

# Correlation of Extrinsic Job Satisfaction Hygiene Factors and Intrinsic Job Satisfaction Motivation on Turnover Intention

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<p><b>Submitted:</b> 2023-07-25</p> <p><b>Revised:</b> 2023-08-04</p> <p><b>Accepted:</b> 2023-08-15</p> <p><b>Keywords:</b> Extrinsic Job Satisfaction, Intrinsic, Turnover Intention</p> <p><b>Copyright holder:</b> © Adi Pratama, R., Japar, M., Purwati, P., Nikmah, F. K., &amp; Kurniawan, I. S. (2023)</p> <p><b>This article is under:</b></p>  <p><b>How to cite:</b> Adi Pratama, R., Japar, M., Purwati, P., Nikmah, F. K., &amp; Kurniawan, I. S. (2023). Effect of Extrinsic Job Satisfaction Hygiene Factors and Intrinsic Job Satisfaction Motivation on Turnover Intention. <i>Bulletin of Counseling and Psychotherapy</i>, 5(2). <a href="https://doi.org/10.51214/00202305605000">https://doi.org/10.51214/00202305605000</a></p> <p><b>Published by:</b> Kuras Institute</p> <p><b>E-ISSN:</b> 2656-1050</p>	<p><b>ABSTRACT:</b> The relationship between extrinsic job satisfaction and turnover intentions is significant in research concerning employee behavior and organizational dynamics. Outside satisfaction factors, commonly labeled as hygiene factors, significantly negatively impact employees' propensity to consider leaving their positions. This study examines (1) the correlation of extrinsic job satisfaction on turnover intention and (2) the negative effect of intrinsic job satisfaction on turnover intention. To test the hypothesis, this study used a quantitative correlational approach to determine the relationship between two or more variables. This research used a questionnaire of 120 respondents at the University of Muhammadiyah Magelang. Based on the data processing results (table 6), the first hypothesis testing shows that extrinsic job satisfaction negatively and significantly affects turnover intention (<math>\beta = -0.267</math>; <math>t = -4.951</math>; <math>p = .000 &lt; .005</math>). The second hypothesis testing results show that intrinsic job satisfaction has a negative and significant effect on turnover intention (<math>\beta = -0.098</math>; <math>t = -2,677</math>; <math>p = .009 &lt; .05</math>).</p>
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## INTRODUCTION

One of the dilemmas that organizations often need help managing their human resources is the turnover rate. Turnover is a condition that describes the rate of employee exit and entry into an organization. Turnover can be a resignation, removal from the organization unit, termination, or death of a member. On the one hand, turnover is an excellent mechanism to minimize employees with low productivity. But on the other hand, organizations can also lose qualified human resources and become a loss to the organization. In an organization, a study is needed to clarify when and why employees might respond positively to coworker support and be able to reduce turnover (Fleig-Palmer & Rathert, 2015). Other disadvantages also arise from both cost and employee motivation aspects (Ferreira et al., 2021). The exit of human resources will cause the organization to spend money on recruiting new employees, including training.

Much evidence in the last decade has shown a correlation between job satisfaction and turnover intention, with this topic remaining a matter of contemporary interest (Gabel Shemueli et al., 2016). On the other hand, according to Kirk-Brown & Van Dijk (2016), employee withdrawal, such as absenteeism and turnover intention, can be overcome by involving employees in various activities within the organization. The turnover process is initiated by turnover intention or the employee's desire to leave the organization. The occurrence of turnover intention is characterized by: (1) the

existence of thoughts of quitting reflecting an individual's decision to think out of work or remain in the work environment; (2) the search for another job reflecting an individual's desire to find a job in another organization; and (3) the intention to quit reflecting the individual's intention of leaving.

Employee turnover has been and continues to be a significant research topic after a century of study and hundreds of publications (Hom et al., 2017). According to Han et al. (2016) and Holtom et al. (2005), high levels of voluntary turnover are expensive for organizations and harm their overall effectiveness and success. The research nevertheless shows high turnover intentions among highly skilled individuals globally, notwithstanding its unfavorable effects. According to the U.S. (Bureau of Labor Statistics/BLS, 2017), there were approximately 3.2 million voluntary terminations in May 2017, up 10.3% from the 2.9 million terminations in July 2016 (Thibaud, 2017). Asian businesses have not been an exception to rising voluntary turnover rates. 34% of the 2017 Hays Asia Salary Guide respondents indicated they were looking for a new job (Ahmad, 2021).

