilities can be interpreted as devices provided by a company to support the company's operations in achieving the goals set by management.

Indicators for work facilities, as mentioned by Sofyan (in Sullaida, 2022), may include: 1) Machinery and equipment, 2) Infrastructure, 3) Office supplies, 4) Health facilities, 5) Buildings, and 6) Transportation tools.

2.3. Work Environment

Referring to Kristin, Marlina, and Lawita (2022), the work environment pertains to the situational aspects for employees, both physical and non-physical, that influence task and job performance. The impact of the work environment can be observed directly in the operational processes of the company and its employees, particularly in psychological and emotional aspects.

In the framework explained by Fitriani, Nurlaela, and Sudarwadi (2018), work environment indicators can be divided into two dimensions:

a. Physical work environment

Concerns the physical elements that affect employees during work, including the quality of workspace design, security factors, and cleanliness.

b. Non-physical work environment

Involves non-physical aspects that influence employees, such as relationships with colleagues or teams, as well as communication between employees and superiors.

2.4. Turnover Intention

According to Kristin, Marlina, and Lawita (2022), turnover is a desire to leave the company in the near or foreseeable future, as well as a desire to move to another company. High turnover can result in losses for the company, especially in the costs associated with recruiting new employees to replace those who have left.

Mobley (in Karomah, 2020) identifies at least three signs of turnover intention:

- a. Thinking of quitting (employees are considering leaving their current job, usually arising from dissatisfaction with their current job and company).
- b. Intention to search for alternatives (employees are contemplating moving and seeking other options considered better and more advantageous for them).
- c. Intention to quit (employees already have an alternative and are in the decision-making process to either stay with the company or leave).

2.5. Hypothesis Development

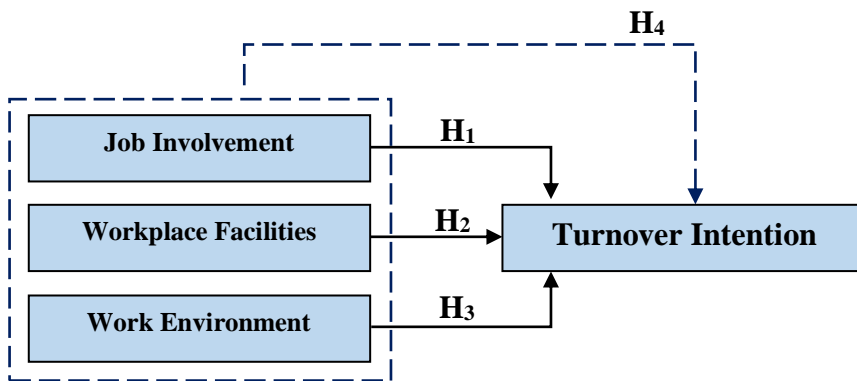


Figure 1. Hypothesis Development

In the study conducted by Anggela and Andriani (2022), they elucidate the influence of Job Involvement on Employee Turnover Intention. Low Job Involvement significantly enhances employees' desire to leave their jobs. When an individual does not feel engaged or motivated in tasks and the work environment, it triggers dissatisfaction and a strong inclination to leave the job.

H₁: Job Involvement has a partial effect on turnover intention.

Dardiri and Sulhan (2023) explains that work facilities have an impact on employee turnover intention. This indicates that factors such as achievement goals, working conditions, time management, job standards, and task consistency play a role in shaping the desire to change jobs.

H₂: Workplace facilities have a partial effect on turnover intention

"The findings from Marzuqi's (2021) study indicate a tendentially negative and fairly significant relationship between the work environment and turnover intention. When the working conditions are inadequate or less supportive, it can influence and lead employees to have the desire to leave the company where they are employed."

H₃: Work Environment Has A Partial Effect On Turnover Intention.

Until now, there has been no study that combines the variables of Job Involvement, Work Facilities, and Work Environment simultaneously as independent variables influencing turnover intention as the dependent variable. This research aims to utilize three preferred independent variables from previous studies (Job Involvement, Work Facilities, and Work Environment) that have an impact on turnover intention as the dependent variable.

H₄: Job Involvement, Work Facilities, and Work Environment simultaneously influence Turnover Intention.

3. Research Method and Materials

This research adopts a preference for and employs a quantitative approach as its fundamental methodology. The study population includes all employees of PT. Angkasa Pura Solusi Integra working at Soekarno Hatta Airport. The total population for this research is 1801 individuals (data as of October 31, 2023), divided into AVSEC (Aviation Security) with 1358 individuals, Security PMAD with 16 individuals, Contact Center with 19 individuals, Digital (IT) Support with 45 individuals, Trolley Collectors with 323 individuals, Basket Collectors with 20 individuals, and Commercial/Protocol with 20 individuals. Primary data for this study were collected through questionnaire distribution and direct observation.

