



**STRATEGIES TO CONTROL INTENTION TO QUIT SAFETY FIELD
(PHENOMENOLOGICAL STUDY OF A NICKEL SMELTER
COMPANY IN INDONESIA)**

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Abstract

The rapid progress of business creates competitive competition, encouraging modern business industries to implement an Occupational Health Safety Environment (OHSE). Data on work accidents in Indonesia shows the need for attention to work safety aspects. Certifications such as SMK3 ISO 14001 and 45001 become investors' assessments of corporate governance. Employee intention to quit can significantly impact costs and organizational stability. The role of the safety field at PT XYZ as an accident supervisor and countermeasure is crucial. However, the increase in turnover in this field shows various challenges, including remote location and lack of management follow-up. This study highlights demographic variables, job satisfaction, and individual variables as potential causes of turnover. The research method used in this study is descriptive with a qualitative approach. Through the research, factors of dissatisfaction among safety field employees were found, such as the cost of leave travel, lack of trust in leaders, and differences in safety standards. These factors are the cause of the Intention to Quit. The HRGA Department's turnover handling involved recruitment strategies, increased comfort, and exit interviews. However, the implementation of HRGA programs is considered not optimal due to the immature condition of the company.

Keywords: Intention to Quit, Safety Field, Control Strategies

INTRODUCTION

The progress of the business world from day to day is getting faster, and this creates a very competitive business competition. Competition can occur because business ideas, creativity, and innovation are constantly evolving. Currently, the modern business industry is competing to implement a good Occupational Health Safety Environment (OHSE) commitment for the company. This is because the implementation of Occupational Safety is not only to minimize the potential risk of work accidents and environmental impacts but is now a policy that each company must own to reduce the potential for asset damage and maintain a positive image of the company.

Companies in operating businesses need to pay attention to aspects of work safety because, from data obtained through BPJS Employment, in 2022, the number of work accidents in Indonesia reached 265,334 cases. The number of work accidents that continue to increase certainly causes losses for many companies, such as the cost of damage to assets, and indirectly, such as decreased company productivity. Over time, the implementation of Occupational Safety and Health in the modern business industry has now transformed into an indicator for investors to see the long-term sustainability of a company. Suppose a business has obtained certain certifications such as SMK3 Certification, ISO 14001 and 45001, IRMA, and others. In that case, the business will be more attractive to investors because it shows good governance in the company.

Human resources that have good performance are valuable assets, so the role of management in managing its resources will determine the performance that can be produced by its workforce (Haque et al., 2017). Companies that experience employee resignation will experience the impact of direct and indirect costs in maintaining team-based output and readjustment costs (Tse et al., 2013). Thus, the impact of employee intention to quit is a significant threat to the organization not only to employee productivity but also to organizational stability and company profits (Tse et al., 2013).

Safety Field is personnel assigned to ensure the work area is safe and there is no risk of accidents. Its job is to supervise the operational or construction work area to run properly. This includes carrying out the task of supervising aspects of Occupational Health and Safety to create Zero Accident. The safety field also acts as the frontline of incident handling by immediately securing the scene, contacting the Emergency Response Team, and conducting

initial reporting of the incident chronology before further investigation by the investigator. Thus, the role of the safety field is needed to supervise and reduce the number of workplace accidents.

PT XYZ is one of the nickel smelter companies in Indonesia located on an island surrounded by vast oceans, where access to the nearest city center can only be done using ship transportation. Currently, at PT XYZ, there is an increase in the number of employee resignations in the manpower safety field, which can reduce the level of occupational Health and Safety supervision at the job site. For the initial study, the researcher conducted preliminary interviews regarding what things caused the safety field to want to leave his current job (intention to quit).

Based on preliminary interviews and turnover data obtained by researchers. It was found that some of the reasons for employees' desire to resign include the location of the site, which is too far away to require a trip/travel day 2 days from the Java island area and 3 days from the Sumatra area. In addition, another cause is due to the saturation of safety workers due to the slow follow-up of management in processing sanctions. In addition, several others stated the need for more integration between departments and the slow follow-up of management in executing problems found in the field.

