

# Table of Contents

<b>ORIGINALITY STATEMENT OF THE THESIS .....</b>	ii
<b>THESIS SUPERVISOR'S APPROVAL .....</b>	iii
<b>THESIS EXAMINATION COMMITTEE'S APPROVAL .....</b>	iv
<b>ABSTRACT .....</b>	v
<b>FOREWORD.....</b>	vi
<b>Table of Contents .....</b>	vii
<b>List of Figures.....</b>	x
<b>List of Tables .....</b>	xi
<b>Chapter I.....</b>	1
<b>Introduction.....</b>	1
<b>1.1. Research Background.....</b>	1
<b>1.2. Research Problem .....</b>	7
<b>1.3. Research Purpose.....</b>	8
<b>1.4. Research Boundaries .....</b>	9
<b>1.5. Research Benefits .....</b>	10
<b>1.6. Systematics Writing .....</b>	11
<b>Chapter II .....</b>	12
<b>Literature Review .....</b>	12
<b>2.1. Turnover Intention .....</b>	12
<b>2.2. Job Stress .....</b>	14
<b>2.3. Job Satisfaction .....</b>	15
<b>2.4. Organizational Commitment .....</b>	17
<b>2.5. Other Factors Influencing Turnover Intention.....</b>	18
<b>2.5.1. Perceived Organizational Support .....</b>	18
<b>2.5.2. Work Environment .....</b>	19
<b>2.5.3. Leadership Style.....</b>	19
<b>2.6. Generations in the Research: Z and Millennials.....</b>	21
<b>2.7. Previous Studies and Hypotheses Development .....</b>	22

<b>2.7.1.</b>	<b>Job Stress and Job Satisfaction.....</b>	22
<b>2.7.2.</b>	<b>Job Stress and Organizational Commitment .....</b>	22
<b>2.7.3.</b>	<b>Job Stress and Turnover Intention.....</b>	23
<b>2.7.4.</b>	<b>Job Satisfaction and Turnover Intention.....</b>	24
<b>2.7.5.</b>	<b>Organizational Commitment and Turnover Intention.....</b>	25
<b>2.8.</b>	<b>Research Model &amp; Relationship between Variables.....</b>	26
<b>Chapter III.....</b>		27
<b>Research Method .....</b>		27
<b>3.1.</b>	<b>Research Location &amp; Object.....</b>	27
<b>3.2.</b>	<b>Type of Research.....</b>	28
<b>3.3.</b>	<b>Operationalization of Variables.....</b>	28
<b>3.4.</b>	<b>Population and Samples .....</b>	30
<b>3.5.</b>	<b>Data Collection Method.....</b>	31
<b>3.5.1.</b>	<b>Data Sources .....</b>	32
<b>3.5.2.</b>	<b>Data Collection Techniques.....</b>	33
<b>3.6.</b>	<b>Data Analysis Method.....</b>	34
<b>3.6.1.</b>	<b>Descriptive Statistics .....</b>	34
<b>3.6.2.</b>	<b>Inferential Statistics .....</b>	35
<b>3.6.3.</b>	<b>Partial Least Squares (PLS) - Structural Equation Modelling (SEM) .....</b>	36
<b>3.6.4.</b>	<b>Model Evaluation .....</b>	37
<b>3.6.5.</b>	<b>Outer Model (Measurement Model) Evaluation .....</b>	37
<b>3.6.6.</b>	<b>Inner Model (Structural Model) Evaluation .....</b>	39
<b>3.6.7.</b>	<b>Hypothesis Testing .....</b>	41
<b>3.7.</b>	<b>Preliminary Instrument Test Results .....</b>	41
<b>3.7.1.</b>	<b>Measurement Model (Outer Model).....</b>	42
<b>3.7.2.</b>	<b>Preliminary Convergent Validity Test Results using Average Value Extracted (AVE) .....</b>	44
<b>3.7.3.</b>	<b>Preliminary Discriminant Validity Test Results .....</b>	44
<b>3.7.4.</b>	<b>Preliminary Reliability Test Results.....</b>	46
<b>Chapter IV.....</b>		48
<b>Research Findings and Discussion.....</b>		48
<b>4.1.</b>	<b>Research Results .....</b>	48
<b>4.1.1.</b>	<b>Respondents' Profile .....</b>	48

