

# Analysis of the Turnover Intention of Private Employees in Surabaya

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**Abstract:** This study aims to determine the factors that influence the turnover intention of private sector employees in East Java. This type of research is causality research, which is to determine the relationship pattern of prophet leadership, work environment, job satisfaction, organizational commitment, compensation and turnover intention. So that we can find out the structure of the model for the five latent variables and can be used as a reference to reduce employee turnover intention according to the indicators that are most capable of contributing to each latent variable that is measured. The population in this study is the entire Surabaya community who work as private employees. The sample in this study is 300 bank employees who work and live in Surabaya either permanently or temporarily. The sample used by students is a bank based in Surabaya. The sampling technique in this study used a purposive sampling method where the criteria for the research sample were, Surabaya people who worked in private, government or regional banks, Very productive age, namely, 20 to 40 years, Salary between 4 million / month to 10 million / month. The results show that prophet leadership has an effect on turnover intention, work environment has an effect on turnover intention, job satisfaction has an effect on turnover intention, organizational commitment has an effect on turnover intention, compensation has an effect on turnover intention

**Key word:** Turnover Intention, SEM – PLS, Surabaya

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## I. Introduction

Development knowledge and technology the more push efforts update in utilization results technology . Technology have great influence \_ to globalization . Development process globalization at first be marked with progress field technology information and communication . Field the is mover globalization . From progress field this then influence regards other sectors life , like field political , economic , social , cultural , and others ( Nurhaidah 2015). Source power man is heart life organization or company . Employee or employee as primary motor drive activity the company that makes succeed or fail in operate vision , mission and goals ( Firmanda et al 2019) . Source power man is most important asset in something organization good organization regards scale big nor small , because is source that moves and directs organization as well as maintain and develop organization in various demands society and the times ( Susiawan and Muhid 2015).

In the era of globalization moment this , a lot competitive employees \_ by strict for get seats in companies big there . \_ However , no few are willing go out and move from one company to other companies with various type reason . Phenomenon this is called with turnover intention, Harnoto mean that turnover intention is interest employee for go out from company or move from one company to company other . There is many factors that cause employee go out from company or what is called turnover intention . If this turnover intention rate increase continuously every year , then will harmful company . Reported by CNN Indonesia, that something firm consultation source power a human named Mercer Indonesia has To do survey to 545 companies . From result survey the obtained that 53% want go out because level a career that doesn't clear , and 47% want go out because salary that is not competitive . And no only until there , some big want \_ go out is employees who have contribution big and enough productive inside \_ company .

Working employees \_ with level high satisfaction \_ will looking at her job as something fun thing . \_ When employees feel satisfied , then employee will increasingly loyal to company , so discipline , passion as well as their work morale have in doing duties and responsibilities the answer will increase . Vice versa , employees \_ with level low satisfaction \_ will looking at her job as boring job \_ so that in To do job , employee the will feel forced to state " that " factors important driving \_ satisfaction work is mentally challenging job , decent rewards , conditions \_ \_ supportive work and colleagues \_ supportive work " . ( Pangestu et al 2017). Hasibuan (2016)

stated measuring factors \_ satisfaction work is reply fair and decent services , proper placement \_ \_ in accordance skill , weight light work , atmosphere and environment work , attitude leader in leadership , and character work monotone or no .

Satisfaction work no could separated by frequent compensation \_ is hope for employees , accurate picture \_ about connection this is compensation could cause satisfaction high work satisfaction \_ \_ work will tall if wants and needs employee in work fulfilled so compensation work will come true with good . Hasibuan (2016) compensation is income in the form of money, goods directly , or no directly received \_ employee as reward services provided . \_ Hasibuan (2016), Compensation influenced by several factor that is Employment Employment and Demand , Ability and WillingnessCompanies , Unions \_ Labor / Organization Employees , Productivity Work Employees , Government with Law and Presidential Decree , Fees Life , Position Position Employees , Education and Experience Work , Condition National Economy , and Types and Nature of Employment .

In create satisfaction work so needed good leadership . \_ Leadership is a process of influencing or give example by leader to followers in effort reach destination organization . Leadership could adapt with situations and conditions , so that could determined steps repair for more spur level satisfaction . This thing aim that they feel more appreciated and cared for his welfare . Satisfaction work could walk with good if obstacles or the problems that exist in gift motivation work can be overcome ( Mukrodi and Komarudin 2017)

Leader role in all situation organization is very strategic factor . Leader with style leadership will influence on organizational strategy , good period short nor period long . Leader must could manage pattern think the employee for obey and implement every profession in accordance with applicable norms and rules . \_ Factor leadership have influence direct to the organization 's strategy , namely when plan ( make ) policy and take decision ) , implementation ( implementation work ) and evaluation ( performance organization by as a whole ) (Sari et al 2014).

