

**JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT AS PREDICTORS OF TURNOVER
INTENTION IN HOSPITAL PHARMACY STAFF**

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INFORMATION	ABSTRACT
<p>Correspondence: yennyharyono.yh@gmail.com</p> <p>Keywords: Job satisfaction; Organizational commitment; Turnover intention; Pharmacy staff</p>	<p><i>Objective: This study examines the determinants of turnover intention among pharmacy personnel in a private Type C hospital, addressing an underexplored human resource challenge that directly influences service continuity, medication safety, and health equity within hospital settings.</i></p> <p><i>Methods: Using a quantitative cross-sectional design, data were collected from all 30 employees of the Pharmacy Unit at XXX Hospital using a saturated sampling (total sampling) technique. Data were gathered through a structured and validated questionnaire based on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument measured job satisfaction (including satisfaction with work, salary, promotion, supervision, and coworkers), organizational commitment (including emotional attachment, support, and development opportunities), and turnover intention (including intention to leave, job search behavior, and thoughts of quitting), adapted from established theories and prior studies. Multiple linear regression using SPSS was employed to analyze the effects of job satisfaction and organizational commitment on turnover intention.</i></p> <p><i>Results: Job satisfaction shows a significant positive association with turnover intention ($\beta = 1.084$; $p < 0.001$), suggesting that external labor market pull factors may override job satisfaction in high-demand pharmacy professions.</i></p> <p><i>Conclusion: Strengthening organizational commitment, improving career pathways, and mitigating external job pressures are essential for sustaining pharmacy workforce stability in hospitals</i></p>

INFORMASI	ABSTRAK
<p>Korespondensi: yennyharyono.yh@gmail.com</p> <p>Kata kunci: Kepuasan kerja; Komitmen organisasi; Niat berpindah; Staff farmasi.</p>	<p>Tujuan: Studi ini meneliti faktor-faktor penentu niat berhenti kerja di antara personel farmasi di rumah sakit swasta Tipe C, yang membahas tantangan sumber daya manusia yang kurang dieksplorasi dan secara langsung memengaruhi kesinambungan layanan, keamanan pengobatan, dan kesetaraan kesehatan dalam lingkungan rumah sakit.</p> <p>Metode: Dengan menggunakan desain kuantitatif lintas-seksional, data dikumpulkan dari seluruh 30 karyawan Unit Farmasi di Rumah Sakit XXX menggunakan teknik pengambilan sampel jenuh (total sampling). Data dikumpulkan melalui kuesioner terstruktur dan tervalidasi berdasarkan skala Likert lima poin (1 = sangat tidak setuju hingga 5 = sangat setuju). Instrumen tersebut mengukur kepuasan kerja (termasuk kepuasan dengan pekerjaan, gaji, promosi, pengawasan, dan rekan kerja), komitmen organisasi (termasuk keterikatan emosional, dukungan, dan peluang pengembangan), dan niat berhenti kerja (termasuk niat untuk berhenti, perilaku pencarian kerja, dan pikiran untuk mengundurkan diri), yang diadaptasi dari teori yang sudah mapan dan studi sebelumnya. Regresi linier berganda menggunakan SPSS digunakan untuk menganalisis pengaruh kepuasan kerja dan komitmen organisasi terhadap niat berhenti kerja.</p> <p>Hasil: Kepuasan kerja menunjukkan hubungan positif yang signifikan dengan niat berhenti kerja ($\beta = 1.084$; $p < 0.001$), menunjukkan bahwa faktor-faktor penarik pasar tenaga kerja eksternal dapat mengalahkan kepuasan kerja dalam profesi farmasi yang sangat dibutuhkan.</p> <p>Kesimpulan: Memperkuat komitmen organisasi, meningkatkan jalur karier, dan mengurangi tekanan kerja eksternal sangat penting untuk mempertahankan stabilitas tenaga kerja farmasi di rumah sakit.</p>

