

The Effect of Salary Satisfaction, Workload Satisfaction and Performance Appraisal Satisfaction towards Employees’ Out Intention (A case study: PT. XYZ - Bandung)

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Abstract: The increased employees’ turnover could give negative impact towards company, such as instability and inconvenience in employees’ condition that can increase the cost for human resources in terms of training cost or recruitment cost and re-training cost. Employees’ turnover at PT. XYZ Bandung reached almost 20% every year, which make the company to run ineffectively because the company lost its experienced employees, so the company needed time to train new employees. Besides losing management of business knowledge, it also decreased company’s competitiveness. This study used quantitative method through survey and collecting data by questionnaires. The populations in this study were 1.340 employees. Sample collecting technique that was multilevel random technique by Slovin’s formula obtained 267 respondents. Data analysis used doubled linear regression. The result of the study showed that salary satisfaction had negative and significant effect towards employees’ out intention, workload satisfaction had negative and significant effect towards employees’ out intention and performance appraisal satisfaction had negative and significant effect toward employees’ out intention. By improving the management of salary satisfaction, workload satisfaction and performance appraisal satisfaction factors, it was expected to decrease employees’ out intention, which then can increase company’s competitiveness.

Keywords : Salary Satisfaction, Workload Satisfactio, Performance Appraisal Satisfaction, Employees’ Out Intention

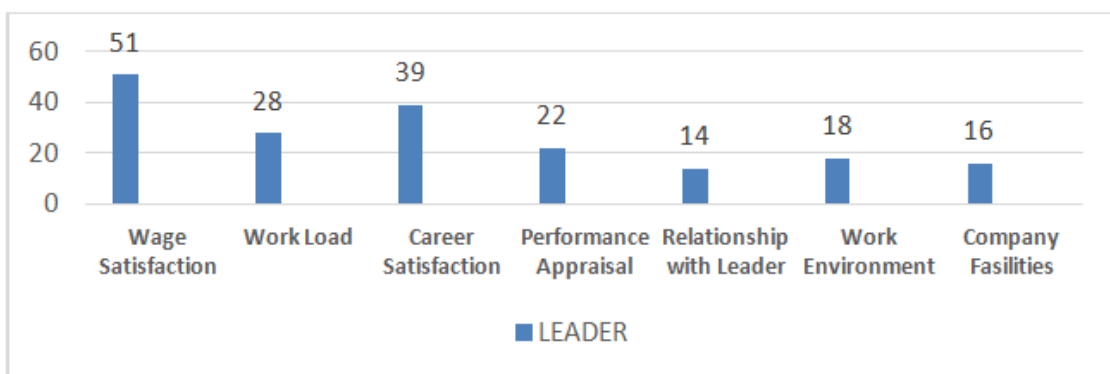
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I. INTRODUCTION

The lower labor productivity can be a problem for company in achieving its target optimally or it can be said the lower labor productivity could cause lower company productivity. So it is with PT. XYZ Bandung, as a textile manufacture company, it has the same obstacles to keep its employees’ high productivity. The progress of PT. XYZ business depends on its whole employees’ role to give their best and trusted product services to the customers. Talented employees in the company is proved to have big role in increasing income, decreasing cycle time, increasing quality, increasing productivity, increasing customers satisfaction, decreasing cost and increasing reciprocal investment to stakeholders. Company’s data shows that every year there was an average of 20% employees’ turnover.

Table 1. The Result 60 Respondents Interview Graphic (in %)



Source: The result of data processing (2016)

The company's data shows that every year there was an average of 20% employees' turnover. To know what factors influencing employees' turnover, the writer did some survey and interview with 60 employees. The 60 respondents chose more than one factor they consider as the cause for employees' out intention. Thus, as can be seen in Table 1 there are 51% of employees who said that employees' out intention is influenced by salary satisfaction, 28% said it is influenced by career satisfaction, and 22% said it is influenced by performance appraisal satisfaction.

