

## ***Job Satisfaction And Employee Performance Impact On Turnover Rate At Pt. Jne Manado (JNE Manado City Main Branch)***

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### **ABSTRAK**

Penelitian ini bertujuan untuk menyelidiki serta menganalisis secara kualitatif dampak tingkat kepuasan kerja dan kinerja karyawan terhadap tingkat turnover di PT.JNE Manado, khususnya di JNE Cabang Utama Kota Manado. Metode penelitian yang digunakan adalah pendekatan kualitatif deskriptif, di mana data dikumpulkan melalui wawancara mendalam dengan pihak terkait dan didukung oleh media gambar yang sesuai dengan objektif penelitian. Hasil penelitian menunjukkan bahwa selama tiga tahun terakhir, PT.JNE Manado mengalami peningkatan tingkat turnover yang signifikan. Faktor utama yang memengaruhi peningkatan ini teridentifikasi berasal dari tingkat kepuasan kerja dan kinerja karyawan. Melalui analisis data, peneliti berhasil mengungkap bahwa kepuasan kerja dan kinerja karyawan memiliki kontribusi yang besar terhadap fenomena turnover yang tinggi. Implikasinya, strategi perusahaan perlu difokuskan pada peningkatan kepuasan kerja dan kinerja karyawan untuk mengurangi tingkat turnover yang berdampak pada stabilitas organisasi. Temuan ini memberikan pemahaman mendalam tentang dinamika internal PT.JNE Manado dan memberikan dasar untuk perbaikan strategis guna memitigasi tantangan yang dihadapi oleh perusahaan tersebut.

### **ABSTRACT**

*This research aims to investigate and qualitatively analyze the impact of job satisfaction level and employee performance on turnover rate in PT.JNE Manado, especially in JNE Main Branch Manado City. The research method used is a descriptive qualitative approach, where data is collected through in-depth interviews with relevant parties and supported by image media in accordance with the research objectives. The results showed that over the past three years, PT.JNE Manado experienced a significant increase in turnover rate. The main factors influencing this increase were identified to come from the level of job satisfaction and employee performance. Through data analysis, the researcher managed to reveal that job satisfaction and employee performance have a major contribution to the high turnover phenomenon. The implication is that the company's strategy needs to focus on improving employee job satisfaction and performance to reduce turnover rates that impact organizational stability. The findings provide an in-depth understanding of the internal dynamics of PT.JNE Manado and provide a basis for strategic improvements to mitigate the challenges faced by the company.*

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## **1. INTRODUCTION**

In the era of increasingly advanced globalization, there is intense competition in the world of business and organizations. Tight competition is a challenge for company leaders or owners. These conditions require every company to manage human resources who are active, creative, skilled, qualified and have high abilities so as to obtain better results than before. Human resources are a very important factor to achieve the vision, mission and goals of the company. Without our qualified human resources will not have quality products and services either. According to Dessler [1]. HRM or Human Resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. The achievement of company goals and the competitive ability of a company depends on the good and bad management and development of human resources by the company. Human resources here are employees in an organization or company. Employees as the main driving force in the company are always required to provide the best for the company. The existence of employees is very important because it is one of the determining factors in company productivity. Without competent employees the company will not be able to survive in today's tough competition. Employees provide the best performance for the company and the company provides payment or salary as a reward for the performance that has been given by employees. It is very important to pay attention to this because directly or indirectly it is a measure of the emergence of job satisfaction and optimal employee performance.

The impact of not maximizing job satisfaction is one of them is about the increase or decrease in employee performance, which is also one of the success factors that must be achieved by the company, to have employees who have optimal performance, companies can do several things such as providing education, training, providing appropriate compensation, providing motivation, and creating a conducive work environment. According to Stolovitch [2]. Performance is the result achieved by a person in the act of achieving and carrying out the work requested. Improved employee performance will provide progress for the company to survive and thrive in today's era of intense competition. If these two things, namely job satisfaction and employee performance in a company, are not optimal, there are many negative factors that will be accepted by the company, one of which is the high turnover rate in the company. If an employee's job satisfaction and performance is fulfilled to the maximum, the benefits felt include reducing the retention and turnover of the company's employees. [3]. suggest that turnover intention is a process when employees leave an organization and leave a job position and where that position must be replaced by someone else.

