

# The Influence of Job Satisfaction on Employee Turnover in Dental Clinic during the Covid-19 Perio

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## Abstract

COVID-19 has been declared a pandemic by the World Health Organization. Amidst the current pandemic, economic turmoil will occur, such as the occurrence of employees' desire to resign. This research aims at examining the influence of job satisfaction on employee turnover in dental clinics during the COVID-19 period. This research employed a qualitative approach using triangulation. Meanwhile, the sample in this research consisted of six resource persons at Tami Dental Care, which is renowned as the best dental clinic in Bandung, Indonesia. The research results revealed that job satisfaction had an influence on employee turnover. Job satisfaction in the form of salary and relationships with coworkers has become the factors influencing employee turnover, whereas workload did not influence the decision to make a turnover because, during the COVID-19 period, there was no additional workload at the dental clinic. The novelty of this research was found by examining the influence of job satisfaction on employee turnover during the COVID-19 period.

**Keywords:** Job Satisfaction, Turnover, COVID-19, Dental Clinic, Workload, Work risk.

## 1. Introduction

COVID-19 has been declared by the World Health Organization (WHO) as a pandemic that can spread widely around the world. This affects various fields, especially in the health industry. The health companies need to evaluate and make new policies in order to respond to the current pandemic situation ([COVID-19 and the Health Industry, 2020](#)). One aspect that health companies need to anticipate and prevent is the occurrence of employee turnover. Turnover is the desire of an employee to move, quit or leave the workplace that is carried out voluntarily on his own will, or switch from one place to another based on his/her own choice ([Rivai, 2009](#)).

The employees' desire to move or stop working (turnover intention) can be affected by job satisfaction factors in the workplace. This is because a high level of job satisfaction can significantly reduce the desire of employees to leave their jobs ([Riyanto, 2008](#)). Job satisfaction is shown through the positive behavior of employees in responding to all treatments, decisions, and policies made by the company ([Sidharta & Margaretha, 2011](#)).

Health industry players need to pay attention to the employees' job satisfaction in order to respond to the impact of the COVID-19 pandemic. Tami Dental Care, which is one of the dental health companies in Bandung, Indonesia, is affected by the impact of the COVID-19 due to the increase in employees' turnover. Based on the data of Tami Dental Care, there were eleven permanent dentists still practicing in February 2020. Furthermore, in the following month, the eleven permanent dentists

proposed to stop practicing temporarily due to the Covid-19 pandemic condition. To respond to this situation, Tami Dental Care took the initiative to replace the dentists with three replacement dentists. The situation began to improve in April 2020, when two permanent dentists proposed to practice again, thus there were three replacement dentists and two permanent dentists who practiced. Based on the aforementioned explanation, employee turnover has increased in dental clinics during the COVID-19 period. Dental clinics must be able to control and reduce the occurrence of turmoil in employees during the COVID-19 period. One of the efforts to reduce turmoil in employees is to make policies that can improve the employees' work experiences, this will make employees more intense to seriously work at their company, and be able to suppress the desire to leave the company ([Mahik, 2010](#)).

Based on the background, this research seeks to explore the relationship between job satisfaction and turnover intention. In previous research, the research was not conducted at dental clinics and during the COVID-19 pandemic period. This research is expected to provide a better understanding of turnover intention based on job satisfaction at the dental clinic during the Covid-19 period.

This research is organized as follows: First, the literature review is described as relevant, and a theoretical framework and hypotheses are developed. Second, the research method and data collection are explained. Third, data analysis and discussion are conducted. Fourth, the conclusions and implications of this research are made.

## 2. Literature review

### Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state of employees regarding their job. Time or duration of completion is a reflection of a person's feelings about his job (Handoko, 2001). This can be seen from the positive attitude of employees towards work and everything in their environment. The level of job satisfaction becomes one of the factors that affect their work achievements because, ultimately, it also affects organizational effectiveness. Employee job satisfaction is not only about giving incentives, but employees also need motivation, recognition from superiors for their work outcomes, and work situations that are not monotonous so that employees can take the initiative and be creative.