Purnantara and Darma (2015) stated that there are several causes of employee turnover in an organization: demographic variables, job satisfaction variables and individual variables. Demographic variables in this theory are age, length of service, gender, education history, achievement, personality, and professional interests. In this case, the job satisfaction variable is the overall scope of job satisfaction. Finally, individual variables include individuals towards their work, such as the occurrence of role conflict in their work.

REVIEW OF LITERATURE

Intention to Quit

Intention to quit is defined as the intention or desire to leave or quit. In this case, intention to quit is defined as an employee's desire to leave his job of his own free will. Intention To Quit is generally influenced by job dissatisfaction. Another thing that encourages it is because of poor organizational commitment to the incidence of job stress due to work factors (Firth, 2004). This intention to quit variable is used in a broad scope of

withdrawal cognitions by employees based on 3 primary determinants: individual behavior, individual perceptions of social pressure, and aspects of behavioral control (Abelson, 1987; Nugroho, 2008).

Abelson (1987) in Sutanto (2009) states that all employees who leave the company can be categorized as avoidable (avoidable voluntary turnover) and unavoidable (unavoidable voluntary turnover). Avoidable voluntary turnover is a condition in which individuals leave their company for avoidable reasons such as work compensation, working conditions, leaders, or more promising organizations. Meanwhile, unavoidable voluntary turnover is a condition of individuals leaving their company for unavoidable reasons such as changes in career paths, family factors, and others.

To further improve the focus of the research, this study will discuss aspects of intention to quit in terms of Avoidable voluntary turnover. Robbins (2008), in his research, explains the occurrence of voluntary and involuntary turnover. Voluntary turnover is also called voluntary turnover, which arises from the individual's wishes, which can be caused by the existence of several alternative jobs that are more promising. In contrast, Involuntary Turnover is a turnover event due to dismissal by the company, which is uncontrollable by the experienced worker.

Intention to Quit is the desire of employees to leave an organization voluntarily (voluntary turnover). The turnover intentions variable is measured by four indicators (Mobley et al., 1978), including: 1) The desire to leave the organization, which is the tendency of employees to think about leaving the organization; 2) The possibility of looking for another job, namely the possibility of employees looking for work in other organizations; 3) The possibility of leaving the organization, namely the possibility of employees leaving the organization soon; 4) The existence of other better job alternatives, namely the possibility of leaving the organization if there are better job alternatives.

Job Satisfaction

Hasibuan (1998) explained that job satisfaction is described as a positive and pleasant emotion that is obtained from appreciation for the work he does. Job satisfaction is an important thing to create to increase worker morale, devotion, love, and employee discipline is getting higher. Following the theory above, job satisfaction is a crucial thing that suggests worker life satisfaction because most of the individual's time is spent at the job site.

Job satisfaction is an individual's behavior towards his work, which results in a sense of pleasure or displeasure. Job satisfaction is one aspect that encourages the achievement of productivity, both in workers and organizations. According to Weiss et al. (1967) and Yuli (2005), there are 5 dimensions of job satisfaction: 1) Satisfaction with compensation, namely the rewards employees obtain, including basic salary, appreciation allowances, and financial benefits; 2) Career promotion opportunities, namely opportunities to advance and maximize their potential in the organization; 3) Satisfaction with supervisors/leaders is the ability of leaders to provide technical support and empathy and support to achieve common targets (measured through giving directions by superiors objectively, reprimanding when wrong, and positive feedback when working correctly); 4) Satisfaction with personal correlations, namely relationships and interactions with team partners, superiors, subordinates, and others, when doing a job; 5) The work itself, which is the variety of work and control over work methods and steps.

Intrinsic Motivation

Based on Robbins & Judge (2011), motivation describes an individual's effort, intensity, direction, and persistence when wanting to achieve specific goals. Intensity, in this case, is how persistent a person tries to achieve goals. High intensity will not lead to good job performance unless the effort is given to benefit the organization. Motivation can also be interpreted as a series of invisible behaviors and values that provide the power to encourage and influence an individual to achieve certain things according to the individual's goals (Rivai, 2008).