Turnover rate is a problem that is often faced in companies, as well as replacement due to age, the company can anticipate by preparing candidates to replace the employee's position. But if employee turnover is caused by resignation because the company is unable to optimize job satisfaction which leads to decreased employee performance, it will increase the turnover rate

in the company. The high turnover rate of the company will have an impact on the company's income because turnover raises recruitment costs, training costs, and costs incurred to fill vacant positions within the company. The causes of turnover include job stress, job satisfaction, organizational commitment, work environment, and so on. This is very detrimental because many Employees have been nurtured from the beginning and the company has spent money to invest, but in the end the employee resigns because he feels dissatisfied at work. In addition, the process of recruiting new employees to fill vacant positions is also bound to incur additional costs. High employee turnover rates need attention from management because high employee turnover rates is a reflection of low employee loyalty so that it will have an impact on service quality. Turnover intention needs to get serious attention from company management because it can affect company revenue and operations within the company.

This research focused on employees of PT JNE Manado (JNE Main Branch Manado City) which is a company engaged in the delivery of export / import goods / documents and shipments from abroad to Indonesia. JNE provides many services for the community, including providing courier services, logistics, remittances to cargo services. From year to year JNE is growing rapidly, this cannot be separated from the quality of human resources of employees who continue to be improved, JNE Manado itself has many permanent and contract employees, where JNE Manado Branch itself which has office operational service hours is 24 hours, it is important for companies to maintain quality employees by optimizing job satisfaction and employee performance to avoid Turnover intention, so that the goals and objectives that have been set can be achieved. Turnover Intention that occurs in the company will have an impact on Employee Performance and can be an obstacle in achieving company targets. JNE is a company that has a high turnover rate over the past few years, especially for employees who are positioned as couriers. JNE which is a company engaged in the freight forwarding industry, with the increasing turnover rate owned by JNE is a serious problem, considering the role of couriers who are directly related to consumers by sending goods that must arrive in accordance with the order is important.

## **2. METHOD**

### **2.1 Research Approach**

This type of research is qualitative research with a descriptive approach. In order for the researcher to use a type of qualitative research and a descriptive approach, in order to be able to describe and interpret the meaning of the existing data so as to obtain a general and comprehensive picture of the situation, this type of research is chosen because it can describe events, situations and activities in full in a descriptive way, namely by describing the words of the data that has been collected.

### **2.2 Research Procedure**

Problem identification is the first step taken by looking more observant and sensitive to the problems that arise and are faced by employees. After finding the problem under study, then determine the title that will be raised in this research. In this study, researchers raised the issue of the effect of job satisfaction and employee performance on turnover. The object chosen by the researcher is at PT. JNE Manado (Manado Main Branch). After identifying the problem and determining the title to conduct research, then proceed with determining the object of research

that can meet the needs of researchers in conducting research. in this case PT. JNE Manado (JNE Manado City Main Branch) was chosen as the object for the research. The steps taken by the researcher above are followed by collecting the necessary data, either by using mass media, electronic media, observational observations, and direct interviews with subjects related to the research. The data collected includes how the job satisfaction and employee performance felt by employees in the research object, whether the felt by employees influences job satisfaction, whether the employee performance felt by employees has an effect on their turnover rate. Data - data collected both in the field and through supporting media and analyzed to produce an overview of the results of the research. Data - data collected both in the field and through supporting media and analyzed to produce an overview of the results of the research

