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INFLUENCING OF TRANSFORMATIONAL LEADERSHIP ON ARCHITECT'S JOB SATISFACTION AND TURNOVER INTENTION: MEDIATED BY QUALITY OF WORK LIFE (QOWL)

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Abstract

The architectural consulting service industry known has the long working hours and frequent overtime activities. This condition can be one of the problems that continue happen that can be impacted to turnover intention in a company. The purpose of this study is to analyze all variables namely transformational leadership, quality of work life (QoWL), job satisfaction and turnover intention. Also, to analyze the effects of transformational leadership on job satisfaction and turnover intention that mediated by QoWL. The data collected through primary data by questionnaire that answered by 215 Architect Employees who work in Architecture Consultants in Jakarta Indonesia. for analysis the hypotheses used Structural Equation Model. The findings in this study are the work performances influenced by how the employee's performance and how much HR in the company. The high and low number of qualified workers in the company influenced by the QoWL of employees which will impact the company successful itself. The implications obtained in this study which transformational

leader needs to increase job satisfaction in order for reducing turnover intention that can be mediated by quality of work life (QoWL).

Keywords

Architect, Turnover Intention, Job Satisfaction, Transformational Leadership, Quality of Work Life (QoWL)

1. Introduction

The existence of a company's policy is one of the most important factor in supporting the company's continuity and welfare of human resources (HR). However, every companies in this industries won't be apart from the existing economic problems. One of the economic problems that often occurs in companies is a management thing that impact to the decline in the economic value of the company due to the worst work hours which can create a slow economic scene.

If that work culture happen frequently, it doesn't rule out the possibility to have an impact on the quality of work life (QoWL) of employees which will certainly have an impact on the level of job satisfaction and the intention to move or turnover intention of the employees themselves. These two things are certainly the responsibility of companies to be able to maintain their resources and create confidence in their employees to feel comfortable when working at the company. The higher the level of turnover intention or intention to move employees in a dining company will often cause a significant impact on the company's losses.

As time goes by, the need for a profession in the field of architecture in Indonesia expected to increase. The level of employee turnover intention can occur at any time and it doesn't look at any type of company, including consulting firms architecture which is engaged in construction services, one of which is architectural consultant firms. This will certainly trigger the growth in the number of architectural consulting firms and the number of architect itself. On the period 2010 – 2020 estimated there will be a significant increase in infrastructure projects in developing countries by 128% including growth in Indonesia, especially in our national capital, Jakarta.

An architecture consulting firms aims to make their company trustworthy for the clients. To create this situation, of course the company's internal role is very influential. Circumstances as well as the work environment experienced by the architect will have an impact on the level of welfare of its employees. The high level of employee welfare impact to increase in their quality of work life (QoWL) so as to create job satisfaction and the lack of employee's desire turnover intention.

2. Research Objective

Besides to analyze all of variables there are Transformational Leadership, Quality of Work Life (QoWL), Job Satisfaction and Turnover Intention, the objectives of this study also to analyze the relationship between each variables.

3. Literature Review

This study discusses the theory about variables that relating to the research as transformational leadership, QoWL, job satisfaction and turnover intention.

3.1 Transformational Leadership

The measurement scale for the transformational leadership variable that will be used is a measurement scale developed by Kara et al. (2018). The construct for this variable consists of five dimensions: ideal behavior, ideal attributes, inspirational motivation, intellectual stimulation, and individual consideration. Leadership is one of the factors that has contributed to the creation of quality of work life (QoWL). A leader with a great leadership spirit can create a work environment that supports the positive performance of his employees, work that is challenging and can provide insight, and can also gain respect (respect) from his employees.

In several previous studies, QoWL is often associated with leadership, one of which is transformational leadership, because effective leadership is expected to lead to an increase in the quality of work life. Research Kara et al. (2018) shows that transformational leadership has a significant relationship with overall satisfaction of QoWL. This can be done by providing opportunities for employees to be able to attend education or undergo training to support the career development of their employees according to their needs.

