
Journal of Emerging Global Synergy on Business, Management, Economics, Law and Society (JEBELS)

Scholars Scientific Journal

ISSN (Online): , ISSN (Print):

<https://journal.arepublisher.com/index.php/jebels>

The Mediating Role of Organizational Citizenship Behavior in The Effect of Career Development and Workload on Turnover

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ABSTRACT

The purpose of this study is to examine and analyze the influence of Career Development and Workload on Employee Turnover Intention, mediated by Organizational Citizenship Behavior (OCB). The population in this study consists of 261 permanent administrative staff at Mercu Buana University, Meruya Campus. The sample used was 158 permanent administrative staff, calculated using the saturated sampling method. The sampling method employed is non-probability sampling with a convenience sampling technique. The study employs a quantitative approach with a survey method, using a 5 Likert scale questionnaire, Data were analyzed by using SEM-PLS with the help of Smart-PLS 4.0 programs for Windows. The results of this study show that career development has a negative and significant effect on employee turnover intention. Career development has a positive and significant effect on organizational citizenship behavior (OCB). Workload has a positive and significant effect on employee turnover intention. Workload has a negative and significant effect on organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) has a negative and significant effect on employee turnover intention. Organizational citizenship behavior (OCB) is able to mediate the effect of career development on employee turnover intention. Organizational citizenship behavior (OCB) is able to mediate the effect of workload on employee turnover intention.

Keywords: Career Development; Workload; Turnover Intention; Organizational Citizenship Behavior (OCB).

Submitted: 03-01-2026

Revised: 12-02-2026

Accepted: 14-02-2026

Article Doi:

[http:](http://)

RESEARCH BACKGROUND

Human resources (HR) are a key element that determines the success of an organization. The role of HR is not limited to executing tasks, but also serves as a strategic factor in achieving organizational goals. High-performing employees can enhance profitability, ensure organizational sustainability, and strengthen competitiveness in today's dynamic environment (Muhani & Yuliantini, 2019). Therefore, effective and efficient HR management is crucial to optimize individual potential in order to achieve the goals of the organization, employees, and society (Marlapa & Sugianto, 2023).

Universitas Mercu Buana (UMB), as one of the higher education institutions accredited "Unggul" (Excellent), employs a large number of education staff to support its operational activities. This study was conducted at Universitas Mercu Buana, Meruya Selatan Campus, which has the highest number of permanent education staff compared to other UMB campuses, totaling 261 employees. Internal management data on employee turnover at UMB over the past three years are presented as follows:

Table 1. Employee Turnover Data of Education Staff at Universitas Mercu Buana 2021–2023

Year	Number of Education Staff			
	Start of Year	New Hires	Exits	End of Year
2021	254	4	2	254
2022	271	13	6	273
2023	282	12	7	282

Source: Universitas Mercu Buana Personnel Records, 2024

From Table 1 above, it can be seen that employee turnover at Universitas Mercu Buana during the 2021–2023 period increased each year. This has become a concern and an evaluation point for UMB's leadership, as management aims to ensure that no more employees leave the institution. In addition, the researcher conducted interviews with two key persons in the Human Resources Bureau of Universitas Mercu Buana. Based on the interview results, one of the main factors that often trigger turnover intention is excessive workload. An unbalanced workload can lead to burnout, decrease productivity, and encourage employees to leave their jobs (Ningrum, 2022; Soelton et al., 2021). Moreover, insufficient career development is also an important factor that influences employee satisfaction and loyalty (Septian & Lestari, 2016). Internal data from UMB indicate that promotions of education staff over the past three years have tended to fluctuate. This condition may create a perception among employees that career opportunities are limited.

Table 2. Data on Education Staff Promotions at Universitas Mercu Buana 2021–2023

No	Year	Education Staff Receiving Promotions
1.	2021	24
2.	2022	47
3.	2023	17

Source: Universitas Mercu Buana Personnel Records, 2024

The researcher also conducted a pre-research questionnaire survey with 20 permanent education staff who had been working at UMB for more than one year, in order to further confirm the existence of employee turnover issues and the factors suspected to contribute to the increase in turnover. The results of the pre-survey are presented in Table 3 below.

