

Strategic Decisions to Overcome Turnover Problems at PT XYZ Using Regression and AHP

Ariadna Prosarani^{*1}, Utomo Sarjono Putro²

School of Business and Management, Institut Teknologi Bandung^{1,2}

*Email: 29123436@mahasiswa.itb.ac.id

Abstract

PT XYZ, a construction consultancy firm in Indonesia, is facing a critical issue with high employee turnover, particularly among its field project staff. This challenge adversely affects productivity continuity and imposes high recruitment and training costs. This study aims to identify the key factors influencing turnover intention and to determine the best strategic approach to address the employee turnover problem. A quantitative method, incorporating descriptive and regression analyses, was employed to investigate the relationship between job satisfaction and turnover intention. The Analytic Hierarchy Process (AHP) prioritized strategic alternatives based on financial, non-financial, and social and security benefits. Data was collected through employee questionnaires and expert interviews. The analysis revealed that, although job satisfaction levels were generally favorable, the lowest job satisfaction score was found in the Pay dimension, indicating that compensation was the primary factor contributing to dissatisfaction. A negative correlation was found between job satisfaction and turnover intention. According to the AHP results, the most important criterion was Non-Financial Benefits (weight 0.48395), while the sub-criterion for Life Insurance had the largest weight (0.59054). With a weight of 0.49089, the Performance-Based Compensation method is the most important of the three alternative strategies: Comprehensive Total Reward, Fixed Pay-Oriented, and Performance-Based Compensation. Some implementation suggestions include setting KPIs and OKRs, offering performance-based rewards, recognizing job achievements, providing limited flexibility, facilitating career development, and offering retention benefits such as life insurance. It is hoped that this study will provide a strategic foundation for creating a compensation plan tailored to the project organization's needs and the preferences of its employees.

Keywords: Turnover, Job Satisfaction, Analytic Hierarchy Process (AHP), Performance-Based Compensation

A. INTRODUCTION

In the field of civil construction, projects are important. According to data from the Danareksa Research Institute (2022), the construction sector in Indonesia is projected to experience rapid growth from 2020 to 2030, increasing at an annual rate over the period. This is supported by the development of the Ibu Kota Nusantara (IKN), government infrastructure development, and increased demand for housing. Data on the value of projects completed by construction companies in Indonesia shows that it amounts to almost 1.6 trillion rupiah (Badan Pusat Statistik, 2024). Construction consultants are required to assist owners and/or contractors involved in construction projects in identifying potential project risks, preventing problems from arising, and mitigating and resolving issues fairly when they occur, thereby increasing the likelihood of achieving project success. According to (Heston et al., 2024), it is crucial to supervise construction activities to ensure that projects are carried out properly and without difficulties. It can be said that this growth requires the involvement of construction consulting companies, such as PT XYZ, which plays a crucial role in project supervision and management.

In this rapidly evolving industry, construction consulting firms like PT XYZ are under increasing pressure to maintain operational excellence. However, PT XYZ is currently facing a significant human resource challenge—a high employee turnover rate among field employees. In 2024, turnover among field employees reached 68%, disrupting project continuity, reducing organizational productivity, and escalating recruitment and training costs.

Employee turnover is a persistent challenge in today's competitive environment. (Alias et al., 2018) highlight that employees are a company's most valuable asset, directly influencing operational efficiency. Turnover intention is defined as an employee's desire to leave their organization within a certain period

* Corresponding author

of time, and it is often used to forecast actual resignation (Lazzari et al., 2022). Based on (Adiguna and Suwandana, 2023), high rates of employee turnover can have a significant impact on company performance and productivity, causing losses to the company, as well as incurring substantial costs related to recruiting, training, and developing new employees. As (Naseem et al., 2025) emphasize, workers are more likely to stay put if their jobs satisfy their needs and to leave if they do not. Previous research consistently finds that compensation, career development, and job stress are critical determinants of turnover intention (Krishnan & Hishan, 2024; Lazzari et al., 2022; Sun et al., 2025). These studies provide valuable insights into the dynamics of employee turnover and form an important basis for understanding employee behavior. Building on this, this study will enrich the discussion by applying structured decision-making tools in a specific organizational context. In particular, further exploration in construction consulting firms - especially those operating in dynamic and demanding field environments - could make a practical contribution to the development of targeted retention strategies.