According to Hellman (1997) turnover intention is closely related to various causes, including job satisfaction, organizational commitment, work stress, and so on; however, work satisfaction has consistently been identified as the primary predictor (Lu et al., 2013). Job satisfaction can be defined as the employee's view of his or her work positively or negatively. An employee's inadequacy in the work he does can also be a cause of job dissatisfaction (Lu et al., 2013). According to Herzberg et al. (in Baylor KM, 2017), this satisfaction can come from extrinsic factors, i.e., factors outside him such as earnings, job protection, and so on, and intrinsic ones such as creativity, ability, work achievement, etc.

Research by Masripah (2016) found that job satisfaction directly affects turnover intention. An employee will feel satisfied when the needs and wishes of the employee can be met by the company; otherwise, the problem occurs when the company cannot meet the satisfaction of its employees. If employee job satisfaction is high, then employee turnover tends to be lower; otherwise, if employee job satisfaction is low, then employment turnover will grow to be higher. A worker who is dissatisfied with his job tends to seek another job, hoping that a new job will satisfy (Mangkunegara, 2006). The results of Masripah, (2016) and Mangkunegara & Prabu (2019) confirm the opinion of Herzberg et al. (in Mark C Hand, 2010) that employee satisfaction is influenced by extrinsic and intrinsic factors.

Job involvement, well-being at work, or job satisfaction impact turnover intention (Vander Elst et al., 2016). These variables are influenced by factors related to the organization, such as work shifts (Korompeli et al., 2014), work environment (Vander Elst et al., 2016; Wang & Liu, 2015), manager communication behavior (Kunie et al., 2017) or motivational language (Kunie et al., 2017). Job satisfaction and engagement are related to worker motivation (Salanova Agut, S., & Peiro, J. M., 2005) and turnover intention (Fernet et al., 2017).

Job satisfaction should be studied together with job involvement because both concepts are related to employee motivation (Salanova Agut, S., & Peiro, J. M., 2005). According to previous research, job dissatisfaction can trigger turnover intention (Faragher et al., 2005). In addition, job features such as shift work have a negative effect on job satisfaction (Korompeli et al. 2014). The correlation between job satisfaction and factors such as perception of staffing adequacy has also been analyzed (Kalisch & Lee, 2014). Finally, job involvement and job satisfaction were used in previous studies to investigate organizational characteristics that influence turnover intention (Adriaenssens et al., 2015).

According to Gillis (1994), the normal turnover rate ranges from 5% to 10% of the total number of employees, while it is said to be high when it reaches 10% or more. Although turnover at a certain level is a reasonable and sometimes even necessary thing to meet the demands of the organizational dynamics that always need to be refreshed, calls for cessation must always be watched out for. Especially when it's happening at a level that's out of line, such caution is important to ensure that turnover does not occur because of the dissatisfaction of many people on the job. Based on this, if

the request arises due to a blow, the causal factors should be identified as soon as possible and addressed as far as possible.

Regarding the issue of turnover intention, there is a phenomenon that has occurred at Muhammadiyah Magelang University, where there has been a high turnover rate of employees since 2013, where the percentage turnover of lecturers reached more than 10%, which is as much as 26 percent (including 74 people and out of 25 people), with details of voluntary turnover of 22 people and the rest out because of Muhammadiyah University Magelang not extending the duration of his work. The head of the human resource Department of Muhammadiyah Magelang University stated that the high turnover was the faculty's dissatisfaction and the educational force towards Muhammadiyah University Magelang. The turnover had a negative impact on the Muhammadiyah University of Magelang because those who came out in the domination of the potential young lecturers so needed to do so have been deeply against the factors that caused the turnover at the Muhammadiyah University of Magelang.