Table 3. Pre-Survey Results

Table 3: The Survey Results					
No.	Statement	Response		Total Employees	%
		Yes	No		
Results of the Career Development Survey					
1	The longer I work at this institution, the greater the opportunities for career development.	11	9	20	100
Results of the Workload Survey					
2	I keep working even when it is already break time.	12	8	20	100
Results of the Organizational Citizenship Behavior (OCB) Survey					
3	It is not a problem for me to work overtime to substitute for a colleague in order to complete their task.	11	9	20	100
Results of the Turnover Intention Survey					
4	I have considered quitting this job and seeking new employment.	14	6	20	100

Source: Data Processed, 2024

Based on this phenomenon, an empirical study is needed to analyze the effect of career development and workload on turnover intention, with OCB as a mediating variable. The results of this study are expected to provide strategic recommendations for UMB's management in managing human resources sustainably, minimizing turnover, and improving the performance quality of education staff.

The objectives of this study are to:

1. Identify and analyze the effect of career development on turnover intention among education staff at UMB.
2. Identify and analyze the effect of career development on OCB among education staff at UMB.
3. Identify and analyze the effect of workload on turnover intention among education staff at UMB.
4. Identify and analyze the effect of workload on OCB among education staff at UMB.
5. Identify and analyze the effect of OCB on turnover intention among education staff at UMB.
6. Identify and analyze the mediating role of OCB in the relationship between career development and turnover intention.

Identify and analyze the mediating role of OCB in the relationship between workload and turnover intention

LITERATURE REVIEW

Human Resource Management (HRM)

Human Resource Management (HRM) is the science and art of managing the workforce to achieve the goals of the organization, employees, and society effectively and efficiently (Adamy, 2016). HRM encompasses a series of activities ranging from planning, recruitment, selection, training, compensation, to termination of employment (Adamy, 2016). Kotler & Armstrong (2023) emphasizes that HRM also plays a role in ensuring ethical treatment and respect for employee dignity. The objectives of HRM include organizational objectives

(supporting the achievement of company goals), functional objectives (maintaining HR contributions in accordance with organizational needs), social objectives (fulfilling ethical responsibilities to society), and personal objectives (facilitating the achievement of individual employee goals). Its operational functions consist of staffing, development, compensation, integration, and employee maintenance (Sabrina & Lestari P, 2020).

Career Development

Career development is a continuous process designed to enhance employees' potential, skills, and opportunities in achieving higher career goals (Busro, 2018). Companies that establish clear career paths are able to foster employee motivation, loyalty, and performance (Septian & Lestari, 2016). Factors influencing career development include formal and non-formal education, work experience, supervisor attitudes, job performance, job weight, availability of vacancies, managerial ability, integrity, communication skills, and work productivity. Indicators of career development include: Career Clarity – clear opportunities for promotion and advancement, Self-Development – opportunities to participate in education, training, courses, and seminars, Performance Improvement – enhancement of employee discipline, motivation, and loyalty.

Workload

Workload is defined as the number of tasks that employees must complete within a certain time frame, influenced by job demands, individual capabilities, and working conditions (Akbulut, 2016; Budiasa, 2021). The factors influencing workload are categorized into: External factors: physical and mental demands of the job, working hours, compensation system, and working conditions. Internal factors: employees' physical and psychological conditions, motivation, perception, and health. The dimensions of workload include: Time Load – the availability of time to complete tasks according to targets. Mental Effort Load – the level of mental effort exerted to accomplish the job. Psychological Pressure Load – the level of risk, frustration, and stress resulting from work.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to employees' voluntary behaviors that are not formally regulated in job descriptions but support organizational effectiveness (Barton et al., 2018). These behaviors include helping colleagues, adhering to rules, showing loyalty to the organization, and actively participating in organizational activities. OCB represents individual discretionary behavior that is not directly rewarded by the organization's formal system but, overall, enhances the effectiveness of organizational functions. It involves helping colleagues, complying with rules, being loyal to the organization, and taking the initiative to contribute beyond the assigned tasks (Supranto, 2011). The dimensions of OCB include: Altruism – willingness to voluntarily help colleagues, Courtesy – maintaining good relationships and preventing conflicts, Civic Virtue – actively participating in organizational activities, Conscientiousness – dedication to working beyond the standard requirements. Sportsmanship – accepting less-than-ideal conditions without excessive complaints.

