

The Influence of Job Satisfaction on Turnover Intention Among Employees in the Construction Sector

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ABSTRACT

The construction industry is one of the important sectors in developing the country. The tight competition and the heavy construction work rhythm, compared to other sectors, require construction actors to manage company resources effectively. As a sector that contributes significantly to the Gross Domestic Product (GDP), construction companies employ a large number of human resources. They must minimize employee turnover to prevent fluctuations that can hinder ongoing projects. This can be achieved by paying attention to employee welfare, one aspect of which is employee satisfaction at work. This study aims to understand and analyze the influence between job satisfaction and turnover intention in employees in the construction sector. This research design employs a quantitative method and utilizes a purposive sampling technique with a sample size of 121 employees working in the construction field. The job satisfaction measuring instrument has a value (α) = 0.837 with 17 valid items, and the turnover intention measuring instrument has a value (α) = 0.816 with 5 valid items. This study employs a simple linear regression analysis technique, yielding a significant value of 0.000 and a regression equation of $Y = 39.304 - 0.428$. Based on these results, the hypothesis in this study is accepted, namely that job satisfaction has a negative impact on turnover intention among construction sector employees. Job satisfaction contributes 64% to turnover intention among construction sector employees, with the remaining 36% influenced by other factors not discussed in this study.

Keywords : Job Satisfaction, Intention Turnover, Construction Employee

INTRODUCTION

Human resources are a crucial element in realizing a company's vision and mission. Based on a survey by the Directorate General of Population and Civil Registration (2022), Indonesia has a population of 275.36 million, indicating abundant human resource potential that needs to be empowered in order to become a financial asset for the country (Kusnandar, 2022). The industrial sector plays a crucial role in supporting the economy through its significant contributions to GDP and employment. Construction projects are also experiencing significant growth, so supervision of important aspects is necessary, including employee control, which is a dominant element in project implementation (Hashiguchi et al., 2021).

The high level of turnover intention is now a serious problem for many companies. High turnover intention poses a significant challenge for companies, including those in the

construction sector. Turnover intention is an employee's desire to leave due to personal reasons, incompatibility, or other offers (Robbins & Judge, 2019). Some Human Resources (HR) Directors complain when they learn that the recruitment process often fails because new employees move on immediately (Suyono et al., 2020). The development of the HR team is a long-term investment for the corporate body that employs them, especially in companies engaged in construction. The heavy rhythm of construction work demands an effective HR retention strategy. (Supriyadi et al., 2020). The tendency of construction workers to move from one project to another is an early signal of the turnover phenomenon. Movement between projects is an early indicator of turnover, which affects the efficiency of project time, cost, and quality. Contractors need policies that maintain labor stability (Harianto et al., 2024).

The construction sector faces challenges in retaining a competent workforce. High turnover intention hampers organizational effectiveness and increases HR costs, while low levels support stability and performance. Therefore, managing turnover intention is key in long-term HR strategy. (Jannavi et al., 2024).

Therefore, it will be difficult for the company to operate effectively if employees are unable to carry out their duties and responsibilities, especially if the company makes demands without first analyzing employee job satisfaction (Rondonuwu et al., 2018).

With the emergence of turnover intention, a negative impact can be felt by the company, especially in terms of the quality and skills required to replace employees who leave. This requires additional costs and duration to recruit new workers (Rondonuwu et al., 2018).

According to (Robbins & Judge, 2019), turnover can occur voluntarily or involuntarily. Voluntary turnover occurs when employees choose to leave due to dissatisfaction or other job opportunities, while external factors cause involuntary turnover. Job satisfaction is an important factor that influences employees' decisions to stay or leave. The lower the job satisfaction, the greater the intention to leave the job (Hariawan & Atmajawati, 2018). This suggests that satisfied employees tend to be more motivated and productive, while dissatisfaction hurts performance. In other words, when employees are satisfied with their jobs, they are more motivated and enjoy the work process, which ultimately contributes to improved performance (Suryani, 2022).