The sampling method in this research adopts the Slovin formula to determine the sample size, with a level of error (alpha) set at 5%. The calculation results indicate a sample size of 327 individuals. The questionnaire used in this study consists of 40 statement items (with each variable having 10 items) taken from dimensions and indicators related to the research variables. The data analysis process employs multiple regression methods, involving various tests such as validity and reliability tests, classical assumption tests, and hypothesis testing.

4. Results and Discussion

4.1. Characteristics of Respondents

The characteristics or attributes of the study participants were observed to depict a profile or description reflecting the research sample, with the results shown on Table 2.

Table 2. Respondent Characteristics

	Respondent Characteristics	Count	Percentage
Length of Work	0-1 Year	164	50.15%
	1-3 Year	38	11.62%
	More than 3 Years	125	38.23%
Sex/Gender	Male	291	88.99%
	Female	36	11.01%
Age	19-25	92	28.13%
	26-35	182	55.66%
	36-44	40	12.23%
	45 years and above	13	3.98%

According to the information presented in Table 2, the majority of respondents in this study were male, totaling 291 individuals, contributing a percentage of 88.99%. The majority of respondents' ages ranged from 26 to 35 years, accounting for a percentage of 55.66%. Meanwhile, the dominant work experience falls within the range of 0 to 1 year, with a total of 164 individuals or approximately 50.15% of the total respondents.

4.2. Descriptive Statistical Tests

Descriptive statistical data depict various aspects in this research. Job involvement, assessed with an average score of approximately 43.5 within the range of values from 30 to 50, indicates a relatively high level of job involvement.

Work facilities have an average score of about 41.0 within the score range of 22 to 50, indicating a broader variation in assessments. Meanwhile, the work environment has an average score of around 42.7 within the score range of 28 to 50, indicating a consistently positive perception of the workplace environment. Turnover intention has an average score of about 16.6 within the range of values from 10 to 29, reflecting a negative sentiment associated with the turnover intention variable. This data provides a clear overview of how employees evaluate crucial aspects within their work environment.

4.3. Validity Test

Based on the available data, the adjusted total item correlation values for each statement in the variables of job involvement, work facilities, work environment, and turnover intention all exceed the set r-table value of 0.361. Moreover, the significance level indicates calculations less than 0.05, indicating that each statement within these variables is considered valid. Based on these facts, all statements included in this study are deemed reliable as valid instruments for measuring the variables of job involvement, work facilities, work environment, and turnover intention.

4.4. Reliability Test

Based on the results of the sample reliability test using Cronbach's Alpha method for each research variable, values exceeding 0.6 are recorded (Job Involvement: 0.850, Work Facilities: 0.918, Work Environment: 0.881, Turnover Intention: 0.911). From the available data, it can be concluded that the measurement instruments applied in this study have successfully passed the reliability test.

4.5. Normality Test

Normality examination was conducted through P-P Plot and the Kolmogorov-Smirnov test. Interpretation of the P-P Plot shows that each plot point is close to the diagonal line, following its pattern, indicating that the data distribution tends to be normal. This condition meets the normality prerequisites required in the regression model. Furthermore, the result of the Kolmogorov-Smirnov normality test for residuals shows a value of 0.200, higher than the significance level of 0.05 ($p > 0.05$). Based on these facts, it can be agreed that the residual values follow a normal distribution, and the assumption of normality test is satisfied. From the results of both normality tests, it can be agreed that the regression model can be trusted in measuring the impact of job involvement, work facilities, and work environment on turnover intention.

4.6. Multicollinearity Test

The evaluation of multicollinearity includes tolerance and VIF (Variance Inflation Factor) values for each variable. The job involvement variable shows a tolerance value of 0.721 and VIF of 1.386, indicating the absence of multicollinearity issues in the regression model. Similarly, the work facilities variable with tolerance value 0.544 and VIF of 1.839 indicates the absence of multicollinearity issues. For the work environment variable, the tolerance value is 0.512 and VIF is 1.954. All tolerance values exceed 0.1, and VIF is below 10 for each variable, ensuring that there are no multicollinearity issues affecting the regression model used.

4.7. Heteroskedasticity Test

Based on the results of heteroskedasticity analysis, reflecting the data distribution around and below the zero point, it can be concluded that there is no indication of heteroskedasticity in the regression model.