Table 2. Recapitulation of Factors on Category of DISSATISFACTION that were Analyzed in 2013 – 2016

No	Variable	Years				Average
		2013	2014	2015	2016	
1	Salary Satisfaction	17%	24%	11%	7%	15%
2	Workload Satisfaction	73%	46%	85%	74%	70%
3	Performance Appraisal Satisfaction	56%	55%	61%	57%	57%
	Average	48,6%	41,6%	52,3%	46%	47,3%

Source: Data processing result (2017)

Furthermore, after the data was obtained in Table 1, the writer do a cross assessment with the secondary data presented in Table 2. According to the secondary data in Table 2, it shows that the average number of employees' dissatisfaction on salary satisfaction factor is 15%, on workload satisfaction factor is 70% and on performance appraisal satisfaction is 47% in the period of 2013 until 2016. In addition, according to primary data through interview, as can be seen in Table 1 and secondary data in Table 2, the writer specified the data into three (3) factors considered as the most influence to employees' out intention; salary satisfaction factor, workload satisfaction salary and performance appraisal satisfaction factor, which then would be analyzed on how strong the influence towards employees' out intention. Therefore, the issues on salary satisfaction, workload satisfaction and employees' performance satisfaction have strong relationship with turnover intentions.

PT. XYZ has been experiencing increase in its employees' turnover percentage for the last four (4) years. Thus, the company experienced a big loss that is caused by the increase in human resource cost. Action that must be taken by the company is performing recruitment, selection and training given to new employees, as well the cost to post job advertisement in mass media. Turnover influences various work activities in the company and also influence the whole employees' performance. Turnover also influences the company to be ineffective because it lose its qualified and potential employees. This shows that there is a declined work satisfaction in the company that becomes a cause of employees to quit and it also becomes the reason to the decrease of employees' performance. The issues occur in PT. XYZ is important to be analyzed, if the issue is allowed to continue, the company would have very harmful problems.

II. THEORETICAL REVIEW

The quit of employees from a company or known as turnover can be caused by many reasons, either from the organization or by the willing of the employees themselves. The quit of employees by company initiation is called termination of employment. Meanwhile, the initiation to quit from the employees themselves is called voluntary resignation. The action to quit from organization meant in this study in resignation from employee' initiation voluntarily.

According to Hartono and Febriandah (2012), out intention is the intensity of someone's willing to quit from a company. Out intention is defined as someone's intention to do turnover from an organization (Good et al. in Febrindah, 2012). Meanwhile, Indrianto and Suwendi (in Febriandah, 2012) stated that out intention refers to the result of individual evaluation about the continuity of their relationship with the company and has not been expressed in an actual action to quit from the organization. The model developed by Cotton (in Moynihan and Pandey, 2007) stated that the most used as indicator to someone's willing to quit is work satisfaction. This is in line with what was stated by Aprilia (2007) that dissatisfaction in work is often time identified as the main reason for the professionals to quit from their jobs. Mobley (in Novliadi, 2007) stated that work satisfaction has strong relationship with intention to quit and to find new job. An intention to quit finally has significant relationship towards the actual turnover. The variable of willing to move is related significantly with and can be used to predict the real rotation, as what was shown by the previous studies that used willing to move variable and turnover rate all at once, thus, the company can evaluate the result of the study in accordance with the actual rotation rate that is faced. Turnover describes individual thought to quit, find new job in other places, and willing to leave an organization. Furthermore, willing to end a job or leave an organization is related with satisfaction or dissatisfaction of individuals to their jobs. The causes of turnover are the low salary' satisfaction, workload satisfaction and performance appraisal satisfaction and the employees are motivated to find new jobs. The intention to quit reflects the intention of individuals to leave the organization and find other alternative job.

In the study conducted, this variable is used in wide scope over the whole withdrawal cognitions done by the employees. Withdrawal cognitions, according to Abelson (in Iswandi, 2014) consist of several components that simultaneously arise in individuals, that is the intention to quit, the intention to find other job vacancy, to evaluate the probability to find proper job in the other places and the intention to leave the organization.

2.1 Conceptual Framework, Study Model and Hypothesis

2.1.1 Conceptual Framework

Conceptual framework is presented in Figure 2, which explains conceptual framework started from identification process of dilemma management, the formulation of the problems, development of related theories, instrumental test, classic assumption test and hypothesis test, discussion until the process of making conclusion and suggestion.

2.1.2 Study Model

Salary Satisfaction, Workload Satisfaction and Performance Appraisal Satisfaction are as dependent variables and Employees out Intention is as independent variable. Figure 2 shows the model of the study.