## **2.3 Theoretical Framework**

### **2.3.1 Organizational Behavior**

Organizational culture is created and developed by leaders so that the relationship between organizational culture and leadership cannot be separated from each other. Organizational culture has a meaning as the rules of the game that the grip of the organization's people in carrying out their obligations and values to behave in the organization. and values to behave within the organization. Organizational culture is formed to serve as values, which guidelines in behaving in an organization, so that in concluding organizational culture must be based on organizational planning. concluding organizational culture must be based on organizational planning in order to achieve organizational goals. Because planning is the main element element that is important in an organization. This illustrates how important planning is. So in determining everything must be based on planning, especially organizational culture, so that the path or steps taken to achieve the targets and goals of the organization remain to achieve organizational targets and goals remain clear. According to Drucker [4]. Organizational culture is the principal of solving external and internal problems. internal problems whose implementation is carried out consistently by a group which is then passed on to new members as a way of which then passes on to new members as the right way to understand, think, and feel. the right way to understand, think, and feel about related problems as above. related problems as above.

From the above definition, it can be concluded that, Organizational Culture actually grows because it is created and developed by individuals who work in an organization, and is accepted as values that must be maintained and passed down to each new member. These values are used as guidelines for each member as long as they are in the organizational environment and can be considered as a characteristic that distinguishes one organization from another.

### **2.3.2 Turnover Rate**

Turnover is a permanent dismissal of a staff from the company which may be done either by the staff himself, or by the company [5]. Turnover Rate according to Price, J.L. [6]. The Study of Turnover. Price provides a definition of the turnover rate as a comparison of the number of employees who leave the organization with the total number of employees in a certain period of time. While Mobley [7] Turnover rate is the change in organizational members over a period of time measured in percentage or proportion. So that Turnover rate is the change in organizational members as measured by the rate of entry and exit of employees in the

organization. Turnover rate is an employee turnover activity in a company caused by the determinants of the employee turnover either voluntarily or involuntarily. Voluntary turnover or quit is an employee's decision to leave the organization voluntarily due to factors such as how attractive the current job is, and the availability of other job alternatives. In contrast, involuntary turnover or dismissal describes the employer's decision to terminate the employment relationship and is uncontrollable for the employee who experiences it. Employees who experience it. The results of this study indicate that the factors that influence turnover intention are dissatisfaction with workload, dissatisfaction with career development opportunities, there are also individual factors such as age and marital and family status factors. Employee turnover is unavoidable even though the Company is fully committed to creating a good and comfortable work environment. Of course, there are still employees who may resign. Turnover is very detrimental to the Company because a lot of costs have been spent on employee recruitment. Another problem of turnover, for example, is the decline in productivity caused by a reduction in employees. Everything related to employees is indeed quite complicated which is the responsibility of the Company's HRD team.

### **2.3.3 Job Satisfaction**

Job satisfaction is an individual thing that will have different levels of satisfaction according to the system of values that apply to it. Job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics, according to According to Kreitner and Kinicki, job satisfaction is essentially the extent to which someone likes his or her job. From some of the definitions above, it can be concluded that job satisfaction is the pleasant and unpleasant feelings felt by employees, directly affecting emotions and behavior at work in the form of performance, discipline, and work morale.

### **2.3.4 Employee Performance**

Description of work results shown by employees during a certain period, the evaluation criteria of which are determined by the organization according to the type of work and the goals of the organization. Employee performance is optimal achievement in accordance with the potential of an employee which is always a concern of organizational leaders. Employee performance is the result of work in quality and quantity that can be achieved by an employee carrying out tasks in accordance with given responsibilities. The ability of employees to do the work that is their responsibility is a decline measure the achievement of organizational goals. An organization can succeed because of the role of performance employees are very decisive in achieving their goals. Whether or not employee performance is good, organizational leaders can determine the results of job acquisition. An individual against a standard of performance. When employee performance is good, then an organization will more easily achieve the expectations in accordance with its goals and vice versa.