QoWL is estimated to consist of eight dimensions proposed by Jabeen et al. (2018) that QoWL acts as an essential construction of essential needs and Job satisfaction, namely fair and adequate remuneration, safe and healthy working conditions and environment, opportunities to use and develop employee capacity, opportunities for security and growth, social integration in company, constitution at work, work life balance and social relevance of work life.

According to Kurniawan (2015), job satisfaction is an emotional response that tends to be positive in the form of an employee's happy feelings about the work they do, in this case there are several aspects that affect it, including job satisfaction, job appraisal, promotion & salary, position, their colleagues / colleagues, work environment, and even their leaders. In

the job satisfaction assessment variable using the job satisfaction scale with a modified five-item version of this scale developed by Jabeen et al. (2018). The proposed statement is measured based on three dimensions regarding job satisfaction, namely the concept of satisfaction with the respondent's current job, enthusiasm for work, and feeling happy about work. the higher job satisfaction will have a negative effect on the level of employee turnover intention.

Turnover intention is the process of leaving employees in an organization or company where they work. The level of turnover intention which tends to often will lead to negative consequences that certainly can hamper the smooth running of the organization and the company in achieving its goals due to lack of human resources (HR) due to abandoned by its employees (Muhammad, 2013).

Measurements for employee turnover intentions according to Alfresia (2016) can be seen from three dimensions, namely employees who are thinking of leaving, alternative work, and intention to leave.

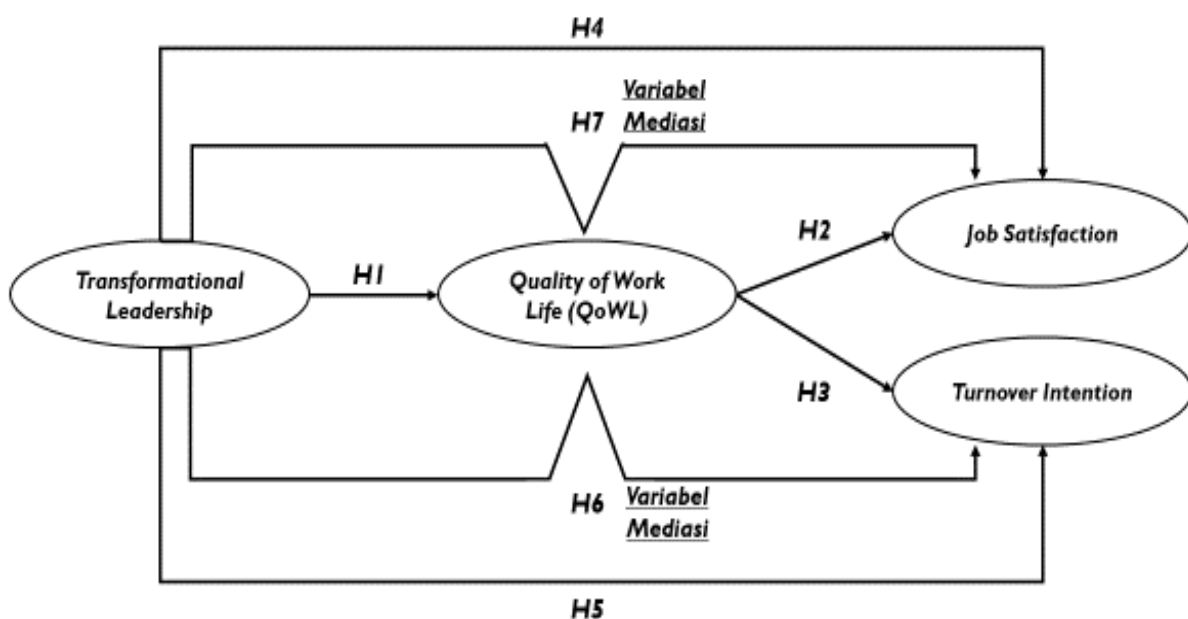


Figure 1: Conceptual Framework of Influencing Transformational Leadership on Employee's Job Satisfaction and Turnover Intention Mediated by Quality of Work Life (Qowl), Case Study on Architects in Jakarta, Indonesia

4. Hypothesis Model

The hypothesis of this research are:

H₁: There is an influence between transformational leadership and QoWL.

