

Research Article

The Influence of Person Job Fit and Person Organization Fit on Organizational Commitment of Employees at Perum DAMRI Pontianak Branch

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ABSTRACT

This study aims to determine the influence of Person Job Fit and Person Organization Fit on Organizational Commitment among employees at Perum DAMRI Pontianak Branch. The research adopts a quantitative associative approach, with data collected through interviews, questionnaires, and documentation. The entire population of 159 employees was used as the sample through a saturated sampling technique. Data were analyzed using multiple linear regression, along with instrument validity and reliability tests, and classical assumption tests including normality, linearity, and multicollinearity. The results showed the regression equation $Y = 1.871 + 0.166X_1 + 0.303X_2$, with a correlation coefficient (R) of 0.540 indicating a moderate relationship between the independent and dependent variables. The coefficient of determination (R^2) was 0.291, meaning that 29.1% of the variation in Organizational Commitment is influenced by Person Job Fit and Person Organization Fit, while the remaining 70.9% is affected by other factors not examined in this study. The F-test showed a significant simultaneous effect, while the t-test revealed that each independent variable had a significant partial effect on Organizational Commitment. Based on these findings, it is recommended that the company improve work facilities, align internal regulations with employee needs, and strengthen human resource management systems focused on career development and a supportive work environment. Future research is suggested to include additional variables such as job satisfaction or leadership style and consider qualitative approaches to gain a more comprehensive understanding.

Keywords: Person Job Fit; Person Organization Fit; Organizational Commitment

1. INTRODUCTION

Human resources (HR) are a vital aspect of a country's development. The abundance of natural resources is less meaningful if there are no human resources to manage them. Conversely, the existence of human resources must also be supported by the availability of natural resources. Therefore, high-quality human resources are essential to improving a nation's competitiveness. Natural resources serve as raw materials that humans can process into various desired outcomes. Forest, marine, and agricultural products, as well as all that is contained in nature, can be utilized to meet human needs. This utilization depends on the ability of human beings to process these resources into valuable outcomes.

According to Kristoff (1996) in Svyantek (2021), Person-Job Fit refers to the degree of compatibility between an employee's skills and abilities with the requirements of the job they hold. This type of fit relates to an individual's ability to perform the tasks required for that specific role. Additionally, there is Person-Organization Fit. According to Chatman (1991) in Hartini (2021), Person-Organization Fit refers to the compatibility between employees and their work environment, including the alignment between an individual's personality and organizational characteristics. According to Porter et al. (1974) in Yusuf & Syarif (2017), organizational commitment is defined as the strength of an individual's identification with and involvement in a specific organization.

Perum DAMRI is a state-owned enterprise operating in the road transportation sector. Headquartered in Jakarta, Perum DAMRI currently manages four regional divisions and 44 branch offices throughout Indonesia. Established on November 25, 1946, Perum DAMRI's vision is to become a world-class road transportation company with excellent and sustainable performance by providing quality service to support national connectivity. Perum DAMRI and Perum Pengangkutan Penumpang Djakarta (PPD) officially merged based on Government Regulation No. 30 of 2023 concerning the merger of PPD into Perum DAMRI on June 6, 2023.

Perum DAMRI Pontianak Branch provides public transportation services, including goods and passenger transport, both for intercity and cross-border routes. It is located at Jl. Sultan Hamid II, Tj. Hilir, East Pontianak District, Pontianak City, West Kalimantan. All branches, including the Pontianak Branch, are directly managed by Perum DAMRI and are supervised by the Ministry of State-Owned Enterprises and the Ministry of Transportation concerning sector regulations. The Pontianak Branch was established in 1973 to serve land transportation needs in West Kalimantan.

The attendance system at Perum DAMRI Pontianak Branch uses the My Damri application. For permanent employees, attendance is recorded twice a day: at the start of the workday at 07:00 WIB and at the end of the workday at 14:00 WIB. For drivers, it ranges from one to two times per day, depending on the schedule. Working hours at the Pontianak Branch consist of non-shift and shift schedules.

The employee absenteeism rate at the Pontianak Branch from 2021 to 2023 showed that in 2021 there were 24 absences. In 2022, it decreased by 25%, and in 2023 there was no change compared to the previous year. Then in 2024, it decreased again by 33%. According to McClearn et al. (2010), absenteeism is a complex and multidimensional phenomenon, not merely a single-dimensional construct. Both individual and organizational factors contribute to absenteeism, and employee performance and well-being are more closely linked to the organization's response to absenteeism. Miraglia & Johns (2021) identified that social factors influencing absenteeism originate from both work (organization, job) and non-work domains (family, community, society, or nation).