Job satisfaction is defined as the general attitude of individuals towards their job, furthermore, it is explained that a person with high job satisfaction shows a positive attitude towards the job; on the other hand, a person with low job satisfaction shows a negative attitude towards the job (Robbins & Judge, 2007). In addition, job satisfaction is defined as a positive emotional state due to the recognition of their work and work experience (Robbins & Judge, 2007; Subarjo, 2014). Moreover, feelings related to job satisfaction and dissatisfaction tend to reflect employees' assessment of a person's work experience and motivation to seek another job (Judge & Locke, 1993).

Based on the previous research, job satisfaction can be defined as a positive emotional expression due to the recognition of their work or work experience. In addition, employee job satisfaction in a company can be assessed from several aspects, namely the job itself (reflected in the workload), the salary received by employees, and the relationships with coworkers (Robbins & Judge, 2007; Subarjo, 2014),

### 3. Turnover Intention

Turnover is the proportion of voluntary and non-voluntary members of the organization who leave the organization within a certain period (Supriyanto, 2003. as cited in Ridlo, 2012). Likewise, employee turnover is defined as a voluntary or involuntary permanent resignation from an organization (Robbins & Judge, 2007)

According to Mobley (1982), the turnover intention is defined as an individual's desire to quit the membership in an organization accompanied by the provision of financial rewards by the organization. One of the factors that influence a person's desire to leave the organization is job satisfaction.

Based on the previous research, turnover intention can be defined as the desire to resign permanently voluntarily or involuntarily from an organization or company. The employee's desire to resign can be seen from several aspects, namely thinking of quitting, intention to search for an alternative, and intention of quitting (Mobley, 1982; Supriatna, 2018).

### Relationship between Job Satisfaction and Turnover Intention

According to Subarjo (2014), job satisfaction is a positive emotional state due to the recognition of their work and work experiences, and feelings related to job satisfaction and dissatisfaction tend to reflect employees' assessment of a person's work experience and motivation to seek another job. Evaluation of various job alternatives will ultimately lead to turnover because individuals who choose to leave an organization will expect more satisfaction elsewhere. Based on the previous research, job satisfaction will have a negative effect on the turnover intention (Tandung, 2016). Turnover intention can be affected by satisfaction in terms of payroll and the relationship between co-workers (Park & Min, 2020; Singh & Loncar, 2010). Employees with job dissatisfaction tend to take steps that can interfere with organizational performance, such as high turnover, high absenteeism, inaction in work, complaints or even strikes (Supriatna, 2018)

Zeytinoglu et al. (2007) revealed that for health nurses, low job satisfaction and heavy workloads could encourage the intention to leave work. In addition, Alsaraireh et al. (2014) who also examined job satisfaction in the health industry stated that job satisfaction has a negative effect on turnover intention in the health industry. In line with Zhang et al. (2017), statistically, there is a negative relationship between a person's compatibility with the organization and job satisfaction with turnover intention.

Based on the aforementioned explanations, there is a relationship between job satisfaction and turnover intention. Therefore, this research question can be formulated, namely how is the relationship between job satisfaction and employee turnover intention at a dental clinic during the COVID-19 period?

### 4. Methods

This research employed an explanatory research design using a qualitative method, namely a case study. This method is used to provide in-depth descriptions and present the perspective of the research subjects towards a problem (Guba & Lincoln, 1981) This research also used purposive sampling technique to determine research samples with certain considerations so that the data obtained will be representative (Sugiyono, 2017).

The observation unit in this research was the employees of one of the best dental clinics in Bandung, Indonesia, namely Tami Dental Care, with 20 people. This research used triangulation to conduct a validity test. Therefore, the selected respondents represent several points of view in the dental clinic, namely dentists, nursing staff, and leaders of the dental clinic. The sample in this research consisted of four dentists, one nurse, and one dental clinic owner. They were selected based on work experience for five years in the field.

The data was collected using in-depth interviews

through semi-structured interviews. In-depth interview objectives allow for discussing a subject in-depth (Basuki, 2014). Semi-structured interviews are conducted by asking open-ended questions to obtain additional information (Miles & Huberman, 1994). The indicators in this research are the variables of job satisfaction and employee turnover, which is presented in Table 3.1.