Many studies support the notion that job satisfaction acts as an antecedent in organizations and is negatively related to the intention to turnover. Unfortunately, many employees still feel that they are not considered an asset to the organization due to the gap between expectations and reality, especially when entitlements such as salary, benefits, or performance rewards are not met. The lack of attention to working conditions and unfair treatment can foster a desire to leave. Therefore, companies need to pay serious attention to employee welfare. (Yuda & Ardana, 2017).

According to the research results (Luh et al., 2020) on 141 employees of PT PLN (Persero) UP3 Bali, job satisfaction has a negative and significant effect on turnover intention. To reduce exit intentions, companies must maintain job satisfaction by meeting employee needs and providing clear direction, thereby motivating and energizing employees to be more enthusiastic about their work.

Based on the explanation above, the hypothesis proposed in the study entitled "The Effect of Job Satisfaction on Turnover Intention in Construction Employees" is that there is a negative influence between job satisfaction and turnover intention in construction employees.

METHODS

This study employs a quantitative approach, utilizing simple regression analysis techniques. The subjects in this study were employees working in the construction sector, with a total of 121 participants. Sampling was conducted using a purposive sampling technique, with the following criteria: (1) active employees working in construction companies, (2) have worked for at least six months, and (3) work full time and are willing to participate in the study voluntarily. Data collection was carried out by distributing questionnaires online using Google Forms.

The instrument used to measure job satisfaction in this study was the Job Satisfaction Survey (JSS), developed by Spector in 1997 and adapted by researchers for the construction context. This scale measures nine aspects of job satisfaction, namely salary, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. The instrument consists of 16 items that include both favorable and unfavorable statements, with responses measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Meanwhile, the turnover intention measuring instrument was developed based on the stages of exit decisions adapted from Mobley's model in 1977 and developed by (Sharma & Syal, 2022), which includes five aspects namely subjective social status, organizational culture, personal orientation, expectations, and career growth. This scale consists of 5 favorable and unfavorable statement items and also uses a 5-point Likert scale.

To analyze the data, this study utilized the Statistical Package for the Social Sciences (SPSS) software, version 24, for Windows. The test stages included normality tests, linearity tests, and simple regression analysis. These steps were taken to test the relationship between job satisfaction and intention to turnover, as proposed by the hypothesis.

RESULTS AND DISCUSSION

Overview of Research Respondents

Based on the gender of the respondents, the results of this study were dominated by 67 men (55.4%) and 54 women (44.6%). The dominance of male respondents aligns with the general characteristics of the construction sector, which is indeed dominated by male workers, given the physical demands of the work and the significant amount of work done in the field. Based on age, most respondents fell within the 20-25 age group, with 46 people (38%), followed by the 26-30 age group, with 41 people (33.9%), and the 31-35 age group, with 34 people (28.1%). The majority of respondents are at an early productive age, which is generally more adaptive to technical work and has high mobility, so it suits the labor needs in the construction sector. Meanwhile, the description of respondents based on length of service in the company was dominated by workers with a working period of 1-3 years as many as 46 people (38%), followed by the 4-6 year category as many as 38 people (31.4%), and >6 years

as many as 37 people (30.6%). This shows that most respondents are still in the early to middle stages of their career journey in the company.

Reliability

Reliability is a parameter that describes the extent of the reliability of a measuring instrument. This reliability includes the consistency of each variable indicator, designed to show the extent to which the indicator can describe the form of the variable being measured.

Table. 1 Reliability Results of Job Satisfaction Scale

<i>Cronbach's Alpha</i>	<i>N of item</i>
0,837	16

The results of the reliability test on the Job Satisfaction scale show a Cronbach's Alpha value of 0.837. This value is above the minimum standard of 0.7, which indicates that the measuring instrument has good internal consistency. This means that the items on this scale are interrelated and able to measure job satisfaction constructs consistently, so they can be relied on in this study.

Table 2. Intention Turnover Scale Reliability Results

<i>Cronbach's Alpha</i>	<i>N of item</i>
0,816	5

Based on the test results, the reliability of the Job Satisfaction scale shows a Cronbach's Alpha value of 0.837. This value is above the minimum limit of 0.7, which means that the scale has a good level of reliability. Thus, the items on this scale are considered consistent and reliable for measuring job satisfaction in this study.