Job Characteristics

Job characteristics are task attributes of an employee that include elements of responsibility, the number of tasks, and how far the job has characteristics that can make employees feel satisfied with the job itself. Each job must have its characteristics and will distinguish between one job and another (Stoner & Wankel, 1990). Five indicators can be used to assess a job characteristic (Johari et al., 2009), including Skill Variety, The extent to which a job requires a person's unaligned skills and talents. Task identity, The extent to which the tasks of a job are identifiable and have reviewable outputs. Task significance, The extent to which the task has a significant impact on the lives or work of others or has an impact on the organization and/or those involved in the work. Autonomy, Autonomy refers to the

degree of freedom the employee has to complete the work. The extent to which employees are free to determine how to perform a particular task and the extent to which they can choose how to schedule their tasks. Feedback, Feedback refers to the extent to which employees are provided with issues about how their role and performance on a job are performing.

Organizational Commitment

Based on William and Hazer (1986), cited through Andiri R. (2006), Organizational commitment is an individual's attachment to the organization he enters, where the characteristics of organizational commitment are a person's loyalty to the organization, willingness to use effort on behalf of the organization, compatibility between one's goals and organizational goals. Organizational commitment is a relative strength formed through involvement in an individual while in a particular organization. (Wayne, 1997). Individuals who are members of organizations with high loyalty will have ideals that align with the organization to achieve better organizational goals. The stronger the socialization of connections and individual involvement with the organization, the higher the commitment.

RESEARCH METHOD

The basic research method used is a descriptive research method with a qualitative approach. Qualitative research is research that can reveal and analyze phenomena, event conditions, social activities, belief behaviors, and perceptions of a person or group towards something. This research intends to investigate the phenomena that occur in a Nickel Smelter company. The phenomenon that emerged based on a preliminary survey found an increasing desire for safety field employees to leave their jobs. This research uses 2 types of primary and secondary data, which are primary data obtained from interviews with all participants relevant to the object of research and secondary data, which is the result of data collection through other media, both print and electronic, and company documents that are considered necessary.

RESULTS AND DISCUSSION

This study involved 7 participants selected from 3 participants who were still actively working and 4 who had resigned. This is done to get an accurate picture of what drives safety personnel to resign from their jobs. In addition, the researcher also added 1 more participant

from Human Resources (HR) to validate the intervention strategies that HR has carried out to reduce the incidence of turnover in his company. Interviews were conducted using semi-structured questions. Interviews were conducted face-to-face with participants who were still actively working and by telephone with participants who had resigned. Participants who were interviewed showed openness and comfort in expressing their opinions.

The participants in this study were safety field personnel working at PT XYZ, consisting of 7 participants. An overview of participant characteristics for this study:

Table 1
Participant Characteristics

Categories	P1	P2	P3	P4	P5	P6	P7
Initial name	Dy	Fn	Ak	Aj	Ar	Sa	Mk
Gender	Male	Male	Male	Male	Male	Male	Male
Age	30	31	27	25	26	26	28
Education	S-1	S-1	S-1	S-1	S-1	S-1	S-2
Position	Safety Field	Safety Field	Safety Field	Safety Field	Safety Field	Safety Field	Safety Field
Period of Employment	19 Months	19 Months	6 Months	6 Months	19 Moths	12 Months	9 Months
Status	Active	Active	Resign	Resign	Active	Resign	Resign
Employment Type	PKWT	PKWT	PKWT	PKWT	PKWT	PKWT	PKWT
Residence	Masohi, Ambon	Tidore	Unaaha	Makassar	Makassar	Tuban	Jakarta
POH	Ternate	Ternate	Ternate	Ternate	Ternate	Ternate	Ternate
Marital Status	Not Married	Married	Married	Not Married	Not Married	Not Married	Not Married
Number of Children	-	1	1	-	-	-	-

Source: Processed research data, 2023

Table 1 explains that the age of participants varied from the youngest age of 25 years to the oldest age of 31 years. The education level of participants is dominated by S1 graduates and 1 participant S2. Participants have varying lengths of employment, from the longest at

19 months to the shortest duration at 6 months. The place of residence of participants is generally in the Eastern Indonesia Region, with the closest domicile in Ternate and the farthest in Jakarta. Each participant has the same Point of Hire (POH), that is, Ternate, for the position of safety field. Marital status in participants: 5 people are married, and 2 are married and have children.