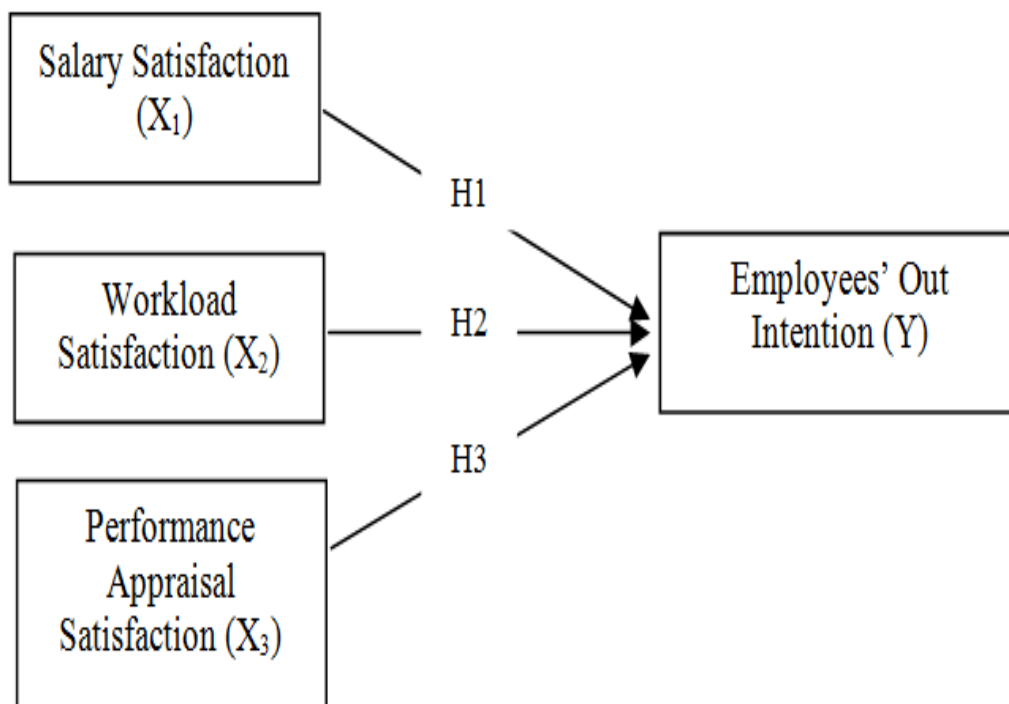


Figure 1. Model of the Study

2.1.3 Hypothesis

According to the theoretical above, this study attempts to test three (3) hypotheses as follow:

Hypothesis 1:

H_a: There is negative effect of Salary Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung

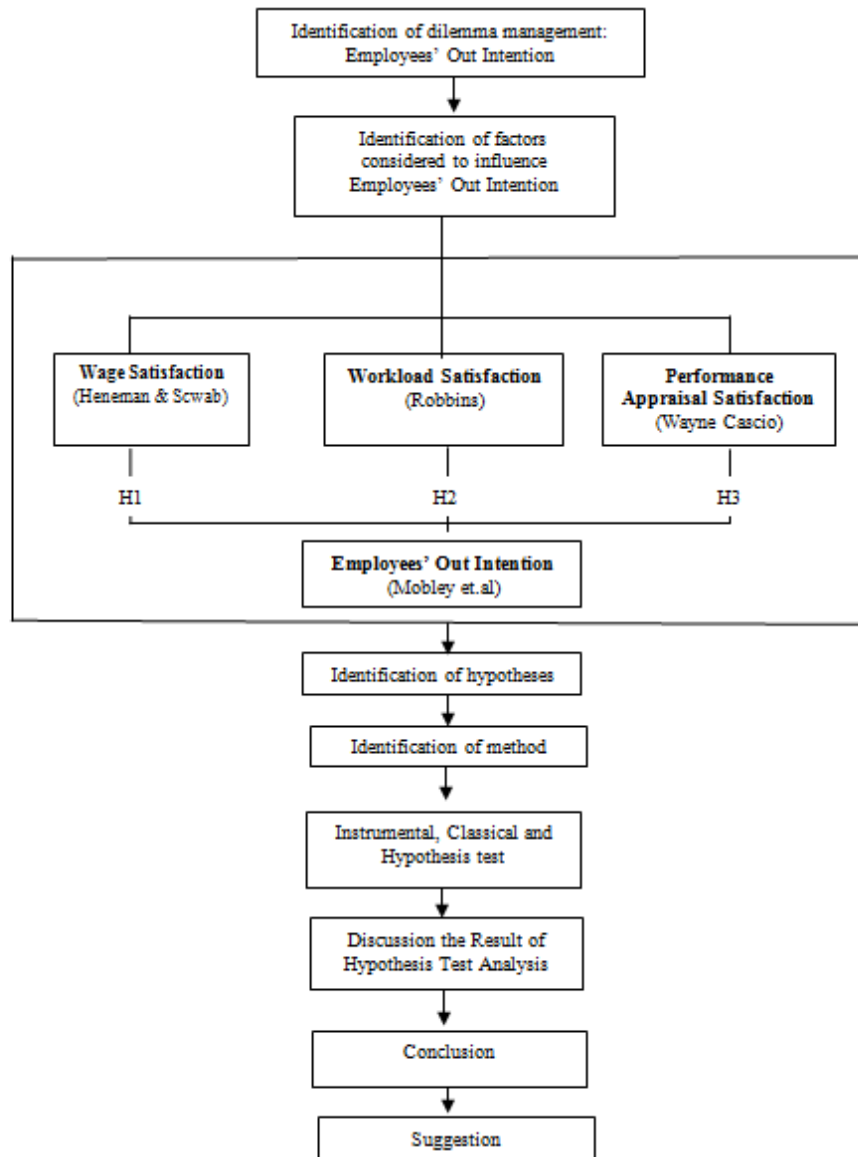
Hypothesis 2:

H_a: There is negative effect of Workload Satisfaction towards Employees' Out Intention at PT. XYZ Bandung

Hypothesis 3:

H_a: There is negative effect of Performance Appraisal Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung

Conceptual Framework



III. Method of Study

3.1 Research Design and Type

The type of this study is quantitative with survey method through questionnaires to collect the data. The research design is descriptive; this is to make the description about facts, characteristics and relationship among phenomenon investigated systematic, factual and accurate. This is to give explanation about the influence of salary satisfaction, workload satisfaction and performance appraisal satisfaction towards employees' out intention.

3.2 Definition of Variable Operational

Variable	Operational Definition	Dimension	Indicators	Question Number
Employees' Out Intention (Mobley et.al)	Someone's desire to quit from a company caused by dissatisfaction and want to find new job	1. Intention 2. Desire to find new job	1. Individual's tendency to leave the organization 2. Individual's probability to find new job	1 until 15
Salary	Salary satisfaction can be	1. Level of salary 2. Compensation	1. Level of salary given 2. Compensation provided	16 until 30

Satisfaction (Heneman & Scwab)	defined that someone would be satisfied on his/her salary if the perception of salary itself is as expected	3. Pay hike 4. Salary structure	3. Adequate pay hike 4. Struktur pengupahan yang bersaing.	
Workload Satisfaction (Robbins)	Assessment process of duty or activity demand that have to be completed by the employees in certain period of time	1. Relevance and sensitivity 2. Reliability 3. Acceptability 4. Practicality and improvement	1. Supervising every organization activity and emphasizing on perspective 2. Assessing every activity by using performance measurement tools that validate the customer 3. Observing all activity aspect that influences performance comprehensively 4. Providing information in form of feedback to assist organization in recognizing the issues and opportunity to do improvement	31 until 44
Performance appraisal satisfaction (Wayne F Cascio)	An assessment process to duty or activity demand that have to be completed in certain period of time	1. Physical facilities demand 2. Duty demand	1. Target of physical facilities that have to be provided 2. Work standard and condition	45 until 53

3.3 Data Source and Type

Type of Data	Scale	Source of Data
Salary Satisfaction	Likert/ Ordinal	Employees of PT. XYZ
Workload Satisfaction	Likert/ Ordinal	Employees of PT. XYZ
Performance Appraisal Satisfaction	Likert/ Ordinal	Employees of PT. XYZ
Employees' out intention	Likert/ Ordinal	Employees of PT. XYZ

3.4 Population and Sample Collecting Technique

Population in this study is all employees of PT. XYZ – Bandung, which are 1.340 persons, and by stratified random sampling using Slovin's formulae are 267 persons.

