



FACTORS INFLUENCING JOB SATISFACTION AND ITS IMPACT ON JOB LOYALTY IN PT. X

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Abstract : Construction firms are crucial in helping businesses maximize their human resources, boost productivity, cut costs associated with employment turnover, and improve the work environment for employees. Companies can achieve long-term and sustainable success in this cutthroat sector by recognizing the variables that affect employee loyalty. This study aims to determine the variables that have a significant effect on forming Job Loyalty. The intervening variables used in this study is Job Satisfaction. The independent variables used are job competence, job autonomy, job impact. In this study using a quantitative method with a sample used is 80 employees with the criteria of having worked for more than two years, a minimum education of high school, and are at the staff level. Data processing in this study uses SPSS 22.0. The results of this study indicate that Job Competence and Job Impact have no significant effect on Job Satisfaction. Job Autonomy has a significant influence on Job Satisfaction. Job Satisfaction has a significant influence on Job Loyalty.

IndexTerms - Job Competence, Job Autonomy, Job Impact, Job Satisfaction and Job Loyalty

I. INTRODUCTION

The construction sector has an important role in the development of infrastructure and public facilities. Capital-intensive infrastructure development encourages economic growth. Investments in infrastructure projects such as roads, bridges, ports, airports and other public facilities create a multiplicative effect in the economy. Construction companies buy materials and services from various sectors, thus triggering economic growth in related sectors.

Continuous infrastructure progress can attract foreign investors to invest in Indonesia. Foreign investment brings new technology, capital and knowledge that can increase production capabilities and create jobs for Indonesians.

Workers in the construction industry generally have to deal with jobs that require specific skills, varying work environments and various safety challenges. Therefore, maintaining employee loyalty to construction companies is critical to note. Loyal employees tend to be more committed to achieving company goals, contribute to operational efficiency, and play a role in enhancing the company's reputation.

By understanding how workers are loyal to construction companies, company management can develop more effective strategies in retaining a competent workforce and creating a positive and productive work environment.

This research can help construction companies to understand the factors that influence worker loyalty. By understanding what keeps employees loyal to the company, company management can develop appropriate strategies and policies to increase employee retention rates. This means companies can reduce high job turnover rates and save on costs associated with recruiting and training new employees.

Loyal employees tend to be more dedicated and committed to the company. They feel they have a strong connection with the company and tend to work in high spirits. As a result, worker productivity increases, and the quality of work produced is better.

This research can identify key factors that influence worker loyalty in the construction industry such as job competence, job autonomy, job impact and job satisfaction. By knowing these factors, companies can allocate resources and efforts to improve relevant aspects.

II. LITERATURE REVIEW

2.1 Job Competence

Competence is the capacity to do or complete a job or task using knowledge and skills, and it is backed by the work ethic required by the position. While the other three are hidden and challenging to develop, knowledge and skills may be seen, assessed, and integrated into one's life through suitable training and development activities. Knowledge, skills, qualities, and personal traits all combine to make up competence, which results in higher performance. Competence is defined as the knowledge, abilities, and skills required to function effectively in every work environment (Setiawan et al. 2022).

Continuous learning, the capacity to adjust to shifting job requirements or skill requirements, and the capacity to pick up new skills through lateral rather than upward career moves in a range of organizational contexts are all essential components of employability. When examining employability, the individual differences paradigm has been applied in the majority of studies to date (De Vos, De Hauw, and Van der Heijden 2011). The activities carried out by the business and employees to maintain or enhance employees' functional competence, learning, and careers are referred to as competency development. It involves actions

involving the organization and its personnel that take an integrated development approach. Following this conceptualization, we suggest that participation in competency development activities by both individuals and the organizational climate that fosters competency development will have a favorable impact on views of employability (Presti et al. 2022).

Competence has a significant impact on employee performance. Factors such as competence, development, work design, personality, job satisfaction, work environment, loyalty, and commitment can influence employee performance (Mohd Noor 2009).

Job competence encompasses the knowledge, skills, and behaviors necessary for effective job performance. It plays a vital role in employee performance and is often considered in job descriptions and hiring processes. Developing and assessing job competence is important for organizations to ensure that employees have the necessary skills and attributes to succeed in their roles. From these statements, we can make hypotheses that:

H₁ Job Competenc has a positive significant effect on Job Satisfaction

2.2 Job Autonomy

Employees with job autonomy have some degree of discretion over how they complete tasks, set deadlines, and decide where and when to work. It is the degree to which employees have control over their working environment and method of operation (Safitri and Suharnomo 2022). Job autonomy can take many forms, such as allowing employees to choose their own work schedule, decide how they complete their tasks, and set their own deadlines. It can also involve giving employees the freedom to work on projects that interest them or allowing them to work from home (Ardy and Fajrianti 2019).