### **2.3.4 Previous Research**

Saeed, et al [8] in their research "Employee Salary and Employee Turnover Intention: A Key Evaluation Considering Job Satisfaction and Job Performance as Mediators", found that the importance of employee salary in positively affecting job satisfaction and performance, while also being negatively related to turnover intention. Increasing salaries is suggested as a

potential solution to combat high turnover rates, although its impact on job performance is less significant than on employee retention. The study also found that job satisfaction plays a mediating role in the relationship between salary and turnover intention, suggesting that while salary is a strong factor for retention, it may not necessarily motivate greater employee effort. Moussa & Somjai found that In response to high employee turnover rates among academic staff, a college conducted exit interviews and applied models of employee turnover motives to diagnose the problem. The investigation focused on identifying reasons for job dissatisfaction in order to address the issue. However, the study raises questions about the effectiveness of diagnosing employee turnover problems and how to evaluate their impact on organizations in a research titled Job Dissatisfaction and Employee Turnover : Qualitative case Study in Thailand. Nurma Asharini, Hardyastuti, and Irham [9] study titled The Impact of Quality of Work Life and Job Satisfaction on Employee Performance of PT. Madubaru PG-PS Madukismo found that Quality of Work Life (QWL) does not have a significant impact on organizational commitment, while job satisfaction does have a positive effect on organizational commitment. Neither QWL nor job satisfaction directly affects employee performance, but organizational commitment does. QWL does not have an indirect effect on employee performance, but job satisfaction does indirectly affect performance through organizational commitment as an intervening variable. Therefore, the company should focus on enhancing employees' organizational commitment to improve their performance.

### **3. RESULT AND CONCLUSION**

#### **3.1 Result**

##### **3.1.1 Validity and Reliability**

According to the results of in-depth interviews with informants, The employee turnover rate at JNE Manado branch office is high, especially in the operational department, especially couriers. Every year, the number of employees leaving and entering is quite large. The workload given to employees, especially couriers, is influenced by the target system factor. Every day after the goods pass through the Outbound process, the goods must be delivered on the same day when the goods arrive at the branch office. Before the pandemic, goods that arrived at the branch office after the outbound process was complete would be shipped the next day. During the COVID-19 pandemic, the Manado branch of JNE experienced a difficult time due to reduced shipments. Employees are required to work extra, especially couriers, to deliver goods according to the targets given by the company and must be sent on the same day.

Some of the reasons that caused many couriers to not be able to survive were work environment factors caused by superiors from the operational department. Another reason is the problem of delivery areas, where some delivery areas are difficult and wide to reach by vehicle either using a motorcycle or delivery car. Even so, the benefits or income and facilities provided by the company are considered comparable to the workload provided. Courier employees at JNE Manado Branch, both permanent and outsourcing employees, get a basic salary above the minimum wage (UMP), gasoline money, food money, transportation rent, and several other benefits. Addition to couriers, other operational sections that affect employee turnover rates in the company are employees in the Pick Up, Inbound, and Outbound sections. They have a three-shift work schedule in one day because the JNE Manado office operates for 24 hours. Some benefits are provided to employees in the form of basic salary, meal allowance, transportation

allowance, and basic food assistance such as rice based on employee attendance. Thus, the company needs to pay attention to the factors of work environment, workload, and delivery conditions that can affect employee turnover rates. In addition, ensuring that the benefits and facilities provided match the workload faced by employees can help improve job satisfaction and minimize employee turnover rates. By providing adequate compensation, it will increase the expectations and desires of employees to be able to work better. The main forms of salary and compensation provided by JNE Manado can be seen in the following table:

Table 1. Types of Compensation Provided by PT.JNE Manado

No.	Types of Compensation	Description
1	Salary	Once a month
2	Incentive	Once every 6 month
3	Bonus	When target achieve
4	Work Accident Insurance	Once in 3 months
5	Health Insurance	According to company needs
6	Holiday Allowance	Once a year

Based on table 1, it is known that the main form of salary or compensation provided by PT JNE Manado provides more adequate compensation and in accordance with company needs. But on the other hand the company also always gives bonuses if it gets more achievements to employees. However, there are still employees who wish to leave the company, with the desire of employees who want to leave, the quality of the company will decrease.