Variable	Indicator
Job Satisfaction	The job itself (reflected in the workload)
	Income/salary received (pay)
	The relationship between co-workers
Turnover Intention	Think of quitting
	Intention to search for alternative
	Intention of quitting
Source: Compiled from various sources (2020)	

This research was analyzed using the analytical approach proposed by Miles & Huberman (1994), which began by collecting the data in order to explore some research topic, then presenting the data in the form of narrative text. The data collected needs to be reduced in order to focus on aspects related to the relationship between job satisfaction and turnover intention. The collected data will be categorized and labeled based on the question category. The data has been labeled, and then searched for the relationship to conclude a representative result.

## 5. Results

The interviews in this research were conducted during the COVID-19 period, in May and June 2020, using the in-depth interview technique. The interviews were conducted using a semi-structured technique by making the main question, which was then developed to follow the flow of conversation with the respondents. There were several research questions related to the three topics in this research. These questions were used to explore the relationship between job satisfaction and employee turnover during the COVID-19 period. The research results based on the topics are described as follows.

### Topic 1: The Influence of Workload on Turnover Intention

The respondents agreed that the workload in dental clinics did not affect the desire to stop working during the COVID-19 period. One of the respondents even stated that the desire of a dentist to stop working during the COVID-19 period was not affected by an increase in workload, but an increase in work risk. "Most of the dentists decided to stop working due to its work risk, not workload" (Q2). This statement was supported by another respondent who added that the work risk occurred because COVID-19 is easy to spread especially for dentists who directly deal with saliva as the main source of spreading the virus, "I also decided to stop practicing for one month, not because of workload

problems but fear of the risk of contracted the virus" (Q3). In addition, another respondent also stated that at the beginning of the COVID-19 period, dentists who stopped practicing were not due to the increased workload, or they wanted to find another practice or job, but they decided to quit because they needed time to adjust and see the development of the situation, "COVID-19 will indeed increase the workload, but that is not a cause for switching practices, so I decided to stop practicing first to see the situation and prepare mentally" (Q1), "If we quit the job because of your workload, we will not, but we need to adjust and look at the situation in practice" (Q5).

During the COVID-19 period, there was no additional workload at the dental clinic, but an increase in work risk occurred because the virus was easily transmitted. However, this could be minimized by using protective equipment and following the practice protocols recommended by the dentist association. "(Although) the workload is not bigger, the work risk is greater so that dentists are encouraged to stop practicing during the COVID-19 period. The risk of coming into contact with COVID-19 patients is quite high, but it can be minimized by following the services procedure in accordance with the rules of the dentist association" (P1). This statement was also supported by another respondent who stated that dental clinics needed to provide complete protective equipment to maintain operator safety in the dentists' office, "If the Personal Protective Equipment and supporting infrastructure for security is incomplete, it will burden the operator, not because there is an additional workload but the risk of contracting the virus is greater" (Q5).

### Topic 2: The Influence of Salary on Turnover Intention

The second topic aims at investigating an individual desire to leave the workplace because of the salary factor. The majority of respondents agreed that the amount of salary or income received could be one of the reasons for a person to quit or leave the workplace. "In general, dentists get a salary based on sharing fees, when there are a lot of patients, the income is getting bigger. At the beginning of COVID-19, it was very influential because patients were afraid to go to the dentist, thus patients are quieter, and their income is drastically reduced. This factor affects a desire to stop practicing for a moment" (Q7). This statement was supported by another respondent who stated that salary affected the desire to stop working, "Yes, salary has a big influence in determining the decision to continue practicing or quit first, while seeing the development of the situation" (Q10).

Some respondents stated that the income received during the Covid-19 period did not affect the desire to quit or leave work, "If comparing salary with work risk, it certainly does not seem worth it. However, as a health worker, we still have to encounter it because

it is the job's demands, thus salary does not affect me to stop working” (Q8). This was supported by another respondent who stated that during the COVID-19 period, the addition or reduction of salaries did not affect a person's decision to stop working. In this current situation, it was difficult to get a new job, thus someone must continue to work on existing jobs in order to get a salary for living, and fulfilling its needs, “Salary can affect and not, but changes in income during Covid-19 did not make me quit my job, because now, it is difficult to get a new job and the needs to be fulfilled, thus I still have to work” (Q11)

Based on the results of the interviews, the majority of the respondents stated that salary or income affected the desire to stop working. However, some respondents did not support this statement. Increasing salaries or income could be useful to minimize the possibility of employees leaving work. Another respondent stated, “The salary factor that is less than the risk of work can encourage dentists or nurses to stop working. Therefore, increasing salaries or incentives during the Covid-19 period can increase the possibility of dentists continuing to practice and work” (Q12). This statement was supported by another respondent who hoped for a salary increase, “In my opinion, (the salary) should be increased a little, so that the dentist will be more enthusiastic” (Q9).