Turnover Intention

Turnover intention is the tendency or intention of employees to voluntarily leave their job (Alimah & Swasti, 2018). Factors influencing this intention include individual characteristics, level of job satisfaction, and organizational commitment. Its dimensions include: Thinking of

Quitting – considering leaving the job. Intention to Search – seeking information about new job opportunities. Intention to Quit – planning to resign if better opportunities arise.

Research Hypotheses

Based on the theories presented, the research hypotheses are as follows:

H1: Career development has a negative effect on employees' turnover intention.

H2: Career development has a positive effect on Organizational Citizenship Behavior (OCB).

H3: Workload has a positive effect on employees' turnover intention.

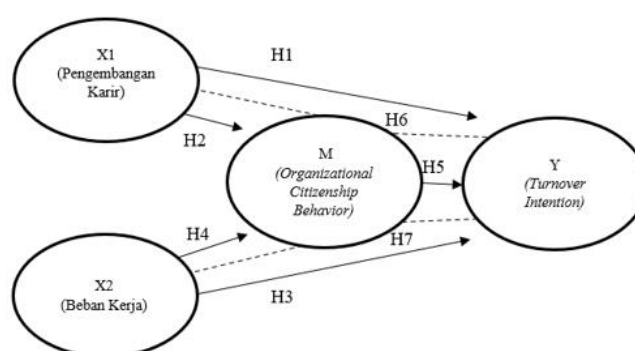
H4: Workload has a negative effect on Organizational Citizenship Behavior (OCB).

H5: Organizational Citizenship Behavior (OCB) has a negative effect on employees' turnover intention.

H6: Career development affects employees' turnover intention through the mediating role of Organizational Citizenship Behavior (OCB).

H7: Workload affects employees' turnover intention through the mediating role of Organizational Citizenship Behavior (OCB).

Figure 1. Conceptual Framework



METHOD

Research Design

This study was conducted using a quantitative approach with a causal design, aimed at testing the cause-and-effect relationships among independent, mediating, and dependent variables (Sugiyono, 2022). The independent variables are Career Development (X1) and Workload (X2), the mediating variable is Organizational Citizenship Behavior (OCB), and the dependent variable is Turnover Intention (Y). The study was carried out at Universitas Mercu Buana, Meruya Campus, West Jakarta. The research process was conducted over approximately one year, from April 2024 to March 2025.

Population and Sampel

The population of this study consists of all permanent education staff at Universitas Mercu Buana, Meruya Campus, totaling 261 individuals. The sampling technique used was a saturated sample, in which all members of the population were included as research samples (Sugiyono, 2022).

Data Collection Techniques and Instrument Development

Data were collected through a survey using a questionnaire developed based on the indicators of the research variables, namely:

- Career Development: dimensions of career clarity, self-development, and performance improvement (Busro, 2018).
- Workload: dimensions of time load, mental effort load, and psychological pressure load (Hassan, 2016).
- OCB: dimensions of altruism, courtesy, civic virtue, conscientiousness, and sportsmanship (Barton et al., 2018).
- Turnover Intention: dimensions of thinking of quitting, intention to search, and intention to quit (Ying et al., 2017).

Each indicator was measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to use, the instrument was tested for validity (convergent and discriminant) and reliability (Cronbach's Alpha and Composite Reliability) to ensure the accuracy and consistency of the research instrument.

RESULTS AND DISCUSSION

Data for this study were collected through the distribution of questionnaires to 158 respondents at Universitas Mercu Buana, Meruya Campus. Not all distributed questionnaires were returned due to some employees being unwilling to complete them. At the beginning of the questionnaire, questions regarding respondent identity were provided to describe demographic profiles. The characteristics of the respondents in this study are presented in the following table.

Table 4. Respondent Characteristics

Respondent Profile Based on Gender		
Gender	Frequency	%
Male	66	42
Female	92	58
Respondent Characteristics Based on Age		
Age (Years)	Frequency	%
< 21	0	0
21 - <30	85	54
31 - < 40	50	32
41 - < 50	21	13
> 50	2	1
Respondent Profile Based on Education Level		
Education Level	Frequency	%
SMA/SMK	0	0
D3	44	28
S1	58	37
S2	55	35
Respondent Profile Based on Tenure		
Tenure (Year)	Frequency	%
< 1	0	0
1 - < 5	42	27
6 - <10	61	39
11 - < 20	40	25
> 20	15	9

Table 4 shows that out of 158 respondents, 92 were female (58%) and 66 were male (42%). Based on this information, it can be seen that the workforce at Universitas Mercu Buana is dominated by female employees. Table 4 also indicates that among the 158 respondents, 85 were aged 21 to under 30 years (54%), 50 were aged 31 to under 40 years (32%), 21 were aged 41 to under 50 years (13%), and 2 were over 50 years old (1%). These data show that the majority of respondents are between 21 and under 30 years old.