Table 2. results of interviews with informants

No	INFORMANT	RESULT
1.	Informant 1 a human capital	PT.JNE Manado has recently experienced an increase in employee turnover rates, at this time the HC division itself does not measure job satisfaction and employee performance using numbers. the company itself has tried various things to retain employees starting from the provision of salaries, benefits, and other bonuses and in terms of employee performance at this time the company implements regular meetings to evaluate employee performance but sometimes this does not show significant results to reduce turnover rate in the company. Currently the HC division notes that positions that have a risk of

		<p>fast employee turnover are courier, inbound, outbound, driver and some from the back office. Currently there is no program other than evaluating employee performance every month to reduce the company's high turnover rate. the company provides different working hours for employees in the operational division, because the office is open 24 hours, there are 3 work shifts divided into morning shifts (08.00 - 15.00), afternoon/afternoon shifts (15.00 - 23.00), and night shifts ( 23.00 - 08.00).</p>
2.	Informant 2 as costumer care	<p>from the backoffice side according to the informant not too many chose to leave the company especiallyif they are already permanent employees, but for some outsourcing employees they chose to spend thecontract for a period of 2 years and if there is no clarity about the position in the company then they will choose to leave the company. there are some differences for contract employees regarding salary,as well as the work environment and workload provided. the informants themselves are now satisfied with the company and can continue to improve their performance, while the working hoursfor the back office are from 9 am to 5 pm.</p>
3.	Informant 3 As front office counter	<p>As an employee who also works 3 shifts, he feels thatan unfulfilled balance between work life andpersonal life (work-life balance) can be a significant factor in influencing employee job satisfaction. Factors that can contribute to this imbalance includeexcessive workload, high time pressure, lack of flexibility in work schedules, and an imbalance between work demands and personal needs. in this case if the work-life balance is fulfilled even if only contract employees will have a positive impact on employee performance by increasing productivity, motivation, health, retention and job satisfaction. Therefore, companies must encourage and facilitatethis balance to support employees to reach their fullpotential and achieve optimal results.</p>
4.	Informant 4 as inbond employee	<p>Inbond, who are all male employees because they work using stamina and strength as capital and with inflexible hours and work, inbond has the task of receiving and confirming consignments received from airport personnel, Responsible for the shipmentwhile in transit, Checking the data or goods to be sentby ensuring the inside of the packaging and good. Regarding the problem of job satisfaction, accordingto the informant, some were satisfied and some weredissatisfied for reasons such as inflexible working hours or a work environment that still prioritized seniority and so on. as well as in the inbound or outbound division in terms of employee performance has a high risk due to the frequent occurrence of lossor theft of goods because it is the closest position tothe goods to be sent, therefore several times in this division there have been frequent layoffs of employees due to does not provide good performance and is not responsible.</p>

5.	Informant 5 as permanent courir	As a courier (permanent employee) he doesn't have many complaints about the tasks given even though he is given a target system where goods arriving at the warehouse on the same day must also be sent is not too big a thing because it is in accordance with the salary you get, namely salary (UMP ) which is more, gas money, transportation loan money, food money, and other intensives.
6.	Informant 6 as contract courir	Inversely proportional to the courier (permanent employee) that many employees do not want to continue the contract and there are even some employees who terminate the contract before the end of the scheduled contract period, some only last for 3 months. this is due to not being in accordance with the work being done, where contract employees as couriers are only given the standard UMP and petrol money, apart from that the distribution of locations

### 3.1.2 The Effect of Employee Performance on Turnover Rate

Employee performance at the JNE Manado branch office is not measured using numbers or statistics. Some informants stated that the performance given by employees tends to go up and down. After the COVID-19 pandemic, employees were given an ultimatum directly from JNE Head Office to improve their performance. Currently, every month a performance evaluation meeting will be held to evaluate employee performance and minimize high employee turnover. Customer satisfaction is achieved when employee performance and delivery of goods are also good. Employees, especially in the operational department, must improve their performance as the current delivery system requires goods to be delivered on the day after the goods arrive at the branch office. Performance evaluations are conducted monthly to ensure that all divisions in the company carry out tasks according to procedures. If there are delays or other errors, these will be evaluated in the evaluation meeting. Sanctions are given if an employee's performance is not in line with procedures. For example, Warning Letters (SP) were given to two delivery drivers who were underperforming and misbehaving. If the mistake occurs again, the employee must provide a letter of resignation. If the mistake is still made, the employee will receive sanctions and must submit a resignation letter to the company. Employee performance also affects the employee turnover rate. If employee performance decreases, it will affect all activities in the company and cause an increase in the turnover rate.