Satisfaction work can also achieved with notice environment work company . Destination company can in the form of as much profit as possible , for make it happen of course need source power quality human \_ Besides it , creates comfortable environment \_ could make employee more focus in work . After fulfilled , goal company will more easy achieved . Man will attempted for capable adapt with condition the surrounding environment . \_ \_ Likewise when \_ work , man no could separated from various state around the place they work that is environment work . because of that , company must can create environment impactful work \_ positive on activity work employee because employee be one \_ very important asset for a company . If the company capable make environment conducive work , satisfaction \_ work could awake because with so company still notice needs employees so that they can work with good . ( Pangestu et al 2017).

Farida and Melinda (2019) says that commitment organization is one of the most influential to turnover intention. Kharismawati and Dewi (2016) say with existence high commitment \_ in the company , then Thing the will capable push the level of employee turnover intention . Commitment organization according to Cashmere (2016: 157) is obedience somebody to words , actions , rules or policy company , and someone who owns high commitment \_ will seriously \_ \_ in work . Priansa (2018: 234) also defines commitment organization as loyalty employee to organization , which can seen from high contribution \_ for reach destination organization .

Influencing factors \_ commitment organization according to Priansa (2018: 243) namely personal factors include inside it characteristic personality certain ; age and working period ; level education ; type gender ; marital status ; and engagement work , next factor situational including inside it place value \_ work ; justice organization ; characteristics work ; and support organization , and finally is factor positional including it includes years of service and level education . Factor justice and satisfaction work , security work , understanding organization , engagement employees and trust employees can also influence commitment organization on employees Priansa (2018: 245) Meanwhile according to Edison et al., (2018: 221) factors that can influence commitment organization is factor logical , factor environment , factor hope , as well factor bond emotional .

## **II. Literature Review**

### **Turnover Intention**

Haque et al (2019) explained that *turnover intention* is considered as withdrawal behavior employee ( with description still work however no feel link with his job ) , so intention go out enter Becomes precursor or gauge from the replacement process employees . This thing explain that *turnover intention* is effort withdrawal individual to her job with look for alternative profession another . because of that indicator measurement

*turnover intention* in the form of intention employee for withdraw self or move from company (Chin, 2018). As for the concept resignation self employee the could triggered from attitude , behavior , or factor organization .

Waspodo et al, (2010) said that Turnover Intention is desire that arises in self somebody for leave company and looking for another job expected more good from previous , refers to the result evaluation individual about continuation relationship with companies that haven't realized in action real leave company that . According to Ghe Bayu et al , (2019) turnover intention is desire for move or go out from something organization , but not yet come to the stage realization To do displacement from the place work to the place work other . Intention that appear be marked with behavior employees , including : increased absenteeism , starting to be lazy to work , courage for oppose and protest to superiors , as well as decreased performance \_ from usually . Mobley (2010) stated there is three dimensions that can be used for build intention want to exit (*turnover intention*), namely : ( 1) Thoughts of quitting thought for stop ) (2) Intention to search for another job ( desire for look for other work ) (3) Intention to quit ( desire for leave )

### III. Relationship Between Variables

#### **Job Satisfaction On *Turnover Intention***

Satisfaction work is feeling happy worker \_ or no in operate her job . (Sianipar & Haryanti, 2014) . Could thought with logic that satisfaction work is where employee the looking at how much pleasant her job . Connection satisfaction work with turnover intention is moment state where employee no can looking at her job pleasant again , wish for move really possible . Because employees no have satisfaction in work and work his Becomes no fun . This thing relate with statement that satisfaction work is state positive emotions , happy \_ or no fun on the spot work . Satisfaction work is very important for the company and its employees . Employees who have no have feeling positive to job offer \_ company , maybe no will feel satisfied and will there is emergence desire for move employee 's job want and employees the feel positive as well as pleasant to her job . Theory Herzberg's motivation explains that there is two type driving factor \_ individual for attempted reach satisfaction and distance self from dissatisfaction . Two factor the that is internal factors and factors external . Internal factors which include achievement , recognition , progress level life , etc. \_ Whereas factor external cover connection between human , reward , condition environment , and so on (Herzberg et al., 1966) . Influence satisfaction work to *turnover intention* could explained through one \_ factor in theory this that is internal factors where on satisfaction work has 5 aspects that can be measure level satisfaction work that alone that is satisfaction to jobs , wages , promotions , superiors and colleagues work . Of the 5 aspects the will Becomes trigger on level satisfaction felt work \_ each individual , and finally will produce satisfaction .