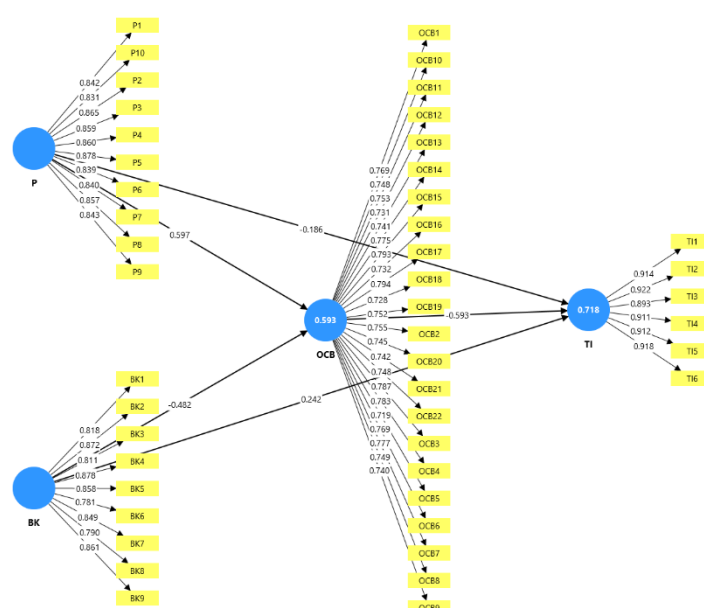
Regarding education level, Table 4 shows that 44 respondents held a Diploma Three (D3) degree (28%), 58 held a Bachelor's (S1) degree (37%), and 55 held a Master's (S2) degree (35%). This indicates that the majority of respondents have a Bachelor's (S1) degree. In terms of length of service, Table 4 shows that 42 respondents had worked for 1 to under 5 years (27%), 61 for 6 to under 10 years (39%), 40 for 11 to under 20 years (25%), and 15 for over 20 years (9%). These data indicate that the majority of respondents have a length of service of 6 to under 10 years.

1. Outer Model Testing Results

a. Test of Validity

1) Convergent Validity

Figure 2. PLS Algorithm Result



The results of the convergent validity test from the PLS output above show that all indicators have met convergent validity, as they have factor loading values above 0.50.

2) Discriminant Validity

Table 5. Discriminant Validity Test Result (Cross Loading)

	Workload (X2)	Organizational Citizenship Behavior (OCB) (M)	Career Development (X1)	Turnover Intention (Y)
BK1	0,818	-0,397	0,029	0,445
BK2	0,872	-0,440	-0,004	0,453
BK3	0,811	-0,399	-0,019	0,458
BK4	0,878	-0,397	-0,011	0,449
BK5	0,858	-0,416	0,035	0,447
BK6	0,781	-0,442	-0,015	0,454
BK7	0,849	-0,374	-0,023	0,415
BK8	0,790	-0,389	-0,055	0,435
BK9	0,861	-0,405	-0,009	0,448
OCB1	-0,263	0,769	0,500	-0,671
OCB2	-0,272	0,755	0,433	-0,657
OCB3	-0,249	0,787	0,477	-0,681
OCB4	-0,414	0,783	0,479	-0,660
OCB5	-0,357	0,719	0,429	-0,640
OCB6	-0,356	0,769	0,455	-0,675
OCB7	-0,377	0,777	0,438	-0,690
OCB8	-0,254	0,749	0,504	-0,645
OCB9	-0,346	0,740	0,496	-0,658
OCB10	-0,371	0,748	0,490	-0,660
OCB11	-0,419	0,753	0,466	-0,654
OCB12	-0,369	0,731	0,422	-0,600
OCB13	-0,330	0,741	0,400	-0,566
OCB14	-0,465	0,775	0,514	-0,636
OCB15	-0,377	0,793	0,432	-0,569
OCB16	-0,436	0,732	0,504	-0,586
OCB17	-0,448	0,794	0,415	-0,598
OCB18	-0,403	0,728	0,447	-0,578
OCB19	-0,383	0,752	0,466	-0,585
OCB20	-0,418	0,745	0,395	-0,552
OCB21	-0,424	0,742	0,396	-0,548
OCB22	-0,363	0,748	0,403	-0,526
P1	-0,037	0,519	0,842	-0,508
P10	-0,075	0,536	0,831	-0,499
P2	-0,068	0,555	0,865	-0,504
P3	-0,023	0,555	0,859	-0,484
P4	-0,006	0,489	0,860	-0,439
P5	0,081	0,456	0,878	-0,405
P6	0,025	0,493	0,839	-0,464
P7	0,040	0,500	0,840	-0,390
P8	-0,020	0,517	0,857	-0,474
P9	0,034	0,476	0,843	-0,440
TI1	0,466	-0,708	-0,475	0,914
TI2	0,466	-0,764	-0,522	0,922
TI3	0,493	-0,759	-0,494	0,893
TI4	0,504	-0,760	-0,496	0,911
TI5	0,500	-0,754	-0,507	0,912
TI6	0,485	-0,752	-0,482	0,918