H₂: There is an influence between QoWL and job satisfaction.

H₃: There is an influence between QoWL and turnover intention.

H₄: There is an influence between transformational leadership and job satisfaction.

H₅: There is an influence between transformational leadership and turnover intention.

H₆: There is an influence between transformational leadership and employee turnover intention mediated by QoWL.

H₇: There is an influence between transformational leadership on job satisfaction mediated by QoWL.

5. Material and Research Methods

5.1 Sampling Technique

The type of data obtained is primary data, which is directly collected from respondents through questionnaires previously distributed. Data collection methods and techniques are carried out by conducting surveys of respondents using a closed questionnaire in which answers have been provided previously.

The study was drawn from a population of employees who work as an architects in Jakarta with samples from architects in several architectural consulting firms in the Central Jakarta area. The sampling technique used is non-probability sampling with a purposive sampling method, for selected samples have knowledge, expertise and competence in the fields studied in this study (Amin et al., 2018). In connection with the use of Structural Equation Modeling (SEM) analysis that will be used in this study, if the sample size is too large the model will be very sensitive so it is difficult to get good Goodness of Fit. In structural equations, the sampling analysis program used is Amos.

Based on the calculation of the minimum number of samples that need to be used according to the number of statement indicators is a minimum of 215 respondents. However, the more samples of data collected, it will more able to interpret the population. Therefore, in order to make it more accurate data source, the primary data source in this study is a respondent data from 220 Architects in several architectural consulting firms in the Central Jakarta area.

5.2 Measurement

All items are measured using a five-point Likert type scale ranging from "strongly disagree" to "strongly agree." Measurements were made using statements made in the form of questionnaires, statement items were measured using a five-point Likert scale (1 = strongly disagree until 5 = strongly agree). In addition, demographic and socio – economic information about gender, age, salary, working status and length of work will be collected.

There are statements for each variables. For transformational leadership, the statements are developed from the research of Kara et.al (2018), consists of four dimensions: idealized behaviors, idealized attributes, inspirational motivation, intellectual stimulation and individualized consideration which consists of five statement items; the mediating variable is QoWL consisting of seven dimensions and it has thirty two of statement items, job satisfaction has three dimensions: concept of job satisfaction, enthusiasm for work and feeling happy to work which consists of five statements. Then turnover intention consists of three dimensions, there are thinking of quitting, intention to search for alternatives, and intention to quit.

6. Result and Discussions

Each variables through the results of the validity test of the variables obtained by the value of the factor loading (confirmatory factor loading / CFA) of > 0.40 because the sample consisted of more than 200 respondents. The CFA is important to fulfill because this number is one of the requirements to do an analysis using a model with SEM (Hair et al., 2010: 117).

Besides of the validity test, there is also a reliability test to determine whether the instruments from a questionnaire, can be used more than once or at least by the same respondent. Reliability testing is very important and useful to measure the reliability and consistency of a research instrument. Reliability test for alternative answers to more than two uses the Cronbach's Alpha test, where if Cronbach's Coefficient $\alpha \geq 0.60$, it means the statement item is reliable, otherwise ≤ 0.60 is unreliable. (Fanani, Iqbal., Djati, S. Pantja and Silvanita, Ktut., 2017). The testing using the SPSS program.

Table 1: *Statement of Transformational Leadership*

Number	Statement Items	<i>p-value</i>	Decision
Idealized Behaviors & Idealized Attributes			
1.	My supervisor considers the moral and ethical consequences of decisions.	0,820	Valid

2.	My supervisor displays a sense of power and confidence.	0,859	Valid
Inspirational Motivation			
3.	My supervisor talks enthusiastically about what needs to be accomplished.	0,753	Valid
Intellectual Stimulation			
4.	My supervisor seeks differing perspectives when solving problems.	0,754	Valid
Individual Consideration			
5.	My supervisor helps others to develop.	0,779	Valid

Table 2: Statement of Quality of Work Life (QoWL)