Normality Test

The normality test in this study was carried out using the One-Sample Kolmogorov Smirnov technique with statistical test tools and entered the normal category if the sig (p) value > 0.05. The results of the normality test can be seen in the following table

Table 3. Normality Test Results

	<i>Job Satisfaction</i>	<i>Intention Turnover</i>
N	121	121
Asymp.Sig	0.178	0.178

Based on Table 3, it is known that the residual calculation results for the Job Satisfaction and Turnover Intention variables obtained a significance value of 0.178. Because the significance value (p) is greater than 0.05, it can be concluded that the data is normally distributed. Thus, the Job Satisfaction and Intention Turnover variables fulfill the normality assumption required in parametric statistical analysis.

Linearity Test

Based on the results of the linearity test that has been carried out on turnover intention and job satisfaction, the following results are obtained

Table 4. Linearity Test Results

Variables	Sig.	Interpretation
Turnover Intention and Job Satisfaction	0,000	Linear

Based on the linearity test results listed in Table 4, it is known that the significance value in the Linearity category is 0.000, which means it is smaller than 0.05. This shows that there is a linear relationship between the variables of Job Satisfaction and Turnover Intention. Thus, the linearity assumption is met, and the relationship between these two variables can be further analyzed using regression analysis. This finding also supports the main focus of the research, which is to examine the effect of Job Satisfaction on Intention Turnover in employees in the construction sector.

Simple Linear Regression Test

Based on the results of simple linear regression tests that have been carried out on job satisfaction (independent variable) on anxiety (dependent variable), the following results are obtained

Table 5. Simple Linear Regression Analysis Results

Model		t	Sig.
1	Regression	26,090	0,000

Based on the results of the simple linear regression test conducted on the variables of Job Satisfaction (as the independent variable) and Intention Turnover (as the dependent variable), a significance value of 0.000 was obtained, as shown in Table 5. Because the significance value is smaller than 0.05, it can be concluded that there is a significant influence between Job Satisfaction on Intention Turnover. This finding is in line with the research objective, which is to find out the extent to which Job Satisfaction can influence employees' tendency to leave their jobs, especially in the construction sector.

Table 6. Linear Regression Test Results Coefficients

Model		B
1	(Constant)	39,304
	Job Satisfaction	-0,428

Based on table 6, the regression coefficient number obtained is -0.428, indicating that the effect of job satisfaction on turnover intention is negative. So the hypothesis in this study is accepted, namely that there is a negative effect of job satisfaction on turnover intention in construction sector employees. This means that the higher the job satisfaction, the lower the

intention turnover in construction sector employees. Conversely, the lower the employee's job satisfaction, the higher the desire to leave work or intention turnover in construction employees.

Table 7. Model Summary Results

Model	<i>R</i>	<i>R Square</i>
1	0,800	0,640

Based on table 7 above, it is known that the R Square value is 0.640. It can be interpreted that the contribution of job satisfaction to turnover intention in construction sector employees is 64%. While the other 36% is influenced by other variables or factors not discussed in this study.

Categorization of Job Satisfaction and *Turnover Intention*

An overview of the categorization referring to the average value can be seen in table 8 below.

Table 8. Categorization Results of Job Satisfaction and Turnover Intention

Variabel	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>
Job Satisfaction	43	75	67,32	6.19168
<i>Intention Turnover</i>	5	25	10,48	3.31436

The categorization is divided into high and low categories for each variable as described in tables 9 and 10 below:

Table 9. Job Satisfaction Categorization

Skor	categorization	Total
$X \geq 67,32$	Very high	110 (90,9%)
$X \leq 67,32$	Midle	5 (4,1%)

Based on table 9, it is known that construction employees with high job satisfaction categorization are 110 respondents (90.9%) and low categorization are 5 respondents (4.1%).

Table 10. Turnover Intention Categorization

Skor	categorization	Total
$X \geq 10,48$	Very high	3 (2,5%)
$X \leq 10,48$	Very low	35 (28,9%)

Based on table 10, it is known that construction employees with high turnover intention categorization are 3 respondents (2.5%) and low categorization are 35 respondents (28.9%).