## Literature Review

According to Robbins & Judge (2022), the relationship between extracurricular job satisfaction and worker turnover is stronger than between contentment and absence. Leaders and managers have to ensure that the extracurricular satisfaction of their employees is satisfied. These extrinsic factors lead to specific behaviors associated with the environment outside of the individual. Supportive environmental factors must also be qualitative and quantified because the external environment can only meet some of the elements that an individual needs.

The individual's working conditions, relationships with colleagues, feelings of security, salaries or rewards, and appreciation by superiors are important elements of external satisfaction. Thus, this extracurricular job satisfaction is determined by how the supervisor gives good directions to the individual about the organization, comfortable working conditions, co-workers who can help develop work, appropriate salaries and policies, a sense of security, employee status, and jobs that affect personal life.

If extrinsic satisfaction is not expected, then dissatisfaction will affect the emergence of the intention to exit (turnover intention). This view is supported by Malinda & Kustini (2021) research, which concludes that extrinsic job satisfaction significantly negatively influences turnover intention. Job satisfaction is a positive feeling about a person's work that results from evaluating his or her characteristics. According to Firth, an employee's desire to switch jobs can be influenced by the job satisfaction factor perceived by the employee in his workplace (Baylor, 2017).

Thus, employees will feel satisfied with their work, feel loyal, and be motivated to stay in the company. However, if the instrumental needs are unmet, employees will try to meet those needs in other workplaces, where the tendency is known as turnover intention. Research by (Baylor, 2017) shows that high intrinsic job satisfaction can lower employee turnover intentions. It depicts that the higher the employee's satisfaction level, the lower the employee's desire to leave the company.

## Rationale of Study

This satisfaction can be obtained when a person is satisfied with his work performance. Employees who feel satisfied tend to remain willing to stay in their organization because, by staying, their expectations be fulfilled. Instead, if the employee is dissatisfied, he will leave his current job and find another organization hoping that the new organization will meet his expectations. This exit option is one of the employee's efforts to bridge the gap between expectations and the facts he's acquired from the company. According to (Munandar, 2006) leaving the organization is one form of expression of employee dissatisfaction other than complaining, opposing, stealing the organization's property, or avoiding part of the responsibility given. This discontent can be seen as a cause in several

aspects, including discontent with the company's management, working conditions, quality of supervision, awards, salary promotions, and interpersonal relationships.

Herzberg (in [Baylor, 2017](#)) revealed that intrinsic job satisfaction is a motivating factor. Intrinsic job satisfaction has several factors: achievement, recognition, responsibility, advancement, growth, and the work itself, which is a motivating factor. The intrinsic factor is a motivating factor for employees and gets good attention from management and the organization by achieving goals and gaining recognition, responsibility, progress, and a good career background.

## Objectives

Based on the background of the problems discussed earlier, the researcher is interested in examining the correlation between extrinsic job satisfaction hygiene factors and intrinsic job satisfaction motivation on turnover intention. In this study, researchers focused on the correlation between job satisfaction and turnover intention and motivation on turnover intention. This research is expected to be a reference for the Muhammadiyah University of Magelang in dealing with employee turnover intention caused by the dissatisfaction of lecturers and education staff.

## METHODS

### Design

This study refers to previous research by Robbins & Judge ([2022](#)), who examined the correlation between extrinsic hygiene factor job satisfaction on turnover intention which concluded that extrinsic job satisfaction is determined by how superiors provide good direction to individuals about the organization, comfortable working conditions, colleagues who can help work development, appropriate salary, policies, sense of security, employee status and work that affect personal life. Further research was conducted by Malinda & Kustini ([2021](#)), which supports this research that extrinsic job satisfaction significantly negatively affects turnover intention.

Intrinsic job satisfaction refers to Herzberg's research (in [Baylor, 2017](#)) which states that intrinsic job satisfaction has several factors, such as achievement, recognition, responsibility, advancement, growth, and the work itself, which are motivational factors. This means that high intrinsic job satisfaction can reduce employee turnover intention. This illustrates that the higher the level of satisfaction felt by employees, the lower the employee's desire to leave the company. The research design is a quantitative method to test the hypotheses built empirically. The approach used is correlational to know the relationship between two or more variables, intending to test the hypotheses set.