The objective of this study is threefold: 1) to assess job satisfaction and turnover intention among field employees at PT XYZ; 2) to identify the most influential factors contributing to employee turnover; and 3) to develop a prioritized compensation strategy to reduce turnover intention effectively. The significance of this study is to provide practical, data-driven recommendations that support organizational decision-making in HR policies, particularly for project-based roles in the construction sector. To answer these problems, this study proposes a quantitative approach consisting of regression analysis and the Analytic Hierarchy Process (AHP) method. Regression analysis aims to determine the level of job satisfaction and employee exit intention through questionnaires distributed to field workers. Furthermore, AHP is used to determine the best strategy for reducing turnover.

In this study, the researcher used primary data obtained from preliminary interviews with HR department representatives as well as questionnaires. From these interviews, the researcher was able to find out about the business activities carried out by the company, the condition of the company, and also the problems that occur in the company, especially in the HR department. Meanwhile, a questionnaire-based approach was used to identify key factors affecting employee turnover, focusing on job satisfaction. Job satisfaction is measured using an instrument by (Delobelle et al., 2011), while turnover intention is measured using an instrument by (Bozeman & Perrewé, 2001). The secondary data in this study were obtained from previous research or thesis and company reports. It is necessary to conduct a literature review and obtain information about AHP, criteria and sub-criteria, and things that support this study.

B. METHODS

This study uses a quantitative approach to analyze the root causes of high employee turnover at PT XYZ and to identify strategic solutions. The research began with preliminary interviews with the HR department to understand the company's business activities, organizational conditions, and emerging HR challenges. An internal review of HR data supported these interviews to assess turnover trends, employee demographics, and reasons for resignation. To build the analytical framework, relevant theories were explored, including job satisfaction, turnover intention, and the Analytic Hierarchy Process (AHP). Job satisfaction and turnover intention were assessed using instruments validated by (Delobelle et al., 2011; Bozeman & Perrewé, 2001). AHP was chosen as it enables structured multi-criteria decision-making based on expert judgment, making it ideal for prioritizing alternatives in strategic HR.

Primary data included questionnaire responses from all 41 field employees of the Merapi Station Project in Muara Enim, representing the entire field workforce and providing a comprehensive view of employee sentiment. The total population was surveyed using a census (total sampling) method to ensure representativeness and avoid sampling bias. Prior to participation, all respondents were informed about the purpose of the study and verbal informed consent was obtained, ensuring adherence to ethical standards in research. Primary data was supported by secondary data, such as internal reports and relevant academic literature, which were used to support the theoretical underpinnings and analyses.

After primary and secondary data are collected, data analysis is carried out using the regression analysis method. The first step, descriptive analysis, is used to find out how employee job satisfaction is in the company and find out what factors need to be improved. Descriptive analysis will explain the value of the questionnaire results by calculating the average value per item:

$$\text{Mean} = \frac{\text{total score in each item}}{\text{total participants}}$$

Table 1. Mean Value Category

Scale Range	Conclusion
1.00 X 1.80	Strongly Disagree
1.80 X 2.60	Disagree
2.60 X 3.40	Medium/Moderate/Normal
3.41 X 4.20	Agree
4.20 X 5.00	Strongly Agree

Source: Riyanto & Hatmawan, 2020

After descriptive analysis, the data will be analyzed using simple regression analysis. The definition of simple regression analysis is testing two or more concepts that are the cause and effect of something. The simple regression equation formula is: $Y = a + bX$

With:

Y = Total effect, if the price $a = 0$

a = Constant

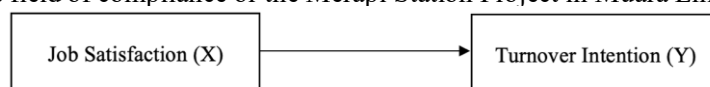
b = Regression coefficient, if b is positive (+), it means an increase; if b is negative (-), it means a decrease.

X = Correlation of the independent variable with the dependent variable

Furthermore, data analysis will be followed up using the Analytic Hierarchy Process (AHP) method analysis technique. AHP is a decision-making approach that provides priority rankings based on expert judgment and pairwise comparisons. Using a hierarchical structure, these values can be used to categorize and select alternatives (José, 2020). This approach will help the decision-making process, which is divided into several stages. The data used at each stage will be in the form of selection criteria and sub-criteria. After that, the criteria and sub-criteria will be given weights according to their level of importance. This weight will be the determinant in finding priorities by comparing several existing alternatives. Once collected, the data will be processed and calculated using the software. In the end, the AHP method will produce a decision. To make an organized decision to generate priorities, the following steps need to be taken to decompose the decision (Saaty, 2008; Russo & Camanho, 2015).