Demographic Profile

In this study, categorization was carried out on job satisfaction variables and turnover intention on descriptive data such as gender, age, and length of work. The categorization results can be seen in the following table

Table 11. Description of Respondents Based on Gender

J.K	Total	Job Satisfaction		Intention Turnover	
		ME	category	ME	Kat
Pria	67	58,94	ST	10,94	R
Wnt	54	67,79	ST	9,9	R

Type: *Very High (ST), High (T), Low (R), Very Low (R)*

Based on the table above, the highest empirical mean value of job satisfaction is found in female respondents, with a value of 67.79, while men have an average value of 58.94. This could be because women are more satisfied with aspects of the job, such as interpersonal relationships and a supportive work environment. At the same time, men may assess aspects of the job from a different perspective, such as physical challenges or workload. For turnover intention, the highest value was reported by male respondents (10.94) compared to females (9.90), although both were still in the low category. This may be due to differences in motivation and work pressure, where men in construction may experience more physically demanding and strenuous working conditions and are, therefore, slightly more likely to feel like leaving their jobs. However, overall, the high levels of job satisfaction and low turnover intention suggest that employees, both male and female, are quite satisfied and likely to stay with the company.

Table 12. Description of Respondents by Age

Age	Total	K. Work		I.Turnover	
		ME	Kat	ME	Kat
20-25	46	65,89	ST	10,65	R
26-30	41	65,73	ST	11,46	R
31-35	34	71,17	ST	9,05	R

Type: *Very High (ST), High (T), Low (R), Very Low (R)*

Based on the table above, the highest empirical mean value of job satisfaction is found in respondents with an age range of 31-35 years at 71.17, followed by the 20-25 age group with a value of 65.89. This may be because employees aged 31-35 generally have better experience and job stability, so they feel more satisfied with their jobs. Meanwhile, the younger age group of 20-25 years also showed high satisfaction, possibly due to high enthusiasm and motivation at the beginning of their career. For turnover intention, the highest value is found in the 26-30 age group at 11.46, followed by the 20-25 age group with 10.65, although both are still relatively low. This could be because employees in this age range are in the career exploration phase and are more likely to consider other opportunities.

Overall, job satisfaction in the 20-35 age range is very high. In contrast, turnover intention in this age group is low, indicating that the majority of employees in this productive age range tend to be satisfied and have a low intention to leave their jobs.

Table 13. Description of Respondents Based on Length of Work

Age	Total	K.Work		I.Turnover	
		ME	Kat	ME	Kat
1-3	46	65,30	ST	10,95	R
4-6	38	67,63	ST	10,23	R
>6	37	69,51	ST	10,13	R

Type: Very High (ST), High (T), Low (R), Very Low (R)

Based on the table above, the highest empirical mean value of job satisfaction is found in employees with more than 6 years of service, at 69.51, followed by employees with 4-6 years of service, who also have a value of 69.51. This suggests that employees with longer tenure tend to have a higher level of job satisfaction, possibly because they have adapted to the work environment and gained sufficient experience and appreciation from the company. Regarding turnover intention, the highest value was observed for employees with 1-3 years of service, at 10.95, followed by employees with 2-6 years of service, with a value of 10.23. Nonetheless, these intention turnover values are still relatively low, indicating that while new employees may have a slightly higher desire to switch jobs, overall, employees with varying lengths of service show low levels of exit intentions. In conclusion, job satisfaction among employees with tenure ranging from 1 to more than 6 years is in the very high category, while turnover intention among the same group is low, reflecting a high level of loyalty within the company.

Discussion

Based on the results of the simple linear regression test (Table 5), a significance value (sig/p) of 0.000 (<0.05) is obtained, which indicates that job satisfaction has a significant effect on turnover intention in construction sector employees. The regression coefficient (R) of -0.428 indicates a negative relationship between job satisfaction and employee exit intention. In other words, the higher the job satisfaction, the lower the turnover intention, and vice versa. This finding is consistent with the proposed hypothesis and the theory (Robbins & Judge, 2017), which states that job satisfaction is a major predictor in reducing employee intention to leave the organization.