4.8. Multiple Linear Regression Analysis

From Table 3, the coefficient values for the multiple linear regression model are obtained. The constant (α) has a value of 47.681, the coefficient β_1 for job involvement is -0.191, the coefficient β_2 for work facilities is -0.096, and the coefficient β_3 is -0.440 for the work environment variable. Therefore, the expression of the multiple linear regression involving the independent variables job involvement, work facilities, and work environment on the dependent variable turnover intention can be explained as follows:

$$Y = 47,681 - 0,191 X_1 - 0,096 X_2 - 0,440 X_3$$

- a. If Job Involvement is increased by one unit (without changing other variables), Turnover Intention can be reduced by 0.191.
- b. If Work Facilities are increased by one unit (without changing other variables), Turnover Intention can be reduced by 0.096.
- c. If the Work Environment is increased by one unit (without changing other variables), Turnover Intention can be reduced by 0.440.

Table 3. Multiple Linear Regression Analysis & Partial Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	47.681	2.026		23.529	0.000
JOB INVOLVEMENT	-0.191	0.049	-0.190	-3.898	0.000
WORKPLACE	-0.096	0.047	-0.114	-2.040	0.042
WORK ENVIRONMENT	-0.440	0.054	-0.469	-8.114	0.000

a. Dependent Variable : TURNOVER INTENTION

4.9. *Partial Effect Test (T)*

Analysis based on the table shows a tendency for a negative impact between the job involvement variable and Turnover Intention, with a calculated t-value of -3.898 (tTable: 1.967) and significance (sig) of 0.000 (<0.05), thus H1 can be accepted. Additionally, there is a tendency for a negative impact between work facilities and Turnover Intention, with a calculated t-value of -2.040 (tTable: 1.967) and significance of 0.042 (<0.05), so H2 can also be accepted. Finally, H3 can also be accepted because the calculated t-value for the work environment variable is -8.114 (tTable: 1.967) with significance of 0.000 (<0.05), indicating a tendency for a negative impact between the work environment and Turnover Intention.

4.10. *Simultaneous Influence Test (F)*

Table 4. Simultaneous Test Results

Model	ANOVA ^a			F	Sig.
	Sum Of Squares	df	Mean Square		
2. Regression	2854.467	3	951.489	87.556	.000 ^b
Residual	3510.089	323	10.867		
Total	6364.557	326			

- b. Dependent Variable : TURNOVER INTENTION
- c. Predictors : (Constant), WORK ENVIRONMENT, JOB INVOLVEMENT, WORK FACILITIES

The analysis results show a calculated F value of 87.556, while the tabulated F value is 2.63 with a significance level of 0.000 (< 0.05). Therefore, it can be concluded that Job Involvement (X₁), Work Facilities (X₂), and Work Environment (X₃) collectively have a significant influence on Turnover Intention (Y). Hence, it is acceptable that H4, which states that Job Involvement, Work Facilities, and Work Environment collectively have a significant impact on Turnover Intention, is proven.

4.11. *Coefficient of Determination Test*

Table 5. Determination Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670a	0.448	0.443	3.29654

- a. Predictors: (Constant), WORK ENVIRONMENT, JOB INVOLVEMENT, WORKPLACE FACILITIES

Based on the Table 5, it indicates that Job Involvement (X1), Workplace Facilities (X2), and Work Environment (X3) together can explain 44.8% of the variation or changes that occur in Turnover Intention (Y). Meanwhile, the remaining 55.2% is likely influenced by other factors that are not included or measured in this study.

4.12. Involvement influences Turnover Intention

Involvement has a negative and significant impact on Turnover Intention, thus the first hypothesis (H1) is accepted. Consequently, an increase in Job Involvement can mitigate the level of Turnover Intention among employees, and vice versa. This finding aligns with the results of studies by Patrick & Setiawan (2018) and Anggela and Andriani (2022), which also indicate a tendency for negative and significant impact between Job Involvement and Turnover Intention.

Low job involvement can have a notably negative impact on PT. Angkasa Pura Solusi Integra, such as decreased productivity, low job quality, and a lack of commitment to company goals. Additionally, low levels of job involvement are closely related to an increased intention to leave (turnover intention) among employees, as the lack of emotional attachment to the job makes individuals more inclined to seek opportunities elsewhere that are more satisfying both professionally and personally. Therefore, maintaining a high level of job involvement among employees is crucial to reducing turnover intention and ensuring the overall well-being of the organization or company.

4.13. Workplace Facilities influence Turnover Intention

Workplace facilities have a negative and significant impact on Turnover Intention, thus supporting hypothesis two (H2). Consequently, an improvement in workplace facilities can reduce the level of Turnover Intention among employees, and vice versa. This finding aligns with the research by Dardiri and Sulhan (2023) and the study conducted by Forendes, Adrian, and Fiza (2020), indicating a tendency for a negative and quite significant impact between workplace facilities and Turnover Intention.