Besides absenteeism, tardiness and early departure are also indicators used to assess employee discipline. Through the My Damri application, the number of late arrivals and early departures for each employee can also be tracked. In 2022, the number of tardiness and early departures at the Pontianak Branch decreased by 5.21%, in 2023 it further decreased by 0.25%, and in 2024 it decreased again by 9.77%. Additionally, early departures decreased by 27.96% in 2022, increased by 4.76% in 2023, and then decreased again by 4.75% in 2024. According to Maskur et al. (2023), discipline is a key requirement for achieving optimal outcomes in any institution. Therefore, every organization generally includes disciplinary regulations due to their significant role in achieving organizational standards. According to Putra (2021), discipline is influenced by placement through orientation, interest alignment with the job, ability-job match, and knowledge compatibility all of which contribute to improved discipline, such as compliance with company rules, working effectively, accepting corrections, being punctual, and striving to complete tasks on time. Anthony (2017) also stated that effective disciplinary policies help regulate employee behavior reliably.

Organizational commitment is a psychological state that reflects an employee's emotional attachment, identification, and involvement with the organization. It plays a vital role as it reflects the employee's desire to remain with the organization, work hard to achieve organizational goals, and demonstrate loyalty. According to Putra et al. (2023), organizational commitment reflects the extent to which employees feel like part of the organization and participate actively in its operations. Dwiyantri & Bagia (2020) added that commitment also reflects an employee's willingness to contribute maximally to achieving the organization's vision and mission.

Person-Job Fit refers to the match between an individual's abilities, skills, and characteristics with the tasks they are assigned. When employees feel competent and aligned with their jobs, they are likely to be more satisfied, motivated, and willing to remain with the organization. Pambudi & Kurniawan (2024) describe P-J Fit as the alignment between individuals and their job duties, while Dewi et al. (2023) emphasize the extent to which a person's abilities can meet job demands. Person-Organization Fit emphasizes the alignment of values, culture, and norms between individuals and the organization. Higher compatibility increases the likelihood that employees will feel comfortable, engaged, and loyal. Rosa et al. (2020) stated that P-O Fit represents the alignment between personal values and organizational values. Yusup et al. (2024) emphasized that P-O Fit involves the congruence of individual attributes with organizational norms. Based on the background described above, the author is interested in conducting research entitled "The Influence of Person Job Fit and Person Organization Fit on Organizational Commitment of Employees at Perum DAMRI Pontianak Branch."

2. RESEARCH METHOD

Type of Research

This research is a quantitative associative study aimed at identifying the relationship between two independent variables, namely Person Job Fit (X_1) and Person Organization Fit (X_2), and the dependent variable, Organizational Commitment (Y). According to Siregar (2013), associative research is a type of research designed to examine the relationship between two or more variables within a particular phenomenon.

Population and Sample

The population in this study consists of all employees at Perum DAMRI Pontianak Branch in 2025, totaling 159 individuals, excluding the General Manager. The sampling technique used is saturated sampling, where all members of the population are included in the sample due to the manageable population size (Sugiyono, 2015). The sample comprises 17 permanent employees and 142 non-permanent employees.

Data Collection Techniques

The data used in this research includes both primary and secondary data. Primary data were obtained through structured interviews with the Assistant Manager of Human Resources and General Affairs at Perum DAMRI Pontianak Branch, followed by the distribution of questionnaires to non-permanent employees as the main respondents. The questionnaires were used to measure respondents' attitudes, beliefs, and perceptions of the research subject (Siregar, 2013). Secondary data were collected from internal company documentation, such as the number of employees by division, disciplinary violations, lateness, early departures, sanctions, and the latest educational background of employees.

Research Variables and Measurement Scale

The independent variables in this study are Person Job Fit (X_1) and Person Organization Fit (X_2). The dependent variable

is Organizational Commitment (Y). This study uses a five-point Likert scale to measure the level of agreement of respondents with the statements in the questionnaire, ranging from Strongly Disagree (score 1) to Strongly Agree (score 5) (Siregar, 2013).