3.5 Data Analysis Technique

To analyze the data, the study uses quantitative data analysis. Quantitative data analysis is used to analyze data obtained in form of numbers. The data processing uses statistical method of doubled linear regression by performing correlation test of determination and t-test.

IV. Result of the Study and Discussion

4.1 The Result of Study Hypothesis Test

4.1.1. The effect of Salary Satisfaction (X1) towards Employees' out Intention (Y)

The influence hypothesis is:

$$H_0: \rho_{y1} = 0$$

$$H_a: \rho_{y1} < 0$$

Means:

H₀: There is no negative effect between Salary Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung

H_a: There is negative effect between Salary Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung

To prove the hypotheses, correlation coefficient test is performed, particularly to find out the power of independent variable negative effect X₁ (Salary satisfaction) towards dependent variable Y (Employees' Out Intention).

The calculation of correlation coefficient and the technique of testing are performed with the help of computer program through application SPSS 16. According to the program, the criteria of testing is, in line with the decision whether it is significant or not, can be seen in the last line of the result of correlation significance calculation/testing table by the SPSS program.

Table 3. Recapitulation of The result of Correlation Coefficient Significance Test on the Effect of Salary Satisfaction towards Employees' out Intention.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.641 ^a	0.411	0.409	4.36014

a. Predictor (Constant), Salary Satisfaction

b. Dependent Variable: Employees' out Intention

Source: The Writer Processing Data (2017)

According to Table 3, it can be explained that the correlation coefficient is 0.641. In other words, there is a strong relationship between independent variable X₁ (Salary Satisfaction) towards Y (Employees' Out Intention). Meanwhile, the determinant coefficient is 0.409, which shows that the contribution of Salary Satisfaction to influence Employees' Out Satisfaction is 40.9%, the rest 59.1% is caused by other factors.

The result of correlation coefficient significance testing calculation on the effect of Salary Satisfaction variable towards Employees' Out Intention variable can be seen in the following Table 4:

Table 4. Recapitulation of the Result of Regression Line Equation Calculation of Salary Satisfaction variable towards Employees' Out Intention variable Coefficients

Model	Unstandadized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig
1. (Constant)	61.750	1.429		43.203	0.000
Salary Satisfaction	-0.448	0.033	-0.641	-13.601	0.000

a. Dependent: Employees' Out Intention

Source: The Writer Processing Data (2017)

Table 4 shows that the result of regression line equation that represents the effect of Salary Satisfaction towards employees' Out Intention is $Y = 61.750 - 0.448X_1$. Probability of significance for dependent variable Salary Satisfaction (X₁) is 0.000 smaller than 0.05. This shows that Salary Satisfaction variable has negative and significant effect on employees' Out Intention. Therefore, hypothesis-1, H₀ is rejected and H_a is accepted, it means that there is negative and significant effect between Salary Satisfaction variable on Employees' Out Intention variable at PT. XYZ – Bandung.

4.1.2 The Effect of Workload Satisfaction (X₂) towards Employees' Out Intention (Y)

The influence hypothesis is:

H₀: $\rho_{y2} = 0$

H_a: $\rho_{y2} < 0$

Means:

H₀: There is no negative effect between Workload Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung.

H_a: There is negative effect between Workload Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung

To prove the hypothesis, correlation coefficient testing is conducted, particularly to find out the power of negative effect of independent variable X_2 (Workload Satisfaction) towards dependent variable Y (Employees' Out Intention).

The calculation of correlation coefficient and its testing technique is performed with the help of computer program SPSS 16. According to the program, the testing criteria is, in accordance with the decision significant or no, can be seen in the last line of the table of the result of correlation significance testing/calculation by the SPSS program.

Table 5.: Recapitulation of the Result of Correlation Coefficient Testing on the Effect of Workload Satisfaction towards Employees' Out Intention

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1. (Constant)				
Workload Satisfaction	0.797 ^a	0.635	0.634	3.43175

a. Predictor: (Constant), Workload Satisfaction
 b. Dependent Variable Employees' Out Intention
 Source: The Writer Processing Data (2017)

According to Table 5, it can be explained that the correlation coefficient is 0.797. In other words, there is a strong relationship between independent variable X_2 (Workload Satisfaction) towards Y (Employees' Out Intention). Meanwhile, the determinant coefficient is 0.634, which shows that the contribution amount of Workload Satisfaction influence towards Employees' Out Intention is 63.40%, the rest 36.60% is caused by other factors.