Number	Statement Items	<i>p-value</i>	Decision
Incentive & Remuneration			
1.	I am happy with my current remuneration that my company provides for my participation.	0,880	Valid
2.	I feel satisfied with my remunerations, when I compare it with my colleague's remuneration.	0,858	Valid
3.	I am satisfied with the extra benefits that company offers me (Medical, Housing, Travel, etc.).	0,841	Valid
Working Conditions			
4.	I am satisfied with my weekly working hours.	0,824	Valid
5.	I am satisfied with my work load.	0,798	Valid
6.	I feel satisfied with the technologies my company provides me for working.	0,666	Valid
7.	I feel that I have great working conditions at my workplace.	0,495	Valid
Capacity			
8.	I have autonomy (decision making opportunity) at work.	0,690	Valid
9.	I feel that my job has a significant contribution in my organization's performance.	0,788	Valid
10.	I can perform different tasks related to my expertise at the workplace.	0,601	Valid
11.	My performance appraisal is satisfactory.	0,823	Valid

12.	I feel satisfied with the responsibilities given to me at work.	0,813	Valid
Opportunities			
13.	I have professional growth opportunity at my workplace.	0,764	Valid
14.	I am happy with the job trainings provided to me.	0,843	Valid
15.	The frequency of resigning at my workplace is low.	0,641	Valid
16.	My company provides financial assistance in my furthers education.	0,558	Valid
Social Integration			
17.	Discrimination (social, religious, racial, sexual, etc.) is very low at my work.	0,656	Valid
18.	The relationship with my colleagues and bosses are satisfactory.	0,876	Valid
19.	My teams and colleagues are committed to the job assigned.	0,193	Not Valid
20.	My ideas and initiatives are valued by my colleagues and bosses.	0,852	Valid
Respect For Law			
21.	My company respects the rights of the workers.	0,877	Valid
22.	I am given freedom of expression (opportunity to give my opinions) at work.	0,713	Valid
23.	I am satisfied with the norms and rules at my work.	0,867	Valid
24.	I feel my individuality is respected at work.	0,921	Valid
Work Influence			
25.	My family life is influenced by my professional commitments.	0,614	Valid
26.	I am satisfied with the influence of work on my possibility of leisure.	0,877	Valid
27.	I am satisfied with my work and rest schedule.	0,871	Valid

Social Relevance			
28.	I feel proud to work in my current workplace.	0,904	Valid
29.	I feel happy about the image my company have in society.	0,878	Valid
30.	My company contributes a lot to	0,819	Valid

	the society.		
31.	I feel satisfied with the quality of the undertaken projects by my company.	0,816	Valid
32.	I am satisfied with the way my company treats its employees.	0,818	Valid

Table 3: Statement of Job Satisfaction

Number	Statement Items	<i>p-value</i>	Decision
Concept of Job Satisfaction			
1.	I feel fairly satisfied with my present job.	0,759	Valid
Enthusiasm for Work			
2.	Most days I am enthusiastic about my work.	0,888	Valid
Feeling Happy to Work			
3.	Each day at work seems like it will never end.	0,884	Valid
4.	I find real enjoyment in my work	0,914	Valid
5.	I consider my job to be rather unpleasant.	0,940	Valid

Table 4: Statement of Turnover Intention

Number	Statement Items	<i>p-value</i>	Decision
Thinking of Quitting			
1.	I thought a lot about leaving the company I worked for.	0,897	Valid
Intention to Search for Alternatives			
2.	I am actively looking for alternatives for other companies.	0,917	Valid
Intention to Quit			
3.	As soon as possible I will leave the company where I work.	0,915	Valid
4.	If I get another job offer that is paid the same as what I have, I will leave here quickly.	0,675	Valid