Source: Processed Data, SmartPLS 4 (2025)

Table 5 shows that the workload indicators have higher cross-loading values compared to Organizational Citizenship Behavior (OCB), career development, and turnover intention.

Similarly, the OCB indicators have higher cross-loading values compared to workload, career development, and turnover intention. The career development indicators also exhibit higher cross-loading values than workload, OCB, and turnover intention. Likewise, the turnover intention indicators have higher cross-loading values compared to workload, OCB, and career development.

Table 6. Discriminant Validity Test Result (AVE)

Variable	Average Variance Extracted (AVE)
Workload (X2)	0,699
Organizational Citizenship Behavior (M)	0,572
Career Development (X1)	0,725
Turnover Intention (Y)	0,831

Source: Processed Data, SmartPLS 4, 2025

Table 6 shows that the AVE values for the variables workload, Organizational Citizenship Behavior (OCB), career development, and turnover intention are all greater than 0.50. Therefore, it can be concluded that each variable has met discriminant validity.

Table 7. Discriminant Validity Test Result (Fornell Larcker Criterion)

	Workload (X2)	Organizational Citizenship Behavior (OCB) (M)	Career Development (X1)	Turnover Intention (Y)
BK	0,836			
OCB	-0,487	0,756		
P	-0,009	0,601	0,852	
TI	0,533	-0,823	-0,544	0,912

Source: Processed Data, SmartPLS 4, 2025

Table 7 indicates that the square root of the average variance extracted (AVE) for each construct is greater than the correlations between that construct and the other constructs in the model. Based on these AVE values, the constructs in the estimated model meet the criteria for discriminant validity.

b. Test of Reliability

Table 8. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's alpha	Composite reliability	Explanation
Workload	0,946	0,954	Reliable
Organizational Citizenship Behavior (OCB)	0,964	0,967	Reliable
Career Development	0,958	0,963	Reliable
Turnover Intention	0,959	0,967	Reliable

Source: Processed Data, SmartPLS 4, 2025

Table 8 shows that the results of the composite reliability and Cronbach's alpha tests are satisfactory, as all variables have composite reliability and Cronbach's alpha values ≥ 0.70 . This indicates that all variables can be considered reliable.

1. Inner Model Testing Result

a. R-Square (R^2)

Table 9. R-Square	
R-square	
Organizational Citizenship Behavior (OCB) (M)	0,593
Turnover Intention (Y)	0,718

Source: Processed Data, SmartPLS 4, 2025

Table 9 shows that the structural model indicates OCB has a moderate strength with an R-square value of 0.593, meaning that 59.3% of the variability in OCB is explained by career development and workload, while 40.7% is influenced by factors outside the study. Meanwhile, Turnover Intention has a strong strength with an R-square value of 0.718, indicating that 71.8% of its variability is explained by career development, workload, and OCB, while 28.2% is influenced by factors outside the study.

b. Predictive Relevance (Q^2)