The result of correlation coefficient significance testing that influences Workload Satisfaction variable towards Employees' Out Intention can be seen in the following Table 6:

Table 6: Recapitulation of the Result Regression Line Equation Calculation of Workload Satisfaction Variable towards Employees' Out Intention

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1. (Constant)	64.920	1.058		61.374	0.000
Workload Satisfaction	-0.518	0.024	-0.797	-21.480	0.000

a. Dependent Variable: Employees' Out Intention
 Source: The Writer Processing Data (2017)

Table 6 shows the result of regression line equation that represents the effect of Workload Satisfaction variable towards Employees' Out Intention is $Y: 64.920 - 0.518X_2$. The significance probability for independent variable Workload Satisfaction (X_2) is 0.000 that is smaller than 0.05. This shows that Workload Satisfaction variable has a negative and significant effect towards Employees' Out Intention variable. Therefore, hypothesis-2, H_0 is rejected and H_a is accepted. It means that there is negative and significant effect between Workload Satisfaction variable towards Employees' Out Satisfaction at PT. XYZ – Bandung.

4.1.3 The Effect of Performance Appraisal Satisfaction (X_3) towards Employees' Out Intention (Y)

The influence hypothesis is:

$H_0: \rho_{y3} = 0$
 $H_a: \rho_{y3} < 0$

Means:

H_0 : There is no negative effect between Performance Appraisal Satisfaction towards Employees' Out Intention at PT. XYZ - Bandung

H_a : There is no negative effect between Performance Appraisal Satisfaction towards Employees' Out intention at PT. XYZ - Bandung

To prove the hypothesis, correlation coefficient testing is conducted, particularly to find out how strong the negative effect of independent variable X_3 (Performance Appraisal Satisfaction) towards dependent variable Y (Employees' Out Intention).

The calculation of correlation coefficient the testing technique is conducted with the help of computer program through application SPSS 16. According to the program, the testing criteria, in accordance with the decision whether it is significant or no, can be seen in the last line of the table of correlation significance calculation/testing result by the program SPSS.

Table 7.: Recapitulation of the Result of Correlation Coefficient Testing on the Effect of Performance Appraisal Satisfaction towards Employees' Out intention

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.490 ^a	0.240	0.237	4.95265

a. Predictor: (Constant), Performance Appraisal Satisfaction

b. Dependent Variable: Employees' Out Intention

Source: The Writer Processing Data (2017)

According to Table 7, it can be explained that the correlation coefficient is 0.490. in other words, there is a medium relationship between independent variable X_3 (Performance Appraisal Satisfaction) towards Y (Employees' Out Intention). Meanwhile, the determinant coefficient is 0.237, which shows that the amount of contribution of Performance Appraisal Satisfaction to influence Employees' Out Intention is 23.70%, the rest 76.30% is caused by other factors.

The result of correlation coefficient significance testing on the effect of Performance Appraisal Satisfaction variable toward Employees' Out Intention variable can be seen in the following Table 8:

Table 8.: Recapitulation of the Result of Regression Line Equation Calculation of Performance Appraisal Satisfaction variable towards Employees' Out Intention

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1. (Constant)	56.237	1.515		37.119	0.000
Performance Appraisal Satisfaction	-0.517	0.057	-0.490	-9.152	0.000

a. Dependent Variable: Employees' Out Intention

Source: The Writer Processing Data (2017)

Table 8 shows that the result of regression line equation that represents Performance Appraisal Intention towards Employees' Out Intention is $Y = 56.237 - 0.517X_3$. The probability of significance for Performance Appraisal Satisfaction variable (X_3) is 0.000 that is smaller than 0.05. This shows Performance Appraisal Satisfaction has significant effect towards Employees' Out Intention. Therefore, it can be concluded that Performance Appraisal Satisfaction has negative and significant effect towards Employees' Out Intention. Thus, Hypothesis-3, H_0 is rejected and H_a is accepted, that there is negative effect between Performance Appraisal Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung.

V. Discussion/Interpretation of the Result of the Study

This study is aimed to analyze the impact or effect of Salary Satisfaction, Workload Satisfaction and Performance Appraisal Satisfaction towards Employees' Out Intention at PT. XYZ – Bandung.