The coefficient of determination (R^2) value of 0.640 indicates that job satisfaction explains 64% of the variability in turnover intention, while the remaining 36% is influenced by other factors not examined in this study. According to previous research, other variables that also play an important role include leadership style, organizational culture, and organizational commitment (Gunawan & Andani, 2020). Thus, although job satisfaction has a dominant role, the complexity of turnover behavior cannot be separated from various other contexts and psychosocial factors.

Job satisfaction is a psychological indicator that reflects a person's feelings of pleasure or satisfaction with their work (Suryani, 2022). Satisfied employees tend to have higher

motivation and a stronger emotional attachment to the organization, which in turn improves their performance and loyalty.

This research aligns with Herzberg's motivation theory, first proposed in 1968, which posits that motivating factors such as achievement, recognition, and responsibility contribute positively to job satisfaction and reduce the risk of turnover. Conversely, job dissatisfaction often caused by hygiene factors such as poor working conditions and ineffective management can increase exit intentions (Nyoman et al., 2018).

Analysis based on demographic categories reveals that women have higher average job satisfaction scores (67.79) compared to men (58.94). This finding supports research (Chukwusa, 2020) that states women tend to be more satisfied at work, partly due to their dual role orientation as both workers and homemakers. Women in construction who can effectively balance their professional roles and personal responsibilities tend to be more engaged and appreciate their work (Aprillia & Setiawan, 2022). In contrast, men's turnover intention is higher (10.94) than women's (9.9), which, according to (Hasanah & Dahriyanto, 2022), could be influenced by perceptions of gender equality that hurt turnover intention.

In terms of age, job satisfaction is highest in the 31-35-year age range (71.17), which can be attributed to greater work experience and benefits, such as retirement benefits and realistic expectations of work (Shafira & Listiara, 2017). The highest turnover intention is observed at the age of 26-30 (11.46), an age that generally characterizes high job mobility and career ambition, making individuals more vulnerable to seeking new opportunities (Prawitasari, 2016).

The positive correlation between length of service and job satisfaction, especially in employees with more than 6 years of service (69.51), reinforces the assumption that experience and a deep understanding of the job increase satisfaction (Shafira & Listiara, 2017). Meanwhile, turnover intention was higher among employees with 1-3 years of service, indicating that the initial period of adaptation is a critical time for retention.

Although the results of this study provide a strong picture of the influence of job satisfaction, this study has limitations that need to be considered. Firstly, the data collected are cross-sectional, so they only reflect conditions at one particular time and cannot show dynamic changes in job satisfaction and turnover intention over time. Second, data collection using online questionnaires without direct supervision may affect the accuracy of the data due to potential respondent bias. Third, this study only examined job satisfaction variables without including other variables, such as job stress, workload, or social support, which, according to other studies, also contribute to turnover intention (Smith & Lazarus, 2019). Fourth, the context of the construction industry, characterized by heavy physical work and high risk, has not been thoroughly analyzed as a moderating or mediating factor in the relationship between job satisfaction and turnover intention.

Therefore, future research is recommended to employ a longitudinal design, incorporate additional psychosocial variables, and integrate data collection methods to enhance validity. With a more comprehensive approach, managerial interventions to improve job satisfaction and reduce turnover can be designed more effectively and sustainably.

CONCLUSIONS

Based on the results of the research conducted, the researcher obtained a sig value (p) = 0.000 with a simple linear regression equation $Y = 39.304 - 0.428X$. So the hypothesis in this study is accepted, namely that there is a negative effect of job satisfaction on turnover intention in construction sector employees. Job satisfaction contributes 64% to turnover intention in construction employees, while the rest is influenced by other factors not discussed in this study.

High job satisfaction has a positive impact on reducing employee turnover intention. There are several factors that can affect job satisfaction and turnover intention, including gender, age, and length of service. Therefore, it is important for companies to create and regularly evaluate policies that support job satisfaction.

As a practical implication, companies can increase job satisfaction through several strategic measures, such as improving compensation and benefits systems to be more competitive, providing clear and transparent career development paths, and creating a conducive work environment with open communication and social support among employees. In addition, training and skill development programs can also help increase employee motivation and attachment to the organization, thus effectively reducing turnover intention and retaining the best talent in the construction field.

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