### Topic 3: The Influence of Relationship between Co-Workers on Turnover Intention

This topic aims at exploring the relationship between co-workers’ relationships and turnover intention. The majority of the respondents agreed that the relationship between co-workers could affect an individual to seek a job elsewhere. This is in line with the statement of a respondent, “The poor relationship between co-workers can make me move and seek another workplace, but if I stop practicing, I do not think so, just moving workplaces” (Q16). This statement was supported by another respondent who thought that good relationship between co-workers, such as an attitude of helping each other; it can ease work so that it keeps someone going to work, “If (I) am with fellow dentists, I rarely get in touch because of different shifts, if I am with a nurse,

it is very important because we always meet every practice, so that the relationship is very decisive, especially if there is no nurse, the dentists will be troublesome, especially during the COVID-19 period, even it seems like if there is no help from nurses, I will decide to stop practicing” (Q13).

Another respondent also stated that in the current situation of the Covid-19 pandemic, cooperative colleagues were needed, “In my opinion, this has an effect because dentists need the help of nurses to do other things, such as administrative and technical matters, especially during the COVID-19 pandemic, for example when registering, we need to check temperatures, fill out screening sheets, even sterilize rooms and equipment” (Q15). In addition to helping each other at work, relationships with co-workers occurred in terms of exchanging information that mutually influenced employee decisions, “Relationships with co-workers have an influence due to many exchanges of information obtained. Information obtained from co-workers, this information can influence the decision to stay in working or not. Negative information related to COVID-19 circulating between coworkers will encourage someone to stop working or practice” (Q18).

In addition, some respondents who disagreed with the interview results thought that there was no influence of relationships with coworkers on turnover intention, “relationships with coworkers during the Covid-19 period do not have an effect, because I used to practice being independent, so whether or not there are colleagues at work, it does not matter” (Q14). This statement was supported by another respondent who stated that relationships with coworkers did not affect the decision to stop working because the main aspect was the work done and getting a salary to survive, “If I am with work colleagues, there is no influence. The most important thing is that I am suitable for work, and I can earn money to live, so I will not quit my job” (Q17).

Based on the results of interviews conducted with all respondents about the three research topics, there were three types of answers, namely positive influences, negative influences, and neutral or no influential answers. The summary of the responses from the interview results is presented in Table 4.1.

Questions Based on Research Topics	D1	D2	D3	D4	N1	P1
How can the workload during the COVID-19 period encourage health workers to stop practicing, quit work, or seek other work alternatives?	Q1 (N)	Q2 (N)	Q3 (N)	Q4 (N)	Q5 (N)	Q6 (N)
How can the salary received during the COVID-19 period encourage health workers to stop practicing, quit their job, or seek other work alternatives?	Q7 (Y)	Q8 (N)	Q9 (Y)	Q10 (Y)	Q11 (N)	Q12 (Y)
How can relationships with co-workers during the COVID-19 period encourage health workers to stop their practice, quit their job, or seek other work alternatives?	Q13 (Y)	Q14 (N)	Q15 (Y)	Q16 (Y)	Q17 (N)	Q18 (Y)
(Y) answer “have an influence”, (N) answer “have no influence” Dentists: D1, D2, D4, D4; Nurse: N1, Dental Clinic Owner: P1						
Source: Authors (2020)						

## 1. Discussion

The COVID-19 pandemic affects various fields,

especially in the health sector. It is necessary to adapt to the internal side of the company to deal with the changes that occur. As a company, dental

clinics need to maintain the availability of human resources to be able to continue operating, one of which is by reducing the turnover intention. This research aims to gain a deeper understanding of the factors that influence turnover intention. This research has examined the perspective of health industry players, especially in the field of dentistry, on job satisfaction in order to reduce employee turnover intention.