### Participant

This research population includes the entire faculty and educational staff of the Muhammadiyah University of Magelang with 120 respondents. Since the entire population is sampled, the method of retrieving the research data is the census. The data to be analyzed was

Table 1. Respondent Characteristics

No	Description	Percentage	Frequency	Percentage
1	Gender	Man	57	47,5
		Woman	63	52,5
2	Education	SHS/Diploma	11	9,2
		S1 Undergraduate	25	20,8
		S2 Postgraduate	81	67,5
		S3 Postgraduate	3	2,5
3	Long Working	1 - 3 years	32	26,7
		3 - 5 years	28	23,3
		> 5 years	60	50

collected using a survey method to gather information from groups representing the population. the distribution of participants can be seen in table 1.

### Dependent Measure

The instrument used in this study uses the job satisfaction instrument to measure the level of job satisfaction Research that measures variables using a questionnaire instrument should perform a quality test on the data obtained. This test aims to determine whether the tools used are valid and reliable because the accuracy of the processed data determines the quality of the research results with validity and reliability. The validity test used in this study is face validity, where the questionnaire used has been validated by previous studies, with scor validity  $p = .000 < .05$  and pearson correlation is positive namely equal to .540. To measure the reliability of this research instrument using Cronbach's alpha of 715 with a high category on the Turnover intention instrument, while on the job satisfaction instrument of 810 with a high category. The reliability test was carried out using the one-shot or one-time measurement method, then the results were compared with other questions or measured the correlation between the answers to the questions.

### Data Analysis

The data analysis method that will be used to test the hypothesis is the Pearson Product Moment Correlation and subsequent testing using the t-test. This test aims to test how far the influence of individual free variables on dependent variables is. The determination coefficient test aims to measure the influence of intrinsic and extrinsic job satisfaction on turnover intention. The criteria for testing the hypothesis use a 5% significance level, see figure 1.

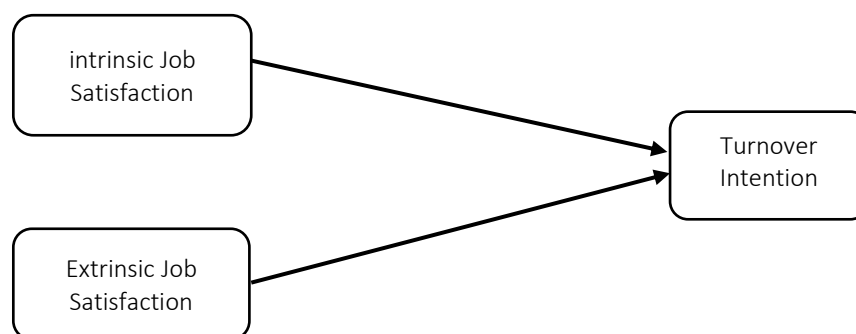


Figure 1. Variable Interrelationship Model

## RESULTS AND DISCUSSION

### Results

Extrinsic job satisfaction, referred to as hygiene factors, significantly influences the inclination to leave a job, known as turnover intention. While these factors may not inherently foster deep employee contentment, their absence can breed discontent. Both academic faculty and administrative staff who find fulfillment in their roles tend to exhibit diminished proclivity for job transition. These extrinsic factors, encompassing elements like fair pay, suitable working conditions, clear policies, and just management, are linked to the work environment. Even though satisfaction with these factors may not consistently translate into profound well-being, their presence serves as a prerequisite to avert dissatisfaction. In the realm of educators and administrative personnel, feelings of inadequate compensation or facilities, coupled with perceptions of unfair treatment, can generate dissatisfaction, ultimately heightening the intention to seek alternative employment. Thus,

Table 4. Results of a Descriptive Analysis of Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, and Turnover Intention

Model	Category	Frequency	Presentation
Extrinsic Job Satisfaction	Very satisfied	11	9,2%
	Satisfied	66	55,0%
	Neutral	41	34,2%
	Not Satisfied	2	1,7%
	Very Dissatisfied	0	0,0%
		120	100%
Intrinsic Job Satisfaction	Very satisfied	19	15,8%
	Satisfied	71	59,2%
	Neutral	26	21,7%
	Not Satisfied	4	3,3%
	Very Dissatisfied	0	0,0%
		120	100%
Turnover Intention	Very satisfied	7	5,8%
	Satisfied	25	20,8%
	Neutral	44	36,7%
	Not Satisfied	32	26,7%
	Very Dissatisfied	12	10,0%
		120	100%

it is imperative for management to address these extrinsic factors to curb turnover intention and sustain workforce stability.