1. Define the problem and the type of information that is being sought.
2. Structure the decision hierarchy.
3. Construct matrices to calculate a set of pairwise comparisons.
4. Weight and consistency calculation
5. Development of a Ranking Based on Priority

This method is particularly well-suited for complex decision-making involving multiple criteria and subjective judgments. Given that turnover solutions must balance financial, non-financial, and social/security benefits, AHP provides a structured framework that enables the prioritization of these competing criteria through expert input. The six respondents consisted of upper, middle, and lower-level decision-makers, where respondents came from functions that have responsibilities and positions related to experience in the field of compliance or the Merapi Station Project in Muara Enim.



H_0 : Job satisfaction has no significant effect on turnover intention.

H_a : Job satisfaction has a significant effect on turnover intention.

C. RESULTS AND DISCUSSION

Simple regression analysis is a method for finding and modeling relationships between variables using statistics. There will be a descriptive analysis first to see the average and average values of all the data obtained for each statement item. Later, the results of the descriptive analysis will provide answers to the first research question.

Respondent Description

Table 2. Results of Questionnaire Collection

Information	Total	Percentage
Questionnaire shared	41	100%
The questionnaire that did not return	6	14.6%
Questionnaire that returned	35	85.4%
The total questionnaire can be used	35	85.4%

Source: Research data, 2025

From the 41 questionnaires distributed, 85.4% or 35 questionnaires were filled. Based on the questionnaire filled, 100% of respondents were male, with a marital status of 57.2% or 20 respondents were married, and 42.8% or 15 respondents were unmarried. From the length of work, 42.9% have only worked for 1-6 months, 34.3% have been working for more than 1 year, and the remaining 22.8% have worked for 7-12 months.

Table 3. Respondent Demographics

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Gender				
Valid				
Male	35	100	100	100
Female	0	0	0	100
Total	35	100	100	
Marital Status				
Valid				
Single	15	42.8	42.8	42.8
Married	20	57.2	57.2	100
Total	35	100	100	
Length of Work				
Valid				
<1 month	0	0	0	0
1-6 month	15	42.9	42.9	42.9
7-12 month	8	22.8	22.8	65.7
>1 year	12	34.3	34.3	100
Total	35	100	100	

Source: Research data, 2025

Validity Test of Job Satisfaction

Table 4. Job Satisfaction Validity Test Result

Item	r count	r table	Decision
JS1	0.718	0.3246	Valid
JS2	0.614	0.3246	Valid
JS3	0.660	0.3246	Valid
JS4	0.589	0.3246	Valid
JS5	0.630	0.3246	Valid
JS6	0.595	0.3246	Valid
JS7	0.628	0.3246	Valid
JS8	0.717	0.3246	Valid
JS9	0.698	0.3246	Valid
JS10	0.559	0.3246	Valid
JS11	0.647	0.3246	Valid
JS12	0.702	0.3246	Valid
JS13	0.606	0.3246	Valid
JS14	0.600	0.3246	Valid
JS15	0.710	0.3246	Valid
JS16	0.811	0.3246	Valid
JS17	0.619	0.3246	Valid
JS18	0.773	0.3246	Valid
JS19	0.337	0.3246	Valid
JS20	0.349	0.3246	Valid

Source: Research data, 2025

According to the validity test in the table above, the 20-item job satisfaction variable has an r-count value higher than the r-table value of 0.3246. This means that all items can be said to be valid because they meet the criteria.

Validity Test of Turnover Intention

Table 5. Turnover Intention Validity Test Result

Item	r count	r table	Decision
TI1	0.923	0.3246	Valid
TI2	0.887	0.3246	Valid
TI3	0.531	0.3246	Valid

Source: Research data, 2025

According to the validity test results above, the turnover intention variable, which consists of three question items, has a r count value larger than the r of the table, which is 0.3246. This means that all question items can be said to be valid because they meet the criteria.

Reliability Test

According to (Sugiyono, 2021), the reliability test aims to determine how reliable or consistent a research instrument is in measuring the same variable. In this study, the decision-making criteria were made referring to (Sujarweni, 2014), which states that a statement item is considered reliable if Cronbach's Alpha > 0.60. On the other hand, if Cronbach's Alpha score is less than 0.60, it indicates that the statement item is not reliable.

Table 6. Reliability Test Result

Variable	N of Items	Cronbach's Alpha	Decision
Job Satisfaction	20	0,913	Reliable
Turnover Intention	3	0,709	Reliable

Source: Research data, 2025

With a high Cronbach's Alpha of 0.913, the 20-item Job Satisfaction measures seem to be excellent and reliable. The three-item Turnover Intention scale has a Cronbach Alpha of 0.709, which is acceptable and indicates reliable consistency. Both variables are considered reliable for analysis, with Job Satisfaction being particularly strong in its measurement consistency.