Related research \_ with satisfaction work on turnover intention has been carried out by (Rismayanti et al., 2018) ; (Ni Made Tiya Jumani, 2017) show results that variable satisfaction work take effect negative to *turnover intentions* . However different with results study (Khaidir & Sugiyati, 2016) which shows that satisfaction work take effect positive to *turnover intentions* .

H1 : Satisfaction work take effect against Turnover Intention

#### **Compensation For *Turnover Intention***

Compensation is all something that employees receive \_ as reply service work they (Siahaan & Bahri, 2016) . By logic , compensation is very important applied by company because compensation will greatly affect performance and achievement \_ from employee company that alone and for well-being employees . Employee will feel very appreciated if there is compensation in the profession them . There is connection Among compensation provided by the company with *turnover intention* , that employee will consider they no valued moment company no give compensation to performance or their performance \_ do and will possible make employee the want to move work because for look for the place profession where employee the valued with compensation .

Presented theory \_ Hasibuan about compensation is what employees receive \_ \_ as reward from profession they are fine hourly wages or wages periodically (Hasibuan, 2012) . The reward obtained from profession employee is something very important thing carried out by the company , because if no there is reward given \_ possible employee will wish for go out and search given job \_ reward on service them .

Influence Among compensation and *turnover intention* this could explained through theory Herzberg's motivation . Theory this explain that there is two type driving factor \_ individual for attempted reach satisfaction and distance self from dissatisfaction . Two factor the that is internal factors and factors external . Internal factors which include achievement , recognition , progress level life , etc. \_ Whereas factor external cover connection between human , reward , condition environment , and so on . (Herzberg et al., 1966) . In general compensation alone shared Becomes compensation direct compensation \_ no straight away . From

compensation alone could categorized as into the factor external . The more great reward or feedback given company by financial or non- financial , of course Becomes consideration a employee for move . So that could concluded that compensation influence intention employee for go out from company .

Related research \_ with compensation to *turnover intention* has conducted by (Muhamad Sartono Yulianue SE MM & (2018:10), 2018) ; (Wiguna & Surya, 2017) show results that variable compensation take effect negative to *turnover intentions* . However different with results (Khaidir & Sugiyati, 2016) which shows that compensation take effect positive to *turnover intentions*.

H2 : Compensation take effect against Turnover Intention

### **Organizational Commitment To Turnover Intention**

Commitment organization based on view (Gayatri & Muttaqiyathun, 2020) in the book explain that commitment organization ( *organizational commitment* ), defined as something state where a employee take sides organization certain as well as goals and desires for maintain membership in organization that . Dimension commitment organization based on the theory of Allen and Meyer (1997), among others: 1) *Affective Commitment* , concerning attachment emotional worker on identification with and involvement in organization . 2) *Continuance Commitment* , concerning commitment based on the costs involved with worker with leave organization . This thing possible because loss seniority for promotion or allowance . 3) *Normative Commitment* , concerning feeling worker on obligation for permanent stay with organization because that is the best for conducted as well as feelings of indebtedness to boss , colleague or more companies \_ big .

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H3 : Commitment Organization take effect negative against Turnover Intention

### **Prophet Leadership On Turnover Intention**

Leaders who implement style leadership prophetic that is a capable leader \_ influence employees for reach purpose , as did the prophets \_ (*prophet*) . Leadership prophetic or leadership prophetic is ability somebody for influence others to achieve destination as the prophets and the prophet ( *prophet* ) did it (Allya Roosallyn Assyofa, 2016) . This thing in logic , that employees who have leaders who have style leadership prophetic will feel one destination with leader , and feel comfortable with leader like it . If the employee feel the leader no as described \_ on Thing this allow reason happening desire employee for move that grow .