Discussion

Based on the analysis of the interviews conducted, the researcher has identified several themes related to the research objectives. These themes consist of: 1) Overview of job satisfaction; 2) Overview of intrinsic motivation; 3) Organizational commitment; 4) Intention To Quit. The themes obtained from the research will be described separately to see the various perspectives of individuals on the intention to leave their jobs.

Job satisfaction is one of the important things to increase morale for workers. This will encourage a sense of devotion, love, and discipline at work. In conducting interview activities, the researcher expressed his opinion on his Satisfaction at work. Job satisfaction itself has 5 dimensions, namely: 1) Satisfaction with compensation; 2) Satisfaction with promotion opportunities; 3) Satisfaction with the leader; 4) Satisfaction with personal correlation 5). Satisfaction with the job itself.

Job satisfaction with dimensions related to compensation shows a picture that reflects the situation following the interviewees' perceptions. The measurement of compensation with a measurement that is easier for the interviewees to understand, namely the suitability between the wages earned and the workload borne, shows an appropriate situation even with different perceptual expressions. This is conveyed in the following section:

"... For me, it is quite enough, even though the rate with the previous work is far different. (P1)

"...In my opinion, it is appropriate, especially with overtime. (P2)

"...For my friends in the Maluku area, I think it is enough. We work every 3 months and take leave by ourselves; the round-trip ticket is also heavy (P3)

"...If the compensation is in line with the jobdesk that is carried out (P4).

"...It is still appropriate, especially if overtime is hard, it is more appropriate. It can exceed our foreman's salary. (P5)

"... It's balanced in my opinion. Whether, from the pressure, pressure from superiors, and the way we convey things to workers is also balanced if this is the wage." (P6). (P6).

"... if for the jobdesc of the job as safety, it is included." (P7)

The dimension of promotion opportunities in this study is the informants' perception in seeing opportunities to get a chance to move up in class or promotion in the organizational structure of their work, compared to the company's promotion opportunities that have previously been experienced by the informants. Each informant showed a lack of interest in promotional opportunities at PT XYZ. The following is a description of interview excerpts related to promotion opportunities:

"... I don't know. Because I don't really understand about promotions here. But from the stories of other teams, I heard that there are opportunities for promotion, but the quota has been fulfilled, so we will just stay here ..." (P1).

"... There is a big opportunity for promotion to the next level. Because in the past, I saw that employees who have served for more than 1 year must have the opportunity to move up to the next level." (P2).

"... If there are no opportunities, I don't know. There is a minimum work limit or what." (P3).

The dimension of satisfaction with the leader describes the source's satisfaction with the leader's performance in accommodating his team to achieve the Company's targets. This dimension of satisfaction with the leader can be measured through the source's perception of how to make decisions, solve problems and accommodate suggestions and input from subordinates in achieving goals. The following is a description of participants related to satisfaction with the leader:

"...When I held the position of Scaffolding Staff. We were pushed by our superiors to be like this and so on. But we proposed our standards like this but they refused and told us to adjust again..." (P1)

"... Very satisfied with the performance of the superiors.... Especially with the Jetty Foreman, I am very satisfied." (P2)

"... Not satisfied, not satisfied at all. There is one foreman who doesn't believe in our actions, even though we have done this (tried)." (P3).

In this case, the dimension of personal correlation is the source's perception of the relationship between individuals in the team to achieve company targets. In this case, such as communication in the team, attachment between individuals in the team, and team conduciveness in solving problems. An overview of job satisfaction with personal correlations according to participants:

"... What makes me comfortable here is the environment of my coworkers. I get the family, i get the solidarity..." (P1)

"... For team cohesiveness, we are compact, although sometimes there are disagreements, it is a natural problem...." (P1). Coordination from the safety field to the SPV is also still safe." (P2)

"... There is no problem with my friends, ... so far it is safe." (P3).