INTRODUCTION

Hospitals play a critical role in public health systems as institutions that provide comprehensive medical services, workforce development, and health-promoting activities. As mandated in Indonesian Law No. 44/2009, hospitals rely on a multidisciplinary workforce consisting of medical, nursing, pharmaceutical, managerial, and non-health professionals. Human resources are therefore essential

for ensuring continuity, quality, and safety of healthcare delivery. In the era of increasing competition and service standardization, employee stability and performance have become major determinants of organizational success, especially in private hospitals that must maintain efficiency while competing for skilled health professionals. XXX Hospital is a private Type C hospital facing organizational challenges, namely a sharp increase in employee turnover rates in the Pharmacy Unit. The Pharmacy Unit is a critical operational component, as it directly supports patient care through medication management, dispensing accuracy, and continuity of pharmaceutical services. High turnover in this unit poses risks not only to employee productivity but also to service quality, medication safety, and overall hospital performance.

Internal data from XXX Hospital indicate a dramatic increase in turnover rates between 2023 and 2024. Hospital-wide turnover rose from 1.90% to 5.71%, while the Pharmacy Unit experienced a rise from 3.33% to 16.67%, representing a 400% increase. This far exceeds the recommended normal threshold of 10% annually (Ardy, 2023). Existing literature consistently emphasizes that job satisfaction is a key predictor of employee retention. Job satisfaction reflects an employee's subjective evaluation of various aspects of their work, including compensation, work environment, role clarity, opportunities for advancement, and interpersonal relationships. Mobley et al. (1978) conceptualized low job satisfaction as a primary antecedent of turnover intention. More recent studies also support this relationship, demonstrating that employees with lower job satisfaction are more likely to express intentions to leave (Ahn & Choi, 2023), (Gün et al., 2021). Karnain and Wiliyanarti (2025) found that satisfied employees tend to demonstrate greater loyalty to their organization. However, contradictory evidence exists (Ratnaningsih, 2021), for example, found that job satisfaction did not significantly affect turnover intention in certain healthcare settings. These inconsistencies suggest that the job satisfaction–turnover dynamic may vary across institutional contexts, necessitating further empirical testing in specific hospital units such as pharmacy services.

Organizational commitment is another major factor influencing employee retention. Commitment refers to the emotional and psychological attachment an employee feels toward the organization. High commitment is often linked with lower turnover

intention, better performance, and stronger organizational citizenship behavior (Nasution, 2017), (Susanti & Palupiningdyah, 2019), (Forner et al., 2024). Nevertheless, several studies indicate that external factors, such as compensation disparities, employment opportunities in other organizations, and the desire for new professional experiences, may weaken organizational commitment and reduce its role in lowering turnover intention (Sari & Susanto, 2019). These variations in empirical findings highlight a research gap such as the mechanisms linking commitment, turnover intention, and performance remain unclear and may depend on organizational characteristics, work culture, or unit-specific dynamics.

Turnover intention is widely recognized as the most immediate and reliable predictor of actual turnover. (Holzer et al., 2004) highlight that high turnover intention can reduce productivity, increase stress levels, disrupt workload distribution, and generate substantial recruitment and training costs for healthcare institutions. In the clinical context, (Buchan et al., 2019) emphasize that turnover, which is typically preceded by turnover intention, undermines service continuity and may negatively affect patient safety and care quality. Among pharmacy personnel, elevated turnover intention can create even greater operational risks due to the specialized nature of pharmaceutical services, including medication accuracy, inventory management, and compliance with drug safety standards. Despite the importance of understanding turnover intention within critical support units, empirical research examining the determinants of turnover intention specifically in pharmacy departments of private Type C hospitals in Indonesia remains limited. Therefore, this study focuses on turnover intention as the dependent variable to better understand the factors that influence employees' intentions to leave within this essential hospital unit..