Influence Among style leadership prophetic and *turnover intention* this could explained through theory Herzberg's motivation . Theory this explain that there is two type driving factor \_ individual for attempted reach satisfaction and distance self from dissatisfaction . Two factor the that is internal factors and factors external . Internal factors which include achievement , recognition , progress level life , etc. \_ Whereas factor external cover connection between human , reward , condition environment , and so on . (Herzberg et al., 1966) . Leadership style prophetic in theory this including into the category factor external where is the leadership prophetic this there is a number of aspect could concluded that type leader this no type authoritarian leader \_ but happy leader \_ motivate and inspire his subordinates for innovate and achieve destination as already \_ done by the prophets so that style leadership prophetic could influence intention employee for go out from company . Related research \_ with style leadership prophetic to is (Elsintania & Archianti, 2016) and (Allya Roosallyn Assyofa, 2016) .

H 4: Prophet Leadership is influential positive against Turnover Intention

**Working Environment On Turnover Intention**

Ridwan (2016) stated that environment work could affect turnover intention. If environment work at the company no support in meaning no conducive so employees who work in a company estimated no will last long. Because of the environment bad physique \_ could push intention out . That thing occur because employee feel inconveniences in work . ( Joarder et al ., 2011; Applebaum and Fowler, 2010) say that factors that cause desire employee for move work that is factor external and internal. Factor external cover aspect environment work and individual aspects . Aspect environment work such as : good lighting , ventilation enough air , no \_ there is noise and intertwining good communication . \_

Study Quresh et al. (2013) environment work have influence negative on turnover intention, which shows condition good job \_ could reduce turnover intention. Study Irvianti and Renno (2015) found that environment work by Partial take effect negative to employee turnover intention variable , the more tall convenience the environment felt by employees then employee turnover intention will decreased . Chairani (2014) also proves that environment work have influence negative on turnover intention, environment bad work , like \_ at least accepted facilities \_ employee , no existence the place for rest employees , will push intention employee for withdraw self . Based on base theory and various results study previously could put forward hypothesis as following

H5 : Environment Work Take effect Negative against Turnover Intention

**IV. Research Methodology**

Type study this is study causality , that is for knowing pattern prophet leadership relationship , Environment work , satisfaction work , commitment organization , compensation and turnover intention. So that our could knowing the model structure of the five latent variables and can be as reference for reduce employee turnover intention in accordance with most capable indicator contribute to each the latent variable being measured .

Population in research this is whole Public working surabaya \_ as employee private . Sample on research this is 300 employees private sector who works and lives in Surabaya permanent good \_ or temporary . \_ Sampling technique in research this use purposive sampling method where criteria sample study as the following : Surabaya people who work in companies / agencies private sector in surabaya , very productive age that is , 20 to 40 years and Salary between 4 million / month up to 10 million / month

The variables in this study consisted of endogenous variables ( turnover intention), exogenous variables (prophet leadership) and moderating variables (compensation). intervening variables (work environment, organizational commitment and job satisfaction)

**V. Analysis And Discussion**

This research was conducted based on the perception of private employees in the city of Surabaya. The survey was conducted using an online questionnaire, this method was carried out with the hope that research data was obtained quickly and accurately. The results of the tabulation of research data from the survey are as follows:

Table 1. Respondent Rate

Description Respondent	Frequency	Percentage
<b>Type Sex</b>		
- Boys _ _	135	45.00%
- Woman	165	55.00%
<b>Age</b>		
- < 25 yrs old	20	6.67%
- 25 years old <= age < 30 years old	155	51.67%
- 30 years old <= age < 35 years old	80	26.67%
- 35 years old <= age <	45	15.00%

40 years old			
<b>agency</b>			
-	Manufacture	175	58.33%
-	Services and Banking	125	41.67%

## VI. Outer Model Analysis

Analysis on research this use method structural equation model partial least square (SEM-PLS). The SEM – PLS method consists of of 2 stages namely , the analysis of the outer model and the inner model. Outer model inside study this use *confirmatory factor analysis* because indicators used \_ for measure latent variable is reflective . CFA in use for test validity and reliability indicator to variable latent with 3 stages namely , convergent validity, discriminant validity and composite reliability. Convergent validity is met if loading factor value more from 0.4 with more AVE value of 0.5. Discriminant validity is met if cross loading value is met . Reliability validity is met if composite reliability value > 0.7 or score cronbach alpha > 0.7. Outer model results in research this divided into 2 parts , first order and second order. The results of the analysis of the first order outer model are presented in the table as following :