The dimension of satisfaction with the job in this study is the informants' perception of carrying out all their job responsibilities. The measurement scale is measured through the informants' perceptions of the job desk that has been carried out so far, whether the work is monotonous, the work pressure is heavy or the informants' interest in carrying out their responsibilities. Researchers obtained various informants' perceptions in assessing their current work in this study. Some participants mentioned that they were happy with their profession as a safety.

"...I interact with workers, then there are their behaviors that are not safe safety issues that make me feel at home, what makes me able, I still want to stay here because I want to keep reminding them. That's what makes me feel at home working here..." (P1)

"... Like it, the most important thing is to maintain the safety of my friends who are working.... Besides that, because there is a lot of knowledge that I get from this safety world... Because maybe I have been in the safety world for almost 5 years, I like it and feel comfortable " (P2)

Intrinsic motivation is an aspect that encourages participants to do their work. In this dimension, job satisfaction is associated with intrinsic motivation, which shows a description of the informant's purpose for doing his job. The measurement dimension of Intrinsic Motivation is the informant's perception of the aspects that encourage the informant to do his job. The following is a description of interview excerpts related to motivation:

"...I have four siblings. I'm the oldest guy in the family. I support the budget for everything. My father's mother is retired, so I also support the needs at home. I'm the father's replacement." (P1)

"... Yes, family for sure, responsibility to. They are the ones who always encourage me. " (P2).

"... For Mr. Qadri's family, yes, although Alhamdulillah, my parents are well-off, but as the head of the household, I have to provide for my family." (P3)

Job satisfaction with dimensions associated with commitment to the organization shows a picture of the perception of the informant's commitment to his organization. The measurement of commitment, in this case, is the informant's perception of his commitment

to staying in the company where he works. The following is a description of interview excerpts related to commitment to the organization:

"... what makes me feel at home working here is when I am in the field. I interact with the workers, then there are their behaviors that are not safe safety issues that make me feel at home, which makes me still want to stay here because I want to keep reminding them. That's what makes me feel at home working here." (P1).

"... I love PT XYZ to death, that's why I came back, PT XYZ is in my heart, it's amazing, especially OHS... I really think first whether it (the new place) will be as comfortable as here, from the place to live, the atmosphere too, healthier there or here." (P2).

Job satisfaction with dimensions associated with commitment to the organization shows a picture of the perception of the informants' commitment to their organization. The measurement of commitment, in this case, is the informant's perception of his commitment to staying in the company where they work. The following is a description of interview quotations related to commitment to the organization:

"... what makes me feel at home working here is when I am in the field. I interact with the workers, then there are their behaviors that are not safe safety issues that make me feel at home, which makes me still want to stay here because I want to keep reminding them. That's what makes me feel at home working here." (P1).

"... I love PT XYZ to death, that's why I came back, PT XYZ is in my heart, it's amazing, especially OHS... I really think first whether it (the new place) will be as comfortable as here, from the place to live, the atmosphere too, healthier there or here." (P2).

The intention to quit dimension in this study is associated with a description that reflects the conditions according to the source's perception. The measurement of intention to quit that is more easily understood by the informant is the condition experienced by the informant that causes the desire to leave his company. From the research results collected by the researcher, there are different perceptual expressions. This is shown in the following section:

"... When I was holding scaffolding staff. We were pushed by the superiors to be like this but we proposed our standards like this, they refused, told to adjust again, finally I also felt pressured. But I'm not a people pleaser. If it's not appropriate, then let's not do this, I'm afraid it will continue, so I don't want to do it." (P1).

"... I'm originally from Tidore, I told you that when I'm on leave, I'll look for a job near here (Ternate)." (P2).