This research addresses several critical gaps. First, although previous studies have explored the relationship between job satisfaction, organizational commitment, turnover intention, and performance, few have examined this model in the context of hospital pharmacy units, which are characterized by high workloads, strict medication management responsibilities, and close interaction with both clinical and administrative workflows. Second, most prior Indonesian studies have focused on general hospital staff or nursing units, whereas pharmacy personnel, whose

professional demands differ substantially, remain underrepresented in the literature. Third, the rising turnover rates at XXX Hospital provide a unique and timely opportunity to analyze this issue using fresh, context-specific data collected through questionnaires from all 30 pharmacy employees. This localized dataset offers insights that older or more generalized studies cannot capture, particularly regarding the relational dynamics between satisfaction, commitment, and turnover intention within a small but high-risk unit.

The expected findings of this study contribute to the theoretical understanding of employee behavior in healthcare organizations by clarifying how satisfaction and commitment interact with turnover intention to influence performance in a high-demand operational setting

METHOD

This study employed an analytical quantitative research design to examine the effects of job satisfaction and organizational commitment on turnover Intention. A cross-sectional approach was used, in which all variables were measured simultaneously at a single point in time to capture the existing conditions of employees within the Pharmacy Unit of XXX Hospital . A quantitative approach was chosen because it allows statistical estimation of causal relationships among variables and empirical testing of predefined hypotheses, consistent with positivist research principles (Sugiyono, 2017).

The research was conducted at XXX Hospital , Indonesia. The population consisted of all individuals employed in the Pharmacy Unit during the study period. Because the total population was small ($N = 30$ employees), the study used a saturated sampling technique, in which all members of the population were included as the sample. According to (Sugiyono, 2017), saturated sampling is recommended when the population size is less than 30 or when maximum data accuracy is required. Inclusion criteria consisted of pharmacy employees who were actively working during the data collection period and willing to participate voluntarily. Employees on extended leave were excluded from the study. By using total sampling, the

research ensured complete representation of the Pharmacy Unit's workforce and minimized sampling bias.

To ensure clarity and replicability, all variables were operationally defined and measured using validated indicators on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The operational definitions of the variables are describes as follows Job satisfaction refers to a positive attitude toward work that encompasses satisfaction with responsibilities, rewards, leadership, relationships with coworkers, and opportunities for development. The construct was measured using indicators adapted from Stephen P. Robbins and Timothy A. Judge (2013), Edwin A. Locke (1976), and subsequent empirical studies. The indicators include satisfaction with the job itself, salary, promotion opportunities, supervision, and coworker relationships. Higher scores indicate higher levels of job satisfaction. Organizational commitment refers to the level of emotional, continuance, and normative attachment that employees have toward the organization (Eisenberger & Stinglhamber, 2011). The construct was measured using indicators reflecting employee well-being, leadership support, development and training opportunities, and coworker support. Higher scores reflect stronger organizational commitment. The construct was measured using indicators such as the frequency of thoughts about quitting, intention to seek alternative employment, desire to resign in the near future, and perceived likelihood of leaving the organization. Higher scores indicate stronger turnover intention.

Primary data were collected using a structured questionnaire distributed directly to all pharmacy employees. The questionnaire was divided into four sections corresponding to the study variables. Respondents were asked to provide self-assessments based on their actual experiences and perceptions using the five-point Likert scale. Prior to full distribution, the instrument was pre-tested on a small subset of employees from another unit to ensure clarity, relevance, and internal consistency. The finalized questionnaire was then administered anonymously to minimize response bias.

Even though the study utilized minimal-risk survey data, ethical principles were strictly upheld. All participants received clear information regarding the purpose of

the study, confidentiality of their responses, and their right to withdraw at any time without consequences. Informed consent was obtained from each respondent before completing the questionnaire. The research adhered to the ethical guidelines for human subjects as recommended by the Ministry of Health of Indonesia and followed institutional expectations for data privacy and responsible research conduct. No personal identifiers were collected, and all data were analyzed in aggregate form. Permission for data collection was obtained from XXX Hospital prior to fieldwork.