Data Analysis Techniques

The data analysis in this study involves several stages. First, instrument testing is conducted to assess the reliability of the measurement tools, including validity testing using the Pearson Product Moment correlation, where an instrument is considered valid if the correlation coefficient > 0.3 and the significance value is ≤ 0.05 , and reliability testing using the Cronbach's Alpha method, with $\alpha > 0.6$ indicating that the instrument is reliable (Siregar, 2013). Then, classical assumption tests are conducted to ensure the feasibility of regression analysis, which includes: a normality test using the Kolmogorov-Smirnov method (Sahir, 2021); a linearity test using the Test for Linearity, where a significance value < 0.05 indicates linearity (Purnomo, 2016); and a multicollinearity test using Tolerance and Variance Inflation Factor (VIF), where $VIF \leq 10$ indicates the absence of multicollinearity (Sahir, 2021). The main analysis uses multiple linear regression to examine the effect of Person Job Fit (X_1) and Person Organization Fit (X_2) on Organizational Commitment (Y), with the regression model: $Y = a + b_1X_1 + b_2X_2$ (Siregar, 2013). To assess the relationship between variables, the Pearson correlation coefficient and coefficient of determination (R^2) are used, with the formula $KD = r^2 \times 100\%$ (Siregar, 2013). Hypothesis testing is conducted using the F-test (simultaneous) to observe the collective influence of the independent variables on the dependent variable (Sahir, 2021) and the t-test (partial) to determine the individual effect of each independent variable on the dependent variable based on a significance value ≤ 0.05 (Sahir, 2021).

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test aims to ensure that the questionnaire instrument actually measures the variables being studied. This process is carried out by correlating the scores of each item, then comparing the calculated r value with the table r value. With 159 respondents ($df = 157$) and a significance level of 0.05, the table r value obtained is 0.155. The results of the validity test for the variables in this study can be seen in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicators	r count	r table	Description
Person Job Fit (X_1)	X1.1	0,839	0,155	Valid
	X1.2	0,819		
	X1.3	0,825		
	X1.4	0,845		
Person Organization Fit (X_2)	X2.1	0,845	0,155	Valid
	X2.2	0,837		
	X2.3	0,703		
	X2.4	0,764		
	X2.5	0,832		
	X2.6	0,802		
Organizational Commitment (Y)	Y.1	0,765	0,155	Valid
	Y.2	0,812		
	Y.3	0,597		
	Y.4	0,466		
	Y.5	0,625		
	Y.6	0,702		
	Y.7	0,468		
	Y.8	0,606		

Source: Processed Data, 2025

Based on [Table 1](#), the validity test results for all variables show that the calculated r value is greater than or equal to the r table value. Therefore, it can be concluded that all statements in all variables are valid and suitable for use as research instruments.

3.1.2 Reliability Test

The reliability test aims to measure the consistency of the questionnaire instrument as a measuring tool. This research uses the Cronbach's Alpha method, where an item is considered reliable if the Alpha value is > 0.60 . The results of the reliability test can be seen in [Table 2](#).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
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Person Job Fit (X1)	0.851	Reliable
Person Organization Fit (X2)	0.885	
Organizational Commitment (Y)	0.864	

Source: Processed Data, 2025

Based on the **Table 2**, it shows that Cronbach's Alpha values are ≥ 0.60 . Thus, all statement items in all variables are reliable and can be used in the research.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test conducted in a research aims to analyze whether the data in the research is normally distributed or not. The method used in the normality test in this research is Kolmogorov-Smirnov. Based on the analysis results using SPSS, the normality test results can be seen in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	159
Test Statistic	.040
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on **Table 3**, the normality test results show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

3.2.2 Linearity Test

The linearity test in this study is conducted to see if there is a linear relationship between the independent and dependent variables. To test this, the Test for Linearity method is used as an analytical tool. Based on the results of the analysis in this research using SPSS, the linearity test results can be seen in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Organizational Commitment * Person Job Fit	0.390	Linear
Organizational Commitment * Person Organization Fit	0.323	

Source: Processed Data, 2025

Based on **Table 4**, the results of the linearity test between the independent and dependent variables show a significance value greater than 0.05 in the Deviation from Linearity column. Therefore, it can be concluded that there is no significant deviation from linearity, indicating a linear relationship between the independent and dependent variables.

3.2.3 Multicollinearity Test

The multicollinearity test aims to identify high correlations between independent variables in the regression model, which can influence the accuracy of coefficient estimation and reduce the reliability of the model. The results of the multicollinearity test using SPSS are presented in **Table 5**.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Person Job Fit	.817	1.223
Person Organization Fit	.817	1.223
Dependent Variable: Organizational Commitment		

Source: Processed Data, 2025

Based on **Table 5**, since both variables show Tolerance values above 0.10 and VIF values below 10.00, it can be concluded that there are no signs of multicollinearity between the Person-Job Fit and Person-Organization Fit variables in the regression model of this research.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the simultaneous and partial effects of independent variables on dependent variables, as well as to form a predictive model of the relationship between variables. The regression coefficient results from the SPSS analysis are shown in **Table 6**.