Inadequate or suboptimal workplace facilities can pose a serious challenge for PT. Angkasa Pura Solusi Integra as it can directly impact employee well-being and productivity. When management fails to provide adequate facilities, such as insufficient comfortable workspace, limited technological infrastructure, or a lack of health and safety amenities, it can decrease employee satisfaction with their jobs and create dissatisfaction that leads to a higher intention to leave (turnover intention). Good workplace facilities encompass not only physical aspects but also support psychological well-being and employee productivity. Therefore, maintaining adequate facilities can reduce the turnover intention rate and strengthen employee engagement in the work environment.

4.14. Work Environment influences Turnover Intention

The work environment has a tendency to negatively and significantly impact Turnover Intention, thereby supporting the third hypothesis (H3). In other words, a favorable work environment can mitigate Turnover Intention among employees, and conversely. This finding aligns with the research conducted by Marzuqi (2021), Ramadhoni (2020), as well as Kristin, Marlina, and Lawita (2022), all indicating a tendency for a negative and quite significant impact between the work environment and Turnover Intention.

An unhealthy or unsupportive work environment can pose a serious challenge for PT. Angkasa Pura Solusi Integra as it significantly affects the mental and emotional stability of employees as well as their productivity. When the work environment is filled with stress, interpersonal conflicts, or a lack of social support, it can reduce employees' happiness and job satisfaction levels. Consequently, an unsupportive work environment can increase employees' intention to leave (turnover intention) as they tend to seek a more positive work environment that fulfills their psychological needs. Therefore, creating a healthy, inclusive, and emotionally supportive work environment becomes crucial to curb turnover intention rates and enhance employee engagement within the company.

4.15. Involvement, Work Facilities, and Work Environment Influence Turnover Intention

Based on the data analysis from respondent answers, it is evident that job involvement, workplace facilities, and work environment collectively have a significant negative impact on employee turnover intention. The acceptance of this hypothesis is grounded in the comparison of the calculated F-value surpassing the tabulated F-value. Therefore, it can

be concluded that all three independent variables significantly influence employee turnover intention, validating the fourth hypothesis (H4). This finding is noteworthy as there has been no prior research investigating these three independent variables simultaneously concerning turnover intention as the dependent variable.

High job involvement, proportional workplace facilities, and a positive work environment play a crucial role in reducing employee turnover rates, particularly in companies like PT. Angkasa Pura Solusi Integra. High job involvement strengthens employees' commitment to the company, while good workplace facilities, such as equipment facilitating employee mobility and adequate technology, provide support in enhancing physical well-being and productivity. Additionally, a healthy work environment, consisting of positive relationships among employees, supportive management, and an inclusive company culture, can create an atmosphere where employees feel valued and motivated to stay. By combining these elements, PT. Angkasa Pura Solusi Integra can create conditions that reduce employee turnover rates, maintain talent retention, and enhance overall engagement and performance within the organization.

5. Conclusion

This research provides preferences in evaluating job involvement, workplace facilities, and work environment towards turnover intention among outsourcing employees at PT. Angkasa Pura Solusi Integra. The analysis results indicate that job involvement has a tendency to negatively and significantly impact turnover intention, emphasizing the importance of employee engagement and participation in their work. On the other hand, workplace facilities also have a tendency to negatively and significantly impact turnover intention, indicating that workplace facilities play a role in preventing employees from leaving the company. The same applies to the work environment, which has a tendency to negatively and significantly impact turnover intention. A supportive work environment can create a comfortable atmosphere for employees, making them happy and content working in the company's environment. Furthermore, this study highlights that job involvement, workplace facilities, and work environment collectively have a significant impact on employee turnover intention. This finding emphasizes that employee engagement in work, supportive workplace facilities, and a friendly work environment can reduce the level of employee turnover intention.

This study provides valuable recommendations for PT. Angkasa Pura Solusi Integra in addressing the high level of turnover intention among outsourcing employees. By enhancing job involvement, the company can strengthen employee performance and their engagement in achieving organizational goals. Additionally, improving workplace facilities will lead to increased employee productivity and more efficient use of time in their work. Furthermore, enhancing the work environment will improve employee satisfaction, foster better collaboration, and reduce stress levels, ultimately positively impacting productivity and employee retention in the company. The limitation of this study lies in the focus on only three independent variables, which remain of an alternative nature. A suggestion for future research is to consider crucial variables that may influence turnover intention, such as compensation & benefits or employee workload.

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