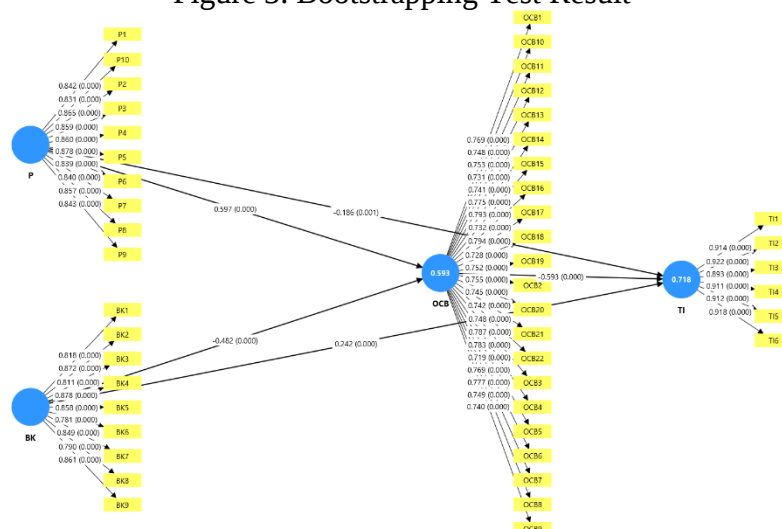
Table 10. Q-Square	
$Q^2_{predict}$	
Organizational Citizenship Behavior (OCB) (M)	0,581
Turnover Intention (Y)	0,564

Source: Processed Data, SmartPLS 4, 2025

Table 10 shows that the predictive relevance (Q^2) values are 0.581 for Organizational Citizenship Behavior (OCB) and 0.564 for turnover intention. Since the Q^2 values for both variables are greater than 0, each exogenous variable can relevantly predict the endogenous variable. Therefore, this research model is suitable for further testing and meets the criteria for an adequate level of analysis.

2. Hypothesis Result

Figure 3. Bootstrapping Test Result



Source: Processed Data, SmartPLS 4, 2025

Table 11. Hypothesis Result

	Original sample	Standard deviation	T statistics	P values	Explanation
Career Development -> Turnover Intention	-0,186	0,055	3,385	0,001	Significant Negative
Career Development -> Organizational Citizenship Behavior (OCB)	0,597	0,045	13,231	0,000	Significant Positive
Workload -> Turnover Intention	0,242	0,053	4,560	0,000	Significant Positive
Workload -> Organizational Citizenship Behavior (OCB)	-0,482	0,052	9,312	0,000	Significant Negative
Organizational Citizenship Behavior (OCB) -> Turnover Intention	-0,593	0,056	10,507	0,000	Significant Negative
Mediation					
Career Development -> Organizational Citizenship Behavior (OCB)-> Turnover Intention	-0,354	0,042	8,434	0,000	Partial Mediation
Workload -> Organizational Citizenship Behavior (OCB)-> Turnover Intention	0,286	0,043	6,720	0,000	Partial Mediation
Total Effect					
Career Development -> Turnover Intention + Career Development -> Organizational Citizenship Behavior (OCB)-> Turnover Intention				-0,540	
Workload -> Turnover Intention + Workload -> Organizational Citizenship Behavior (OCB)-> Turnover Intention				0,528	

Source: Processed Data, SmartPLS 4, 2025

Based on the total effect values in Table 11, the workload variable has a stronger positive effect on turnover intention, with a value of 0.528, while career development has a negative effect on turnover intention, with a value of -0.540. Therefore, recommendations to address employee turnover intention should prioritizel improving workload management for employees.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Career development has a negative and significant effect on turnover intention among employees at Universitas Mercu Buana Meruya.
2. Career development has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees at Universitas Mercu Buana.

3. Workload has a positive and significant effect on turnover intention among employees at Universitas Mercu Buana.
4. Workload has a negative and significant effect on Organizational Citizenship Behavior (OCB) among employees at Universitas Mercu Buana.
5. Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention among employees at Universitas Mercu Buana.
6. Organizational Citizenship Behavior (OCB) can mediate the indirect effect of career development on turnover intention among employees at Universitas Mercu Buana.
7. Organizational Citizenship Behavior (OCB) can mediate the indirect effect of workload on turnover intention among employees at Universitas Mercu Buana.

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