### 3.1.3 Turnover Rate on PT.JNE Manado

The following is the turnover rate at PT JNE Manado from 2019 to 2023:

Table 1. Types of Compensation Provided by PT.JNE Manado

No.	Year	Number of employees who moved and quit	Number of employees signed in
1	2019	9	17
2	2020	3	10
3	2021	13	12
4	2022	24	15

5	2023	8	-
	Total	57	54

Over the past 5 years, 57 employees have resigned or moved out of the company. This turnover rate leads to an increase in the company's cost to find and recruit new employees to replace the employees who resigned. The employee turnover rate in 2019 and 2020 was relatively stable because it was a pandemic period where it was difficult for employees to find new jobs. However, from 2021 to 2023, the turnover rate increased rapidly after the postpandemic period. Some of the negative factors impacted by the high employee turnover rate are the costly recruitment process. Companies use various methods such as announcements through social media, the internet, and participating in events such as job fairs. The training process for new employees, especially for back office positions such as marketing staff, counter staff, administrative staff, and customer service, requires 1 week of training time. The recruitment process itself involves file selection, psychological tests, interviews with Human Capital, interviews with users, and identity presentation.

One of the reasons back office employees resign from the company is the desire to obtain permanent employee status. Uncertainty about career and position expectations can make employees who have been outsourcing for a long time feel bored and want to find their identity within the company

### 3.1.4 The Effect of Job Satisfaction on Turnover Rate

Based on research conducted qualitatively, job satisfaction has a significant effect on the turnover rate at PT.JNE Manado. Where according to some employees based on their position, job satisfaction in the form of salary is considered not commensurate with the work they do, besides that as a courier who is a position that contributes to a large part of the company's high turnover rate, they say that workloads such as delivery areas whose coverage is too large, difficulty in accessing delivery areas and uncooperative superiors make this the reason for them to quit and leave the company as well as dissatisfaction with an unclear position as an employee is also the reason for some employees to quit and move and result in a high turnover rate in the company. Some suggestions that researchers give to reduce the turnover rate in the company are for courier employees (outsourcing) may be given the same benefits as permanent employees, namely given also basic salary, gasoline money, food money, transportation rental money. Although the nominal given is not the same as couriers (permanent employees) it can still increase job satisfaction for them, because they have the same workload, it is appropriate for the company to provide the same job satisfaction to its employees.

### 3.1.5 Effect of Employee Performance on Turnover Rate

Also based on research, researchers found that in addition to job satisfaction, employee performance is the reason why many employees quit or move, because the performance requested by the company requires employees to do their best to improve their performance and hold sanctions if the performance does not reach the specified limit, the employee must bear the risk and accept the sanctions given by the company. And some suggestions that researchers can give to be used as input to the company are to increase the intensity of checking employee performance, from what was originally done once a month, can be increased to once every 2

weeks, which if employee performance can be increasingly monitored can reduce the intensity of decreasing employee performance levels and encourage employees to perform at their jobs as well as possible.

### 3.1.6 Turnover rate at PT.JNE Manado

Based on the results of the research, the high turnover rate at PT.JNE occurs due to several main reasons such as salaries that are not comparable to the number of requests for workers, shifts in working time, and uncertain employment status for employees. This encourages employees to seek need satisfaction by looking for other job alternatives if there is a gap between the amount of satisfaction and performance expected and the reality received, thereby increasing the turnover rate and making employees look for other companies that can meet the expectations of their needs

## 4. DISCUSSION

Not all employees feel job satisfaction at PT.JNE Manado, for example, such as couriers and outbound or inbound employees. Employee performance that is evaluated every month is not very useful and the unclear position in the company makes employee performance decline. The turnover rate in the company for the last 3 years, to be precise 2021-2023 has increased significantly, and has proven to be detrimental to the company in terms of costs.

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