Data were processed and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were used to summarize respondent characteristics and the distribution of each variable. Inferential analysis was conducted using multiple linear regression to test the direct effects of job satisfaction and organizational commitment on turnover intention. Multiple linear regression was selected because the study involved cross-sectional individual-level data with continuous dependent variables and sought to quantify the strength and significance of direct causal relationships. Unlike panel or spatial regression models, which are suitable for multi-region or longitudinal datasets, the data in this study represent a single organizational unit with no temporal or spatial variation. Thus, linear regression is the most appropriate and statistically efficient method for analyzing the hypothesized structural relationships.

The analysis was conducted to examine the relationship between job satisfaction, organizational commitment, and turnover intention. Multiple linear regression analysis was employed, using a significance threshold of $\alpha = 0.05$. Coefficients, p-values, and standardized beta values were used to evaluate the strength and direction of relationships among variables. All findings were interpreted within the context of organizational behavior theory and relevant empirical literature.

RESULTS

The population in this study consisted entirely of pharmacy staff working in the Pharmacy Unit of XXX Hospital . This population was selected because all employees in this unit share similar job characteristics, workloads, and

responsibilities that are directly relevant to the study variables. Using a saturated sampling technique, all 30 pharmacy employees who were actively working during the data collection period were included as respondents. This approach ensured complete representation of the unit and provided accurate insights into the dynamics of job satisfaction, organizational commitment, and turnover intention within this critical hospital department.

Table 1. Descriptive Statistic

Variable	Min	Max	Mean	SD
Job Satisfaction	25	38	30.47	3.137
Organizational Comitment	18	29	22.2	2.483
Turnover Intention	7	17	11.4	2.5

Source: SPSS Output (2025)

These descriptive findings are consistent with the internal challenges reported by the hospital, particularly the sharply increasing turnover rate in the Pharmacy Unit. Moderate levels of satisfaction and commitment combined with elevated turnover intention scores provide an early indication of underlying human resource problems requiring organizational attention.

Table 2. Correlation and Determination Coefficient Test Results

Variable	Kolmogorov -Smirnov	Tolera nce	VIF	R Square	T	p
Constant					-5.649	0
Job Satisfaction	0.791	0.238	4.2	0.932	9.492	0
Organizational Comitment		0.238	4.2		-3.728	0.001

Source: SPSS Output (2025)

From the results shown in Table 2, normality was assessed using the Kolmogorov–Smirnov test, which showed a value of 0.791, indicating that the distribution of residuals did not significantly deviate from normality. Multicollinearity diagnostics revealed tolerance values of 0.238 and VIF values of 4.2 for both independent variables. Although VIF values above 4 may indicate moderate collinearity, they remain below the commonly used threshold of 10, suggesting that multicollinearity does not pose a threat to model stability.

The robustness of these assumptions strengthens confidence in the reliability of subsequent regression estimates. Additionally, sensitivity checks using standardized residual plots confirmed that no outliers exerted a disproportionate

influence on the regression coefficients, suggesting that the model is statistically sound.

The regression model examining the effects of job satisfaction and organizational commitment on turnover intention yielded an R^2 value of 0.932. This indicates that 93.2% of the variance in turnover intention can be explained by the two predictor variables. Such a high explanatory power is uncommon in behavioral studies, suggesting strong relationships between the constructs in this particular organizational context.

Table 3. Regression Coefficient Test Results

Variable	Unstandardized Coefficients	Sig.
Constant	-9.687	0.000
Job Satisfaction	1.084	0.000
Organizational Comitment	-0.538	0.001

Source: SPSS Output (2025)

From the results shown in Table 3, The regression table revealed that job satisfaction had a significant positive effect on turnover intention ($B = 1.084$, $p < 0.001$). In contrast, organizational commitment exhibited a significant negative effect on turnover intention ($B = -0.538$, $p = 0.001$). The constant term was also statistically significant ($B = -9.687$, $p < 0.001$), supporting the overall fit of the model.