4.1.2.    Descriptive Statistical Analysis .....	53
4.1.3.    Research Data Analysis .....	56
4.2.    Discussion.....	65
Chapter V .....	70
Conclusions and Suggestions.....	70
5.1.    Conclusion .....	70
5.2.    Managerial Implication .....	70
5.3.    Limitation and Suggestions .....	73
References.....	76
Appendices.....	85
Appendix A - Questionnaire.....	85
Appendix B - Original Data .....	89

## List of Figures

<b>Figure 1.1.</b> Job Stress to Turnover by Country.....	4
<b>Figure 2.1.</b> Job Satisfaction Determinants.....	16
<b>Figure 2.2</b> Research Model.....	26
<b>Figure 3.1.</b> Evaluation of inner & outer model.....	37
<b>Figure 4.1.</b> Path Model Based on PLS Algorithm.....	61
<b>Figure 4.2.</b> Path Model Based on Bootstrapping.....	62

## List of Tables

<b>Table 1.1.</b> America's Top Tech Companies, Ranked By Job Stress.....	4
<b>Table 1.2.</b> All Workers and Technology Industry's Workers Job Satisfaction.....	6
<b>Table 2.1.</b> The Cost of Turnover.....	13
<b>Table 2.2.</b> Previous Research on Antecedents of Turnover Intention.....	14
<b>Table 3.1.</b> Variables Operationalization.....	29
<b>Table 3.2.</b> Minimum sample size.....	31
<b>Table 3.3.</b> Classification of Responses.....	34
<b>Table 3.4.</b> Initial Outer Loadings Test Results Preliminary Research.....	42
<b>Table 3.5.</b> Subsequent Outer Loadings Test Results Preliminary Research.....	43
<b>Table 3.6.</b> Average Value Extracted (AVE) Results.....	44
<b>Table 3.7.</b> Discriminant Validity Test Results (Cross Loading).....	45
<b>Table 3.8.</b> Discriminant Validity Test Results (Fornell-Lacker).....	45
<b>Table 3.9.</b> Discriminant Validity Test Results (HTMT Test).....	46
<b>Table 3.10.</b> Composite Reliability Test Results.....	47
<b>Table 4.1.</b> Characteristics of Respondents by Gender.....	49
<b>Table 4.2.</b> Characteristics of Respondents by Age Group.....	49
<b>Table 4.3.</b> Characteristics of Respondents by Relationship Status.....	50
<b>Table 4.4.</b> Characteristics of Respondents by Tenure within Current Organization.....	51
<b>Table 4.5.</b> Characteristics of Respondents by Tenure within Job Families.....	51
<b>Table 4.6.</b> Classification of Responses.....	53
<b>Table 4.7.</b> Mean of Job Stress Variable.....	54

<b>Table 4.8.</b> Mean of Job Satisfaction Variable.....	54
<b>Table 4.9.</b> Mean of Organizational Commitment Variable.....	55
<b>Table 4.10.</b> Mean of Turnover Intention Variable.....	56
<b>Table 4.11.</b> Outer Loadings Test Results Actual Research.....	57
<b>Table 4.12</b> Average Value Extracted (AVE) Results.....	58
<b>Table 4.13.</b> Discriminant Validity Test Results (Cross Loading).....	58
<b>Table 4.14.</b> Discriminant Validity Test Results (Fornell-Lacker).....	59
<b>Table 4.15.</b> Discriminant Validity Test Results (HTMT Test).....	59
<b>Table 4.16.</b> Composite Reliability Test Results.....	60
<b>Table 4.17.</b> Inner VIF of the Actual Study.....	60
<b>Table 4.18.</b> R-Square Value.....	62
<b>Table 4.19.</b> Hypothesis Test Results.....	63