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.871	9.233	.000
Person Job Fit	.166	3.305	.001
Person Organization Fit	.303	5.179	.000

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 6**, the multiple linear regression coefficient equation is obtained, and the results can be explained as follows:

$$Y = 1.871 + 0.166X_1 + 0.303X_2$$

- The constant (a) is 1.871, indicating that if Person Job Fit (X1) and Person Organization Fit (X2) are zero, then Organizational Commitment (Y) is 1.871.
- The regression coefficient value for the Person Job Fit variable (b1) is 0.166. This means that if Person Job Fit increases by one unit, then Organizational Commitment will increase by 0.166 units.
- The regression coefficient value of the Person Organizational Fit variable (b2) is 0.303 and is positive, meaning that if Person Organizational Fit increases, Organizational Commitment will increase by 0.303 units.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient in a research study is used to measure the degree of correlation between two or more variables, as well as to determine the direction of the relationship. The method used in this analysis is the Product Moment correlation method. The results of the correlation coefficient calculations can be seen in **Table 7**.

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.291	.282	.44236

Predictors: (Constant), Person Organization Fit, Person Job Fit
Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on **Table 7**, the correlation coefficient calculation shows that the obtained correlation coefficient (R) value is 0.540, which is classified as moderate.

3.5 Analysis of the Coefficient of Determination R^2

Based on the results of the coefficient of determination (R^2) calculation shown in **Table 7**, an R-Square value of 0.291 is obtained. This means that the Person Job Fit and Person Organization Fit variables have an influence on Organizational Commitment of 29.1%, while the remaining 70.9% is influenced by other variables not discussed in this research.

3.6 Simultaneous Test (F Test)

The simultaneous test (F) is used to evaluate whether the Person Job Fit and Person Organization Fit variables together have a significant effect on organizational commitment in accordance with the hypothesis. The results of the F test using SPSS are shown in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	12.537	6.269	32.035	.000 ^b
Residual	30.527	.196		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Person Organization Fit, Person Job Fit

Source: Processed Data, 2025

Based on **Table 8**, the results of the simultaneous (F) test show that the calculated F value is 32.035, which is greater than the F table value of 3.90, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that the Person-Job Fit and Person-Organization Fit variables have a significant simultaneous effect on Organizational Commitment.

3.7 Partial Test (t Test)

A partial test (t) is conducted to determine the effect of each independent variable, namely Person Job Fit and Person Organization Fit, on organizational commitment separately. The t-test results are presented in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.871	9.233	.000
Person Job Fit	.166	3.305	.001
Person Organization Fit	.303	5.179	.000
Dependent Variable: Organizational Commitment			

Source: Processed Data, 2025

Based on **Table 9**, the results of the partial hypothesis testing (t-test) show that the results can be seen in:

- The t-value for the Person Job Fit variable (X1) is $3.305 >$ the t-table value of 1.654, and the significance level is $0.001 < 0.05$. Therefore, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that Person Job Fit haveS a significant partial effect on Organizational Commitment.
- The t-value for the Person Organization Fit variable (X2) is $5.179 >$ the t-table value of 1.654 and the significance value is $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted, meaning that Person Organization Fit partially have a significant effect on Organizational Commitment.

4. CONCLUSION

Based on the results of the research conducted on employees of Perum DAMRI Pontianak Branch, the majority of respondents were male, aged between 26–30 years, held a high school (SMA/SMK) education, worked in the Business Division, had a work tenure of 2–3 years, earned a monthly income between IDR 3,500,000.00–IDR 4,499,999.00, were married, and had 3–4 dependents. The regression analysis resulted in the equation $Y = 1.871 + 0.166X_1 + 0.303X_2$. The correlation coefficient (R) value of 0.540 indicates a moderate relationship between the variables *Person Job Fit* and *Person Organization Fit* with *Organizational Commitment*. Meanwhile, the coefficient of determination (R^2) was 0.291, which means that 29.1% of the variance in *Organizational Commitment* is influenced by the two independent variables, while the remaining 70.9% is affected by other factors outside the scope of this study. The simultaneous test (F-test) showed a significant joint influence, as indicated by the F calculated value of 32.035, which is greater than the F table value of 3.90, with a significance level of $0.000 < 0.05$. Partially, *Person Job Fit* had a significant effect with a t value of $3.305 >$ t table value of 1.654 and a significance level of $0.001 < 0.05$. Similarly, *Person Organization Fit* also had a significant effect, with a t value of $5.179 >$ t table 1.654 and a significance level of $0.000 < 0.05$. Based on these findings, it is recommended that the company provide adequate work facilities, review and adjust workplace norms and rules to better align with employee needs, and continue to develop a human resource management system that focuses on competence enhancement, clear career paths, and the creation of a positive and supportive work environment to foster long-term employee loyalty and commitment. For future research, it is suggested to expand the scope of variables, such as job satisfaction, leadership style, or work environment, and to consider using qualitative or mixed method approaches to gain a deeper understanding of the factors influencing organizational commitment in various organizational contexts.

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