Hypothesis testing in this research used the multiple regression analysis method, and the following results were obtained:

$$\text{Turnover Intention} = -9.687 + 1.084 (\text{Job satisfaction}) - 0.538 (\text{Organisational commitment}) + e$$

The finding that higher job satisfaction is associated with higher turnover intention is counterintuitive and contradicts most established theories, including Mobley et al. (1978). This results of this study supported by the findings of (Faridah et al., 2022) (Dewi, 2019) (Ya & Suyuthie, 2020) job satisfaction has a significant relationship to turnover intention. This anomaly may reflect the unique dynamics of the Pharmacy Unit. Employees may report satisfaction with their tasks and interpersonal relationships but still face external pressures—such as low salary growth, rising industry demand for pharmacy technicians, or better job

opportunities in nearby hospitals or pharmacies. In this environment, satisfaction with the work itself may coexist with dissatisfaction regarding broader career prospects, resulting in a paradoxical increase in turnover intention.

Conversely, stronger organizational commitment significantly reduced turnover intention. This finding aligns with classical organizational behavior theory and empirical research (Nasution, 2017), (Eisenberger & Stinglhamber, 2011). Commitment appears to serve as an anchoring mechanism: employees who feel emotionally connected and supported by the hospital are less inclined to leave, even when they recognize the availability of better job opportunities elsewhere.

To ensure the reliability of the regression results, several robustness checks were performed. First, the model was estimated using standardized coefficients. The direction and magnitude of the effects remained consistent, indicating that the positive relationship between job satisfaction and turnover intention was not caused by differences in measurement scale. Second, residual diagnostics were examined to assess the assumption of homoscedasticity. The residuals were evenly distributed, suggesting that the variance of the error terms was stable across levels of the independent variables. This result reduces the possibility of heteroscedasticity bias in the model. Third, a multicollinearity assessment was conducted. Although the Variance Inflation Factor (VIF) value of 4.2 indicates moderate correlation between predictors, additional testing by excluding each independent variable alternately showed that the coefficient signs remained stable. This finding suggests that each variable contributes independently to explaining turnover intention.

Overall, the robustness checks demonstrate that the unexpected positive effect of job satisfaction on turnover intention is a stable finding that reflects the empirical realities of this unit rather than statistical anomalies.

DISCUSSION

The findings of this study provide important theoretical and practical insights into employee behavior in hospital pharmacy settings. Notably, the positive relationship between job satisfaction and turnover intention diverges from most traditional turnover theories, which typically assume that higher satisfaction leads to lower

intention to leave. However, this finding can be explained by recent workforce mobility trends in Indonesia's health sector, where skilled pharmacy personnel are increasingly in demand across hospitals, clinics, and retail pharmacies. In such a competitive labor market, even employees who enjoy their work may be attracted by external opportunities offering higher salaries, clearer career advancement, or more modern work environments. Resulting in job satisfaction may not always prevent employees from considering alternative employment.

The regression results indicate that job satisfaction shows a positive relationship with turnover intention, suggesting that higher levels of satisfaction do not necessarily reduce employees' intention to leave in this context. Meanwhile, organizational commitment demonstrates a negative relationship, indicating its stronger role in retaining employees. The turnover intention model developed in this study implies that employee retention in hospital pharmacy settings cannot be explained by a single factor, but rather by the combined influence of attitudinal and organizational variables. This finding highlights that job satisfaction alone is not a sufficient predictor of retention, particularly in high-demand labor markets. This phenomenon aligns with emerging turnover theories emphasizing the role of external "pull factors," which suggest that external job attractiveness may outweigh internal job satisfaction in shaping turnover intention. From a theoretical perspective, these findings contribute to the refinement of turnover intention models by demonstrating that job satisfaction alone cannot reliably predict employee retention in high-demand healthcare occupations. Similar patterns have been observed in prior studies. Consistent with prior findings in Indonesian healthcare settings, job satisfaction and organizational commitment influence turnover intention alongside work-related stress, indicating that turnover intention emerges from the interaction of multiple psychological and organizational factors rather than from satisfaction alone (Nasution, 2017), job satisfaction positively affects performance, it is insufficient on its own to ensure employee retention without strong organizational commitment (Mekta, H. Q., 2017).