Table 4 shows that the three variables have lower standard deviations than their average values. This means that the average variable deviation is smaller than the average. The mean values on the extrinsic and intrinsic job satisfaction variables showed 3.53 and 3.66, respectively, so it was stated that most respondents tended to be close to satisfaction for each item of the statement submitted in the work satisfaction questionnaire. The mean value on the turnover intention variable is 3.05, so it can be stated that most respondents tend to be neutral for each item of the question asked in the turnover intention questionnaire.

The value of the correlation coefficient for the variables extrinsic job satisfaction, intrinsic work satisfaction, and turnover intention is negative in the range  $-.487$  to  $-.575$ . The value of a negative-marked correlation coefficient is meant to mean that the direction of the relationship between the working satisfaction variable and the turnover intention is opposite. If job satisfaction rises, then the turnover intention will go down, and if work satisfaction goes down, then the Turnover intention will go up.

Table 5. shows that on the extrinsic job satisfaction variable, most respondents felt satisfied, with a total of 55,0%, and on the intrinsic work satisfaction Variable, the majority of respondents tended to feel satisfactory, with a total of 59,2%. As for the turnover intention variable, the majority of respondents tended to feel neutral with 36.7%, agree with 26.6%, and disagree with 36.7%.

To test the hypothesis, this study used a quantitative correlational approach to determine the relationship between two or more variables. This research used a questionnaire of 120 respondents at the University of Muhammadiyah Magelang. Based on the data processing results see table 6, the

Table 5. Descriptive Statistic

	M	SD	EJ	IJ	TI
Extrinsic Job Satisfaction	3,53	0,73	0,565**	-	-
Intrinsic Job Satisfaction	3,66	0,74		-	-
Turnover Intention	3,05	0,85	-0,487**	-0,575**	-

Description \* p coefficient  $> .05$ ; \*\* p coefficient  $> .01$

first hypothesis testing shows that extrinsic job satisfaction negatively and significantly affects turnover intention ( $\beta = -0.267$ ;  $t = -4.951$ ;  $p = .000 < .005$ ). The second hypothesis testing results show that intrinsic job satisfaction has a negative and significant effect on turnover intention ( $\beta = -.098$ ;  $t = -2.677$ ;  $p = .009 < .005$ ).

## Discussion

The results of the test (table 5) show that extrinsic job satisfaction has a negative and significant influence on turnover intention; the higher the extrinsic work satisfaction, the lower the turnover intent. This means that the extracurricular satisfaction felt by the faculty and educational staff of Muhammadiyah Magelang University has an important impact on their desire to survive.

Extrinsic work satisfaction, according to Herzberg et al., as quoted by Baylor (2017), is the satisfaction obtained by individuals from their organizational environment. Working conditions, relationships with colleagues, remuneration or salary, company policies, security, status, and personal life are the extrinsic satisfaction factors required by employees. The results of this study indicate that the head of Muhammadiyah Magelang University must ensure that the extracurricular satisfaction of the faculty and the educational staff of Muhammadiyah University Magelang is satisfied because the faculty and educational personnel consider that the contentment of his extracurricular work is an important determinant of whether he survives or exits.

This research is supported by the research of Robbins & Judge (2022) which states that extrinsic job satisfaction is determined by how superiors provide good direction to individuals about the organization, comfortable working conditions, colleagues who can help work development, appropriate salary, policies, sense of security, employee status and work that affect personal life. Research by Malinda & Kustini (2021) states this extracurricular satisfaction can be fulfilled by the way that leadership gives good guidance to faculty and educational staff, creates comfortable working conditions, has co-workers that can help the development of work, pays adequate salaries, has fair policies, creates a sense of security, and gives recognition to the teachers and educational staff that perform.