Analysis Process and Results

Table 2
Summary of Interview Results to Interviewees regarding Job Satisfaction

Topic	Satisfaction	Dissatisfaction
Compensation	Salary and overtime are following the workload	The cost of traveling on leave is large and not covered by the Company.
Promotion	Great promotion opportunities Broad open learning opportunities according to interests	Take Home Pay received decreased POH changes that must wait 2 years
Leadership	Comfortable work climate Work pressure that is not too heavy	Lack of trust Non-specific instructions Problem-solving ability
Personal Correlation	Familial work climate Sharing knowledge between fellow workers	Differences in perception regarding work safety
The Job Itself	Work activities Coverage of a broad and applicable field of knowledge	Monotonous work activities Not a work passion

Table 2 shows that the interviewees have several aspects of satisfaction and dissatisfaction while working at PT XYZ. These aspects may be factors that can influence workers' desire to leave their jobs. According to Jessica (2022), the greater the job satisfaction obtained by workers, the less likely the intention to quit will occur in employees. If the company can manage the job satisfaction of its employees, this can encourage worker morale, and devotion to the love of workers for their company will increase. To encourage increased productivity for both workers and organizations.

Table 3
Summary of Interview Results to Informants regarding intention to quit

Theme	Things that Encourage Staying	Things that Encourage Staying
Family	Needs to support the family	Remote work location away from family
Compensation	Appropriate Salary	The job location is far away and requires a lot of money
The Job Itself	Safety work is a passion	Safety work is not a passion
Commitment to the Organization	Concern about protecting workers	Because there is a work partner who resigned

	Concern about not being able to adapt to a new place	Misalignment with the leader's vision
	Freedom to learn or explore	Burnout because there is nothing more to learn
	Comfort from the facilities provided	Lack of involvement in decision-making discussions
Work Climate	A sense of family	Monotonous work activities
Demographics		Work location that has a long travel time

Source: Primary data processed (2023), Appendix

Based on interview data obtained from sources. Several things cause encouragement for the safety field to stay and vice versa. Several things can be a driving force for the safety field to leave their jobs. The first is family; family can be a driving factor for workers to stay and can also be a factor that causes workers to leave their jobs. According to Yang Fei (2023), in this research, family aspects have a positive and negative effect on Turnover Intention. The higher the family support, the lower the Intention Turnover and vice versa. Therefore, this becomes the category of Unavoidable turnover, where HR Management cannot necessarily control this aspect.

The HRGA Department, to reduce the incidence of turnover of other employees, provides interventions in terms of worker comfort. Because related to the benefits received by workers, the HRGA Department recognizes that the range of benefits owned by the company is quite competitive, but some companies with the same business unit have a slightly higher range. To be able to reduce the turnover rate by increasing wages cannot be a solution for the company because the RAB for salary slots must be adjusted to the company's capabilities. After all, it can affect the company's system.

The incidence of employee turnover in companies can be detrimental and can also benefit the organization based on employee quality factors (Rahadi, D. R, 2021). If an employee who turnover is an employee who has good quality, the company will suffer a big loss because the company loses its potential. In addition, losing employees who have good quality also has a chain effect on other coworkers. Because this will affect the psychology of other coworkers, resulting in a loss of trust in the organization. Therefore, HRGA, with all its capacity, needs to try to get quality employees and must also be able to manage so that quality employees remain motivated to stay in their jobs by creating a comfortable work environment to provide job satisfaction to all employees.

The procedure for submitting a resignation application for employees must follow the "One Month Notice procedure". This is a procedure that must be carried out by employees before leaving the Company by attaching a letter of resignation starting 30 days before leaving their job. One Month Notice is intended to allow the Company to search for new candidates to replace or prepare for the takeover of job responsibilities that the employee will leave. During the one-month notice period, HRGA will make interventions to maintain its resources.

CONCLUSION

The rapid progress in the business world has led to competitive competition, especially in modern business industries that are competing to implement Environmental Health and Safety. PT XYZ, a nickel processing industry in Indonesia, experienced an increase in turnover in 2023. Through research, it was found that safety field employee dissatisfaction factors, such as leave travel costs, lack of leader trust, and differences in work safety standards. These factors are the cause of the Intention to Quit. The HRGA Department's turnover handling involves recruitment strategies, comfort enhancement, and exit interviews. However, the implementation of HRGA programs is considered not optimal due to the immature condition of the company.

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