The research results emphasized that job satisfaction at health companies influenced turnover intention (Zeytinoglu et al., 2007). Likewise, these results also supported that job satisfaction at health companies had a negative effect on turnover intention, thus if job satisfaction increased, the employee's desire to leave work would decrease (Alsarairoh et al., 2014; Zhang et al., 2017). On the contrary, when job satisfaction is not fulfilled, workers take steps that can interfere with the company, such as increasing turnover intention (Supriatna, 2018).

The research results indicated that employee turnover intention was not influenced by workload at the dental clinic during the COVID-19 period. This result was not in line with Mobley (1982) and Zeytinoglu et al. (2007) who stated that workload as one of the factors that can affect turnover intention. This was affected by differences in research time. This research was conducted during the Covid-19 period, while previous research was not carried out in the same period. According to medical personnel, there was no additional workload while working at a dental clinic during the COVID-10 period. The fact that actually occurred was the increase in occupational risks because dentistry was closely related to saliva, which was a container for COVID-19 so that medical workers were afraid of contracting it faster.

On the other hand, the factor that affected an employee's desire to quit or switch jobs, namely the income or salary received. The result was in line with Singh & Loncar (2010) who stated that salary was considered as a factor that affected turnover intention. During the COVID-19 period, salary or income was considered an important factor because there was an increase in workplace risk so that medical personnel felt the need to get a salary or income that was commensurate with the risk of contracting COVID-19.

The findings of this research also showed that other factors affected turnover intention at the dental clinic, namely the relationship with co-workers. This occurred because during the COVID-19 period, although there was no significant increase in workload at the dental clinic, there were several additional procedures that needed to be carried out by medical personnel as a precautionary measure for the COVID-19, such as screening the patients' condition to ensure that they are free COVID-19 and processing the sterilization of equipment and workplaces. The addition of this procedure required the support of colleagues to help carry out the

procedure or reminded that the procedure was not missed. Relationships with co-workers were also closely related to the dissemination of information or news about COVID-19 between work colleagues. The more negative information was spread among coworkers, the greater the desire to move or quit work. The research results were in line with Park & Min (2020).

## 2. Conclusion

Previous research argued that there is a relationship between job satisfaction, as measured by workload, salary, and the relationship between coworkers, and turnover intention. Meanwhile, this research provides another view and evidence that the factors that affect turnover intention are salary and the relationship between co-workers. Therefore, it is highly recommended for dental clinics to make salary adjustments to be proportional to work risks because COVID-19 is easily contagious and maintain positive relationships between co-workers.

There are several implications obtained from the research results. This research can be used as a reference to determine the influence of job satisfaction, as measured by workload, salary, and relationships with co-workers, on the turnover intention at a dental clinic during the COVID-19 period. The findings of this research provide the effect of turnover intention at a dental clinic. Based on the research results, the findings can be used by dental clinics in Indonesia to reduce employee turnover during the Covid-19 period.

The findings of this research indicate that dental clinics can reduce the level of employee turnover by providing salaries or other additional income in accordance with the risk of contracting COVID-19 for medical workers. In addition, dental clinics must also strive to maintain relationships between co-workers by reducing negative information about COVID-19 circulating in the work environment and maintaining the spirit of cooperation between coworkers in order to help each other at work.

This research can be used as a complement to existing literature, especially literature that discusses job satisfaction and turnover intention. In Indonesia, there is no research that has examined job satisfaction and turnover intention at dental clinics during the COVID-19 period. Therefore, this research will certainly provide new theoretical insights regarding job satisfaction and turnover intention at health companies in Indonesia.

## 3. Limitation

This research has several limitations. First, this research examined dental clinics in Indonesia, thus there can be differences in the research results for companies in other fields, both in Indonesia and outside Indonesia. Second, this research used a qualitative method that can only measure the depth of the problem but has shortcomings in measuring

samples with comprehensive coverage. The authors believe that the research results can be applied in other fields similar to dental clinics, and in countries with similar conditions to Indonesia.

Dental clinics need to consider other factors besides job satisfaction and turnover intention in order to survive and achieve sustainable performance. One of the factors is innovation. Danarahmanto et al. (2020) stated that innovation has a direct effect on achieving sustainable performance. Therefore, future research is expected to apply innovation as support in increasing job satisfaction and reducing the level of employee turnover to achieve sustainable performance at the dental clinic.

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