Table 7. Summary of Descriptive Statistic

Variable	Dimension	Item	Average Value
Job Satisfaction	Supervision	S1	86%
		S2	89%
		S3	83%
		S4	81%
	Work Nature	WN1	85%
		WN2	85%
		WN3	87%
		WN4	86%
	Work Conditions	WC1	83%
		WC2	81%
		WC3	82%
		WC4	83%
	Training	T1	79%
		T2	85%
		T3	77%
	Coworkers Relationships	CR1	87%
		CR2	92%
		CR3	87%
Turnover Intention	Pay	P1	75%
		P2	73%
	Turnover Intention	TI1	71%
		TI2	70%
		TI3	62%

Source: Research data, 2025

Job satisfaction at PT XYZ, especially at the Merapi Station project site in Muara Enim, is generally considered relatively good but not optimal. Based on the table above, most dimensions of job satisfaction, such as supervision (84%), nature of work (86%), relationships with coworkers (89%), and working conditions (82%) show good results. However, one key area stands out as the weakest dimension, which is the Pay dimension. This suggests that although employees are not openly dissatisfied, they feel that the current compensation does not meet their expectations or is not in line with their contributions and the demands of fieldwork at the project site. In parallel, the results of turnover intention further

reinforce this concern. The overall evaluation score for turnover intention was 67%. This risk of employee turnover can be directly attributed to dissatisfaction with compensation.

Simple Linear Regression

This research involves two variables that are examined and processed, including the independent variable and the dependent variable. The independent variable, job satisfaction (X), and the dependent variable, turnover intention (Y), are the variables in this study. Furthermore, there is a coefficient output that will be used as a regression equation.

Table 8. Simple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.386	3.924		4.940	.000
	TotalJS	-.111	.047	-.382	-2.376	.023

a. Dependent Variable: TotalTI

Source: Research data, 2025

The table shows the information that there is a negative and significant relationship between job satisfaction and turnover intention, with a coefficient of 0.382. This indicates that the higher the employee's job satisfaction, the lower their intention to leave the company. Therefore, strategies to improve job satisfaction are proven to be relevant in reducing turnover intention at PT XYZ.

Analytic Hierarchy Process (AHP)

Table 9. Interview Result for Determining Criteria and Sub-Criteria

No	Questions	Answers
1	In your opinion, what are the criteria that should be considered in choosing a strategy for improving compensation and benefits at PT XYZ?	As an HR representative, improving compensation and benefits should cover three main things. First, make sure financial compensation (salaries) are fair and competitive so employees feel valued, especially the field workers. Second, offer non-financial perks like training, recognition, and a good work-life balance to keep them motivated. Moreover, third, do not forget about social benefits like health insurance and BPJS so they feel safe and supported. If the balance is right, people will be happier, stay longer, and work better.
2	Why do you think these criteria are important?	Because those three things cover what employees need (fair pay, room to grow, and a sense of security), when all of that is in place, employees are more likely to stay, be motivated, and perform better, which makes the company more stable, too.

Source: Research data, 2025

Based on information from the company's internals, criteria, sub-criteria, and alternatives can be made, as shown in the following table.

Table 10. Criteria and Sub-Criteria for AHP

No.	Criteria	Sub-Criteria	Alternatives
1	Financial Compensation	1. Base Salary 2. Bonus & Incentives 3. Overtime Pay	Fixed Pay-Oriented
2	Non-Financial Benefits	1. Work-Life Balance Programs 2. Career Development Support 3. Recognition and Reward	Performance-Based
3	Social & Security Benefits	1. Health Insurance 2. Life Insurance	Comprehensive Total Rewards

Source: Research data, 2025

The analysis was carried out using data from the questionnaire. Respondents determine the selection of criteria, sub-criteria, and alternatives based on the respondent's assessment referring to their knowledge, skills, and experience. In the collection of data for this AHP analysis, respondents consisted of top, middle, and lower-level decision-makers, where respondents came from functions that had responsibilities and positions related to experience in compliance or the Merapi Station project in Muara Enim.