5.1 The effect of Salary Satisfaction towards Employees' Out Intention

According to the data of analysis, the correlation coefficient is 0.641 and determinant coefficient is 40.90% and after testing through SPSS program is performed, it is proved that the correlation coefficient is significant. The data shows there is negative impact or negative effect of salary satisfaction towards employees' out intention at PT. XYZ Bandung.

Meanwhile, from the regression analysis, it is obtained that regression equation is $Y=61.750 - 0.448X_1$. The data shows that when salary' satisfaction is not managed effectively by the leader of PT. XYZ-Bandung, so employees' out intention rate would increase. This result supports the idea that salary intention has negative impact towards employees' out intention at PT. XYZ-Bandung.

This is in line with the theory of Heneman and Scwab that inappropriate payroll rate and not competitive payroll rate would increase employees' out intention that finally would slow down and make difficult the processing of business knowledge and could also decrease company competitiveness.

5.2 The Effect of Workload Satisfaction towards Employees' Out Intention

According to analysis data, the correlation coefficient is 0.797 and determinant coefficient is 63.40% and after testing with SPSS program was conducted, it is proved that the correlation coefficient is significant. The data shows that there is negative impact or negative effect of workload satisfaction towards employees' out intention at PT. XYZ-Bandung.

Meanwhile, from the regression analysis, it is obtained that regression equation is $Y=64.920 - 0.518X_2$. The data shows that when workload' satisfaction is not managed effectively by the leader of PT. XYZ-Bandung, so the employees' out intention would increase. The result also supports the idea that workload satisfaction has negative impact toward employees' out intention at PT. XYZ-Bandung.

This is supported by Robbins's argument that workload should be evenly distributed to each unit of organization. Thus, it can prevent overlapping jobs at some employees or organization units, while the others tend to be free or idle. This would increase workload dissatisfaction, which would affect employees' out intention to increase.

5.3 The Effect of Performance Appraisal Satisfaction towards Employees' Out Intention

According to analysis data, the correlation coefficient is 0.490 and determinant coefficient is 23.70%, and after testing with SPSS program is conducted, it is proved that the correlation is significant. The data shows that there is positive impact or positive effect of performance appraisal satisfaction towards employees' out intention at PT. XYZ-Bandung. This concludes that there is no effect of performance appraisal satisfaction towards employees' out intention at PT. XYZ-Bandung.

Meanwhile, from the regression analysis, it is obtained that regression equation is $Y = 56.237 - 0.517X_3$. The data shows that when performance appraisal' satisfaction is not managed affectively by the leader of PT. XYZ-Bandung, so the employees' out intention would increase. This supports the idea that Performance appraisal satisfaction has negative impact towards employees' out intention at PT. XYZ-Bandung.

This is supported by Wayne Cascio's argument that performance appraisal should cover relevance, sensitivity, reliability, acceptable and simple in its application. If those elements are not followed, performance appraisal satisfaction would increase, which would affect on the increase of employees' out intention.

VI. Conclusion and Suggestions

6.1 Conclusion:

1. Salary Satisfaction has negative and significant effect towards Employees' Out Intention at PT. XYZ-Bandung. This shows that if salary satisfaction rate is managed effectively, it would decrease employees' out intention.
2. Workload Satisfaction has negative and significant effect towards Employees' Out Intention at PT. XYZ-Bandung. This shows that if workload satisfaction rate is managed effectively, it would decrease employees' out intention.
3. Performance Appraisal Satisfaction influences Employees' Out Intention at PT. XYZ-Bandung. This shows that if performance appraisal satisfaction rate is managed effectively, it would decrease employees' out intention.

6.2 Suggestions:

1. To decrease employees' out intention, company must manage salary satisfaction on factors as follows: salary rate, compensation, payroll hike and structure and administration of employees payroll is in accordance with what is expected and can compete with other competitors.
2. To decrease employees' out intention, company must manage workload satisfaction on factors as follows: physical facilities demand and duty demand that have to be given in accordance with the need to support the implementation of work description.
3. To decrease employees' out intention, company must manage performance appraisal satisfaction on factors as follows: productivity, quality, punctuality, cycle time, cost and resources utilization.

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