Table 5: Reliability Test Results

Variables	Statement Items	Cronbach's Alpha	Decision
Transformational Leadership	5	0,848	Reliable
Quality of Work Life (QoWL)			
- Incentive	3	0,891	Reliable
- Working Conditions	4	0,660	Reliable
- Capacity	5	0,782	Reliable
- Opportunities	4	0,657	Reliable
- Social Integration	3	0,705	Reliable
- Respect for Law	4	0,866	Reliable
- Work Influence	3	0,705	Reliable
- Social Relevance	5	0,900	Reliable
Job Satisfaction	5	0,926	Reliable
Turnover Intention	4	0,876	Reliable

In this study, the object to be examined are architects in several architectural consulting firms in the Central Jakarta. The description of respondents surveyed can be seen from several characteristics including gender, age, income per month, employment status, and length of time worked. The results of the percentage of respondents can be seen from the following table:

Table 6: Summary of Respondents Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	119	54,1%
	Female	101	45,9%
Age	≤ 25 years	106	48,2%
	26 – 35 years	55	25,0%
	36 – 45 years	36	16,4%
	> 45 years	23	10,5%
Salary	≤ Rp. 3.000.000	7	3,2%
	Rp 3.000.001 – Rp 5.000.000	65	29,5%
	Rp. 5.000.001 – Rp. 10.000.000	103	46,8%
	> Rp. 10.000.000	45	20,5%
Working Status	<i>Full-time Employee</i>	209	95,0%

	<i>Part-time Employee</i>	11	5,0%
Length of Work	≤ 1 years	41	18,6%
	1 – 3 years	76	34,5%
	3 – 5 years	23	10,5%
	> 5 years	80	36,4%

Source: Results of Data Processing using SPSS 22

From the results of this research "Transformational Leadership on Job Satisfaction Mediated by Quality of Work Life (Qowl) and Its Effect on Employee Turnover Intention" it has been conducted on 220 Architects in several architectural consulting firms in Jakarta. From the total architects studied, a majority of 119 were male and 101 were female. Then based on age characteristics, the majority of respondents aged are 25 years old or as many as 106 respondents. Then in terms of income per month, the majority of respondents amounting to 103 respondents have monthly income of Rp. 5.000.001 - Rp. 10.000.000. From the research it was also found that the majority of respondents had full-time employment status of 209 Architects and the majority of 220 employees, as many as 80 Architects of whom had worked in architectural consulting firms in the Jakarta area for more than 5 years.

Therefore, it can be concluded from the characteristics of respondents that basically work as an Architect is more in demand by men than women due to their accuracy and strong working hours and must be lived in the field of Architects more suited to the character of a man than a woman. Then in terms of age too, the majority of Architects aged ≤ 25 years at which at this age employees are classified as still very active and productive and full of enthusiasm in carrying out their work as Architects. For income per month, the majority earn between Rp. 5.000.001 - Rp. 10.000.000 which is basically reasonable if we examine companies in Jakarta area where intense competition and a large number of companies and employees will determine the level of contribution of the Architects in working and coordinating their companies which will certainly affect the income per the month to be obtained. Then, in addition to the majority of Architects having full-time employment status and the majority having worked for > 5 years, it can be concluded that most of the Architects who previously started their careers as apprentices or even a draftsman for Architects or drafter in companies who also undergo their work interspersed with education to get bachelor of Architecture due to the minimum educational requirements for drafter's work is vocational

school so that many of those who already get their bachelor degree of Architecture will continue their careers as Architects.

Table 7: Summary for the Results of Descriptive Statistics

No.	Variable	Mean
1	<i>Transformational Leadership</i>	3,930
2	<i>Quality of Work Life (QoWL)</i>	3,480
3	<i>Job Satisfaction</i>	3,533
4	<i>Turnover Intention</i>	2,341

Source: Results of Data Processing using SPSS 22

The conclusion of the mean value generated from these variables is the conclusion that their superiors succeeded in showing good enthusiasm for what must be achieved for the company but still need to apply a different perspective if a problem occurs that is not very effective to be solved in a general way. The majority of Architects also agree that the company where they work does not discriminate against the background of their employees but rather the thing to note is the need to provide incentives or rewards for employees, especially those who want to continue their education to a higher level. This is to maintain the QoWL of their employees. A good QoWL also affected the job satisfaction of Architects, where the majority of Architects enjoy every their job so that they won't feel bothered.