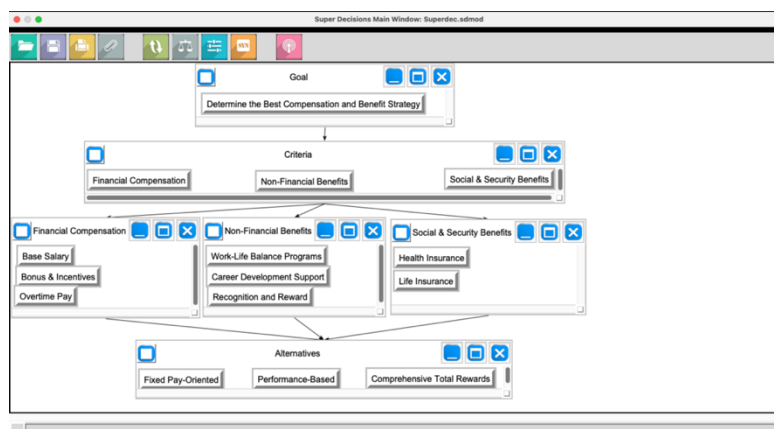


Figure 1. AHP Model using Super Decision

Source: Research data, 2025

A total of six Subject Matter Experts (SME) helped researchers obtain information through questionnaires. The results of combining expert opinions were carried out using the Geomean formulation. The geometric mean or average measurement is used to determine the results of individual assessments from respondents and determine the results of one group. Geometric mean formula according to (Santoso et al., 2022):

$$GM = (R_1 * R_2 * \dots * R_n)^{1/n}$$

Where:

G = geometric mean

N = Number of Respondents

R = Questionnaire Value Value N

After being calculated using Super Decisions software, the results of the calculation of the total weight for criterion, sub-criteria, and alternatives can be seen as follows in the table:

Table 11. Weighted for Criteria, Sub criteria, and Alternatives

Hierarchy Structure	Weighted Sum
Criteria:	
Financial Compensation	0.36128
Non-Financial Benefits	0.48395
Social & Security Benefits	0.15477
Sub-Criteria:	
Base Salary	0.45517
Bonus & Incentives	0.39575
Overtime Pay	0.14908
Career Development Support	0.44206
Recognition and Reward	0.18959
Work-Life Balance Programs	0.36835
Health Insurance	0.40946
Life Insurance	0.59054
Alternatives:	
Fixed Pay-Oriented	0.31480
Performance-Based	0.49089
Comprehensive Total Rewards	0.19431

Source: Research data, 2025

The results of the Analytic Hierarchy Process (AHP) revealed that Performance-Based Compensation is the best alternative to be implemented in PT XYZ with the highest priority weight (0.49089) among the three strategic alternatives. This preference is mainly driven by a significant emphasis on Non-Financial Benefits. This indicates that experts place substantial value on intrinsic motivators such as recognition, career development opportunities, and performance-related incentives. Specifically, in the sub-criteria, Life Insurance emerged with the highest individual weight (0.59054), highlighting employees' strong preference for long-term security and protection. Compared to Fixed Salary or Comprehensive Total Rewards strategies, the Performance-Based Compensation model offers a more direct and transparent relationship between individual contributions and rewards. In dynamic field settings, tailored incentives, clear performance metrics, and retention benefits are essential. Managers

must use tools like KPIs and OKRs, while non-financial elements such as career growth and life insurance should complement monetary rewards for a balanced compensation strategy.

D. CONCLUSIONS

It is crucial first to understand job satisfaction and turnover intention to identify the factors influencing turnover intention and develop the appropriate strategy to reduce employee turnover, especially in the Merapi station project at PT XYZ. Descriptive analysis and regression analysis were conducted to determine how job satisfaction affects turnover intention and what factors are most influential. The results obtained showed that job satisfaction levels were generally favorable. However, there is a need for improvement in the Pay or compensation dimension, which gets the lowest score compared to other dimensions, which means that it is still not in accordance with employee expectations, especially employees in the field. The results of the analysis show a negative relationship between job satisfaction and turnover intention. This implies that higher job satisfaction leads to a lower employee's intention to leave the company.

Based on the results of the AHP analysis, the best alternative to be implemented by PT XYZ in the Merapi Station project in Muara Enim is to implement Performance-Based Compensation with a weight of 0.49089. This alternative is supported by increasing non-financial benefits with aspects of career development, recognition, and work-life balance. However, it is also important for the company to accommodate one of the fixed pay-oriented aspects, namely the provision of life insurance. This strategy can be done by developing clear performance indicators (KPIs and OKRs) for each work function as the basis for bonuses and incentives.

From a managerial perspective, these findings suggest the need for a more dynamic and results-oriented compensation system, particularly in field operations where performance variation is high. However, this study was limited to a single project site with a relatively small sample size, which may not fully capture the dynamics of employee turnover in other sites or departments. Future research should be expanded to multiple projects or corporate units to validate the findings across multiple environments. Furthermore, qualitative insights through in-depth interviews can enrich the understanding of employee motivation and improve the design of targeted retention strategies.

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