In contrast to job satisfaction, organizational commitment in this study behaved as theoretically expected, showing a negative relationship with turnover intention. Higher organizational commitment appears to reduce employees' intention to leave,

underscoring the importance of emotional attachment, supervisory support, and perceived organizational investment in employee development. In hospital settings, commitment is often strengthened through teamwork, shared responsibility for patient safety, and long-standing social bonds, which may explain why commitment exerts a stronger influence on retention than job satisfaction. This finding is consistent with previous research by Authar (2019), who demonstrated that organizational commitment significantly reduces turnover intention, and by Susanti and Palupiningdyah (2016), who showed that commitment negatively affects turnover intention while positively influencing employee performance.

The organizational consequences of turnover intention are also well documented in the literature. Studies by Kusumah, Satriadi, and Ilsyas (2022), Asmara (2017) and Jamal et al. (2021) confirmed that high turnover intention significantly reduces employee performance, productivity, and work effectiveness. These findings highlight the risks posed by turnover intention in hospital environments, particularly in critical support units such as pharmacy services, where continuity and accuracy are essential. However, based on the findings of this study, turnover intention in hospital pharmacy settings appears to be driven more by external opportunities and labor market dynamics rather than solely by internal dissatisfaction. This suggests that even when employees experience relatively favorable working conditions, they may still consider leaving due to better prospects elsewhere.

From the author's perspective, this indicates a shift in the underlying mechanism of turnover intention, particularly in high-demand healthcare professions. Unlike traditional models that emphasize dissatisfaction as the primary driver, this study suggests that turnover intention can also emerge under conditions of relative satisfaction, driven by career mobility and competitive external offers. Therefore, the findings offer a new perspective by highlighting that retention strategies must go beyond improving internal job conditions and instead address external competitiveness and long-term career pathways for employees.

Beyond satisfaction and commitment, previous studies also point to the influence of broader organizational and external factors. Sari and Susanto (2019) identified

compensation fairness and work motivation as major drivers of turnover intention, helping to explain why satisfied employees may still consider leaving when external rewards are perceived as more attractive. Supporting this view, Ratnaningsih (2021) found that job stress significantly increases turnover intention, while satisfaction and commitment showed weaker partial effects, further emphasizing that turnover intention is a multidimensional and context-dependent phenomenon. Additionally, research by Anjani (2019) suggests that improving employee competence and motivation can indirectly reduce turnover intention by enhancing professional engagement and performance.

Taken together, the findings of this study and prior empirical evidence indicate that turnover intention among hospital pharmacy employees is shaped by a combination of job satisfaction, organizational commitment, external labor market dynamics, and organizational conditions. Theoretically, this study extends the turnover literature by demonstrating that job satisfaction and organizational commitment exert different types of influence in specialized clinical support units. Practically, the results suggest that retention strategies focused solely on increasing job satisfaction may be insufficient. Instead, hospitals should prioritize strengthening organizational commitment, fostering meaningful employee relationships, and addressing external competitive pressures to achieve sustainable retention in high-demand healthcare roles.

CONCLUSION

This study examined the relationship between job satisfaction, organizational commitment, and turnover intention among employees in a hospital pharmacy unit. The findings indicate that job satisfaction is positively associated with turnover intention, suggesting that external employment opportunities may influence employees' intention to leave despite favorable work experiences. In contrast, organizational commitment was found to significantly reduce turnover intention, highlighting its critical role in employee retention. These results suggest that turnover intention in hospital pharmacy settings is more strongly influenced by organizational attachment than by job satisfaction alone. Overall, the study

concludes that retention strategies in hospital pharmacy units should prioritize strengthening organizational commitment to effectively reduce turnover intention.

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