This has been proven by the results of the turnover intention variable test, that the majority of Architects working in an Architecture consulting firm agree that there is no action or thought about the alternatives to find a new company to work for. However, even though they are enthusiastic about their work and the majority do not think about leaving or moving to another company, ways are still needed to maintain and even improve this so that the Architects will remain satisfied with their work without worrying about the workload that will arise later.

Table 8: Summary for the Results of Hypothesis Testing

Hypothesis	Estimation	ρ -value	Conclusion
H ₁ : Transformational Leadership effect on Quality of Work Life	0,738	0,000	H _{a1} accepted
H ₂ : Quality of Work Life effect on Job Satisfaction	0,748	0,000	H _{a2} accepted
H ₃ : Quality of Work Life effect on Turnover Intention	-0,820	0,000	H _{a3} accepted

H ₄ : Transformational Leadership effect on Job Satisfaction	0,106	0,180	H _{a4} rejected
H ₅ : Transformational Leadership effect on Turnover Intention	0,227	0,031	H _{a5} accepted
H ₆ condition 1 (direct): Transformational Leadership → Turnover Intention	-0,386	0,000	H _{a6} accepted
H ₆ condition 2 (involving Quality of Work Life): Transformational Leadership → Turnover Intention	0,161	0,125	
H ₇ condition 1 (direct): Transformational Leadership → Job Satisfaction	0,740	0,000	H _{a7} accepted
H ₇ condition 2 (involving Quality of Work Life): Transformational Leadership → Job Satisfaction	0,186	0,023	

Source: Results of Data Processing using AMOS 25 (See Appendix) 2019

Based on the hypothesis testing that has been done, the hypothesis 1 shows that there is an effect of transformational leadership on QoWL, where the higher transformational leadership, the higher the employee's perception of QoWL. In the results of hypothesis 2 test, it is found that there is an effect of QoWL on job satisfaction, where the higher the QoWL the higher the job satisfaction of employees. Then the hypothesis 3 test results can be concluded that there is an influence of QoWL on turnover intention, where the higher the QoWL, the lower the employee's perception of turnover intention. Then for the next hypothesis, hypothesis 4, the results show that there is no effect of transformational leadership on job satisfaction, but the higher the transformational leadership the higher the employee's perception of job satisfaction. In the hypothesis 5 test results found that the higher the Transformational Leadership, the higher the employee's perception of Turnover Intention, then there is the influence of Transformational Leadership on Turnover Intention. For hypothesis 6 as mediation hypothesis shows that QoWL mediates fully in influencing transformational leadership on turnover intention. Likewise with hypothesis 7, where the results are obtained that QoWL fully mediates in influencing transformational leadership on turnover intention.

7. Conclusion

Indeed there is an influence between transformational leadership on job satisfaction and employee turnover intention which is mediated by QoWL. Transformational leadership does not directly affect job satisfaction, but it will influence if it is influenced through their QoWL. The characteristics of superiors will still positively or negatively affect one's perception even though these perceptions do not necessarily affect the actual employee satisfaction they want.

The most important thing that can bring out their job satisfaction itself is how their QoWL fits the needs of the employees themselves. Therefore, support is needed for employees to continue their higher education as long as it does not interfere with their work activities for the company and provide opportunities for employees to be able to attend education or undergo training to support the career development of their employees according to their needs and actions of the company and managers to maintain and improve it.

8. Manager Implications

In the future, it is recommended for company managers to not unmindful in responding to this problem, because if the Architect starts to grow the desire to move or leave the company will certainly have a negative impact on the smooth performance of the company which will result in the achievement or failure of the company's goals .

This study has various limitations: first, the sample population for this study is limited to employees in the profession as Architects working in Architecture Consultant firms in the Jakarta. Thus, in the future it will be necessary for future researchers to conduct similar research in other service companies or architectural consulting firms in other areas. Further studies are recommended to conduct research using different variables among organizations such as position, management structure, industry, etc. In addition, the researcher furthermore needs to explore the intervention effects of these variables.

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