Table 2. Outer Model First Order

<b>Variable</b>	<b>Loading Factor</b>	<b>AVE</b>	<b>CR</b>
<b>TQ</b>	All LF > 0.4	0.762	0.905
<b>ISA</b>	All LF > 0.4	0.751	0.900
<b>IQ</b>	All LF > 0.4	0.671	0.859
<b>KG</b>	All LF > 0.4	0.573	0.734
<b>Kpro</b>	All LF > 0.4	0.590	0.786
<b>KP</b>	All LF > 0.4	0.537	0.697
<b>air conditioning</b>	All LF > 0.4	0.802	0.924
<b>CC</b>	All LF > 0.4	0.548	0.726
<b>NC</b>	All LF > 0.4	0.707	0.879
<b>S</b>	All LF > 0.4	0.742	0.896
<b>A</b>	All LF > 0.4	0.792	0.920
<b>T</b>	All LF > 0.4	0.689	0.869
<b>F</b>	All LF > 0.4	0.815	0.930
<b>O</b>	All LF > 0.4	0.745	0.898
<b>M</b>	All LF > 0.4	0.864	0.950
<b>AO</b>	All LF > 0.4	0.769	0.909
<b>B</b>	All LF > 0.4	0.770	0.909
<b>ME</b>	All LF > 0.4	0.571	0.517
<b>VI</b>	All LF > 0.4	0.822	0.933
<b>Kpeng</b>	All LF > 0.4	0.815	0.929
<b>KRK</b>	All LF > 0.4	0.790	0.919
<b>KOG</b>	All LF > 0.4	0.662	0.854
<b>KI</b>	All LF > 0.4	0.812	0.928
<b>KFB</b>	All LF > 0.4	0.842	0.941

Table 2 informs that all indicators can measure both the latent variable being measured (valid and reliable), hal this showed with all the value of the loading factor indicator that measures the latent variable more from 0.4 with AVE value > 0.5, criteria validity fulfilled. All composite reliability value > 0.7, criteria reliability fulfilled. Next will conducted analysis of the second order outer model, the results outer second order analysis as following:

Table 3. Outer Second Order Model

Variable	Loading Factor	AVE	CR
<b>IT</b>	All LF > 0.4		0.940
<b>KOMP</b>	All LF > 0.4		0.944
<b>K.OR</b>	All LF > 0.4	1	1
<b>PL</b>	All LF > 0.4	0.600	0.680
<b>LK</b>	All LF > 0.4	0.566	0.521
<b>KEEP</b>	All LF > 0.4	0.699	0.895
<b>KOMP*K.</b>	All LF > 0.4	1	1
<b>KOMP*KE</b>	All LF > 0.4	1	1
<b>KOMP*LK</b>	All LF > 0.4	1	1
<b>KOMP*PL</b>	All LF > 0.4	1	1

Table 3 informs that results second order outer model analysis is done modification one time, that is with reduce dimensions of AC on the K.Or variable and reducing dimension F on the PL variable as well as reduce dimension O on the LK variable. The results of the modification on the analysis of the outer model show that all the value of the loading factor indicator that measures the latent variable more from 0.4 with AVE value > 0.5, criteria validity fulfilled. All composite reliability value > 0.7, criteria reliability fulfilled.

**VII. Inner Model Analysis**

Inner model analysis in this study is used to see the relationship between latent variables (hypothesis testing). The inner model analysis in this study uses the t-test method with criteria, if the p-value (significance) < 0.05 then the hypothesis is accepted. The results of the inner model analysis are as follows:

Table 4. Hypothesis testing

Connection Between Variable	Path Coefficient	Pvalue	Information
<i>Komp --&gt; IT</i>	0.868	<0.001	Take effect
<i>K.Or --&gt; TI</i>	0.043	0.33	Not Take effect
<i>LK --&gt; TI</i>	-0.108	0.135	Not Take effect
<i>PL --&gt; TI</i>	-0.364	<0.001	Take effect
<i>KEP --&gt; TI</i>	-0.259	0.003	Take effect

Table 4 informs that 3 hypotheses were rejected, namely the influence of K.Or on IT, the effect of PL on IT and Komp not moderating KE on IT, this is indicated by a p-value (significance) of more than alpha = 0.05. The structural model between latent variables is as follows:

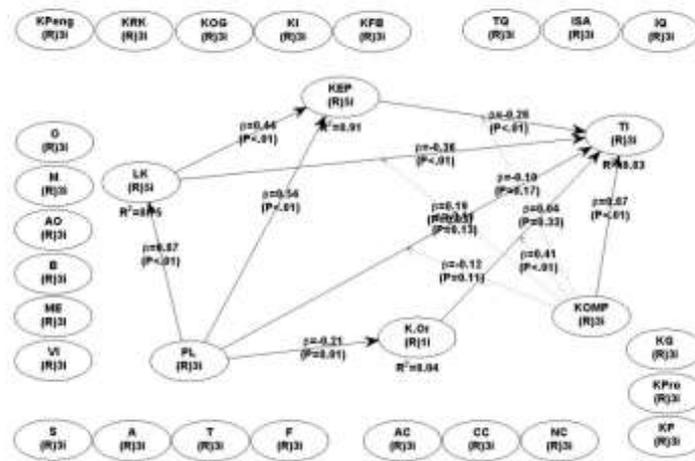


Figure 1. Structural Model

**Satisfaction Work To Turnover Intention**

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Leaders who implement style leadership prophetic that is a capable leader \_ influence employees for reach purpose , as did the prophets \_ (*prophet*) . Leadership prophetic or leadership prophetic is ability somebody for influence others to achieve destination as the prophets and the prophet ( *prophet* ) did it (Allya Roosallyn Assyofa, 2016) . This thing in logic , that employees who have leaders who have style leadership prophetic will feel one destination with leader , and feel comfortable with leader like it . If the employee feel the leader no as described \_ on Thing this allow reason happening desire employee for move that grow .

Influence Among style leadership prophetic and *turnover intention* this could explained through theory Herzberg's motivation . Theory this explain that there is two type driving factor \_ individual for attempted reach satisfaction and distance self from dissatisfaction . Two factor the that is internal factors and factors external . Internal factors which include achievement , recognition , progress level life , etc. \_ Whereas factor external cover connection between human , reward , condition environment , and so on . (Herzberg et al., 1966) . Leadership style prophetic in theory this including into the category factor external where is the leadership prophetic this there is a number of aspect could concluded that type leader this no type authoritarian leader \_ but happy leader \_ motivate and inspire his subordinates for innovate and achieve destination as already \_ done by

the prophets so that style leadership prophetic could influence intention employee for go out from company . Related research \_ with style leadership prophetic to is (Elsintania & Archianti, 2016) and (Allya Roosallyn Assyofa, 2016) .

#### **Work Environment Against Turnover Intention**

Ridwan (2016) stated that environment work could affect turnover intention. If environment work at the company no support in meaning no conducive so employees who work in a company estimated no will last long. Because of the environment bad physique \_ could push intention out . That thing occur because employee feel inconveniences in work . ( Joarder et al ., 2011; Applebaum and Fowler, 2010) say that factors that cause desire employee for move work that is factor external and internal. Factor external cover aspect environment work and individual aspects . Aspect environment work such as : good lighting , ventilation enough air , no \_ there is noise and intertwining good communication . \_

Study Quresh et al. (2013) environment work have influence negative on turnover intention, which shows condition good job \_ could reduce turnover intention. Study Irvianti and Renno (2015) found that environment work by Partial take effect negative to employee turnover intention variable , the more tall convenience the environment felt by employees then employee turnover intention will decreased . Chairani (2014) also proves that environment work have influence negative on turnover intention, environment bad work , like \_ at least accepted facilities \_ employee , no existence the place for rest employees , will push intention employee for withdraw self . Based on base theory and various results study previously could put forward hypothesis as following

### **VIII. Conclusions And Recommendations**

This study aims to determine the factors that influence the turnover intention of private sector employees in East Java. This type of research is causality research, which is to determine the relationship pattern of prophet leadership, work environment, job satisfaction, organizational commitment, compensation and turnover intention. So that we can find out the structure of the model for the five latent variables and can be used as a reference to reduce employee turnover intention according to the indicators that are most capable of contributing to each latent variable that is measured. The population in this study is the entire Surabaya community who work as private employees. The sample in this study is 300 bank employees who work and live in Surabaya either permanently or temporarily. The sample used by students is a bank based in Surabaya. The sampling technique in this study used a purposive sampling method where the criteria for the research sample were, Surabaya people who worked in private, government or regional banks, Very productive age, namely, 20 to 40 years, Salary between 4 million / month to 10 million / month. The results show that prophet leadership has an effect on turnover intention, work environment has an effect on turnover intention, job satisfaction has an effect on turnover intention, organizational commitment has an effect on turnover intention, compensation has an effect on turnover intention

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