The result of testing result was that intrinsic job satisfaction had a negative and significant influence on turnover intention; the higher the intrinsic job contentment, the lower the turnover intention. Intrinsic job satisfaction has several factors: achievement, recognition, responsibility, advancement, growth, and the work itself. This research is supported by Baylor (2017) which states that intrinsic job satisfaction has several factors, namely: achievement, recognition, responsibility, advancement, growth, and the work itself which are motivational factors. This means that high intrinsic job satisfaction can reduce the level of employee turnover intention. This illustrates that the higher the level of satisfaction felt by employees, the lower the employee's desire to leave the company.

The respondents of this study are lecturers and teachers of Muhammadiyah Magelang University, so it is apparent that the lecturing and teaching staff at Muhammadiyah Magelang University not only pursue adequate remuneration as in general but also the presence of recognition, career advancement, promotion, and a feeling of success, so the desire of the lecturer and the teachers to survive or exit is greatly influenced by the dimension of intrinsic job satisfaction. Based on the analysis of the test of the hypothesis, it can be stated that the faculty and educational staff at Muhammadiyah Magelang University tend to be satisfied with the working conditions received from Muhammadiyah University Magelang. Based on this, intrinsic job satisfaction that matches expectations negatively affects turnover intentions.

The results of the analysis show that job satisfaction has a strong influence on turnover intentions at Muhammadiyah University Magelang. The current state of the University of Muhammadiyah Magelang tends to indicate the urgency of the Muhammadiyah University of

Magelang to try to improve the satisfaction of the faculty and the educational staff because there are still quite a large number of respondents who feel neutral about the conditions of satisfaction. If these conditions are ignored, they can potentially shift their perception towards dissatisfaction, which can be detrimental to the Muhammadiyah University of Magelang.

### **Implication**

The practical implications of the results of the research are that the University of Muhammadiyah Magelang needs to continue to maintain or improve the satisfaction of the faculty and the educational staff, because if such a matter is not met, it can reduce the intention of lecturers and educational personnel to leave the Muhammadiyah University of Magelang. This strategy can be done in other ways, for intrinsic job satisfaction, which gives you the opportunity to do a variety of different jobs, the freedom to take responsibility in making your own decisions, the liberty to express new ideas, and the certainty of work. For extracurricular satisfaction, among other things, by giving awards, significant salary increases, the opportunity to occupy higher positions, the creation of a good working atmosphere between lecturers and educational staff, or policies that can please the lecturer and the educational personnel, as well as the conditions of adequate physical facilities

### **Limitation and Future Research**

Respondents are less open to expressing what they think and feel because they are worried that what they say will be known to the leadership and hurt them, so the data collected can be biased. Sampling was not done randomly, so the results of the research could not be generalized and were only applicable to the faculty and educational staff of Muhammadiyah University Magelang.

According to the respondents' descriptive responses, there are still quite a few teachers and educational staff who have sufficient satisfaction perception (22%), plus the phenomenon of several lecturers and teaching staff leaving in recent years due to dissatisfaction with the University of Muhammadiyah Magelang, so it is necessary for the Muhammadiyah University of Magelang to be seriously concerned to bring about policies that can increase their satisfaction to suppress the potential birth of the desire of the faculty and the educational personnel to leave the University.

For further researchers, it is suggested to add another variable that may be able to explain more contextually the mechanisms of the impact of job satisfaction on turnover intention. The variable that can be added is organizational commitment because, in some previous research, the impact of job satisfaction on turnover intention has been mediated by organizational engagement.

### **CONCLUSION**

Extrinsic job satisfaction has a negative and significant influence on turnover intentions. Extrinsic satisfaction factors are also referred to as hygiene factors. The factor does not necessarily satisfy the employee, but when the factor disappears, it leads to dissatisfaction. Teachers and educators who are satisfied with their work tend to have low turnover intentions. Intrinsic job satisfaction has a negative and significant influence on turnover intentions. Intrinsic job satisfaction is a driving factor that can be called motivation; when such a factor exists and is applied, it will be a factor that increases employee satisfaction and motivates employees. Teachers and educators who are able to motivate themselves will have job satisfaction, thereby reducing their turnover intention.

### **ACKNOWLEDGMENT**

The author would like to express gratitude to all those who have supported and contributed to the creation of this article



## AUTHOR CONTRIBUTION STATEMENT

All authors have read and approved the final version of the manuscript.

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