Job autonomy is vital for success in the workplace. It allows employees to work in a way that suits them best, which can lead to increased job satisfaction, engagement, and productivity. Autonomy is also an important factor in improving employees' engagement with their work and organization, and plays a big part in workers' decisions to stay with an organization or seek a new role elsewhere (Parulian and Kusmayadi 2020).

By setting up clear expectations and goals, providing training and support, and allowing staff to make decisions about their work, employers can promote job autonomy. It is crucial to understand that allowing employees more autonomy at work does not imply that they are exempt from standards (Wu and Zhou 2022). From these statements, we can make hypotheses that:

H₂ Job Autonomy has a positive significant effect on Job Satisfaction

2.3 Job Impact

Job effect is a term used to describe how one's job responsibilities affect the company, coworkers, clients, or society at large. Job impact refers to the extent to which an employee's work has an effect on the organization or society as a whole. The extent to which an employee's work influences their overall job happiness can be thought of as the job impact in the context of job satisfaction (Safitri and Suharnomo 2022). Organizations can create strategies to enhance job impact and overall organizational success by understanding the elements that affect job satisfaction.

Employees who have a positive job impact tend to make a significant contribution to achieving company goals. They can increase operational efficiency, introduce innovation, and contribute to company growth and profits (Nasrul, Masdupi, and Syahrizal 2020). In some jobs, job impact means how an employee's duties affect the quality of the product or service offered to customers. Employees who focus on quality can improve company image and customer satisfaction (Mohd Noor 2009).

Job impact juga dapat berkaitan dengan bagaimana karyawan dapat meningkatkan efisiensi dalam menjalankan tugas mereka. Kemampuan untuk mengidentifikasi cara-cara baru atau lebih efektif untuk menyelesaikan pekerjaan dapat menghemat waktu dan sumber daya perusahaan (Kennedy and Gray 2021). It is important for companies to understand and manage the job impact of their employees properly. Identifying employees with positive job impacts and rewarding them for their contributions can help increase employee motivation and retention, as well as support the achievement of overall company goals. Drawing from previous research, the following hypotheses is proposed:

H₃ Job Impact has a positive significant effect on Job Satisfaction

2.4 Job Satisfaction

Job satisfaction is the level of satisfaction or happiness that a person feels towards his job. This reflects the subjective evaluation carried out by workers on their work. Job satisfaction is influenced by various factors, including organizational culture, leadership communication, commitment, job content, training, awards, and others (Rajput, Singhal, and Tiwari 2016).

Job satisfaction has a significant impact on overall quality of life, including social relationships, family connections, and perceived health status. It can also affect work performance, work absenteeism, and job turnover tendencies. High job satisfaction can increase motivation, involvement, and commitment to the organization (Kumari 2011).

It is important for organizations to understand the factors that influence the job satisfaction of their employees. By creating a supportive work environment, providing opportunities for growth and development, and recognizing employee contributions, organizations can increase the level of job satisfaction of their employees (Fujimoto, Sasa, and Takaori 1981). Drawing from previous research, the following hypotheses is proposed:

H₄ Job Satisfaction has a positive significant effect on Job Loyalty

2.5 Job Loyalty

Employees who are loyal to their employer are less likely to leave, hunt for another employment, or criticize their employer. They put in more effort and produce more. Additionally, remaining devoted to your employer can boost your output, lessen stress at work, and present you with new prospects. The form of employment can also influence employee loyalty. Organizations that function in the contemporary, competitive economy attribute increased importance to employee loyalty (Kot-Radojewska and Timenko 2018). The nature of employee loyalty is shifting, and in some areas, job hopping is now accepted as normal and even anticipated. Employee loyalty, however, still exists, and businesses can encourage it by guiding staff, assisting with challenges, and closely monitoring individual accomplishments (Waqas et al. 2014).

3 RESEARCH ISSUE AND METHODOLOGY

This study adopts the framework shown below in Figure 1. to examine the influence of job competence, job autonomy and job impact to Job Loyalty through Job Satisfaction, and Behavioral Loyalty. This research is causal research, because it is used to develop existing research models to test the research hypotheses that are determined based on literature review to answer the problems identified in the previous chapter. Non-probability sampling will be the sampling method used in this research and questionnaire as the method in data collection. Snowball sampling technique will also be used in this research. The research method used in this study is a quantitative method, where this method is a scientific approach to managerial and economic decision making. The program used is the SPSS 22.0 software program. The sample used in this research was 80 respondents both male and female respondents, with the age range of 18 – 60 years years where the age is an early adulthood (Kotler and Armstrong, 2010). The questionnaire was given to the respondents are permanent employees who meet the criteria have worked for more than two years, have a minimum high school education, and are at the staff level. Research model can be seen below:

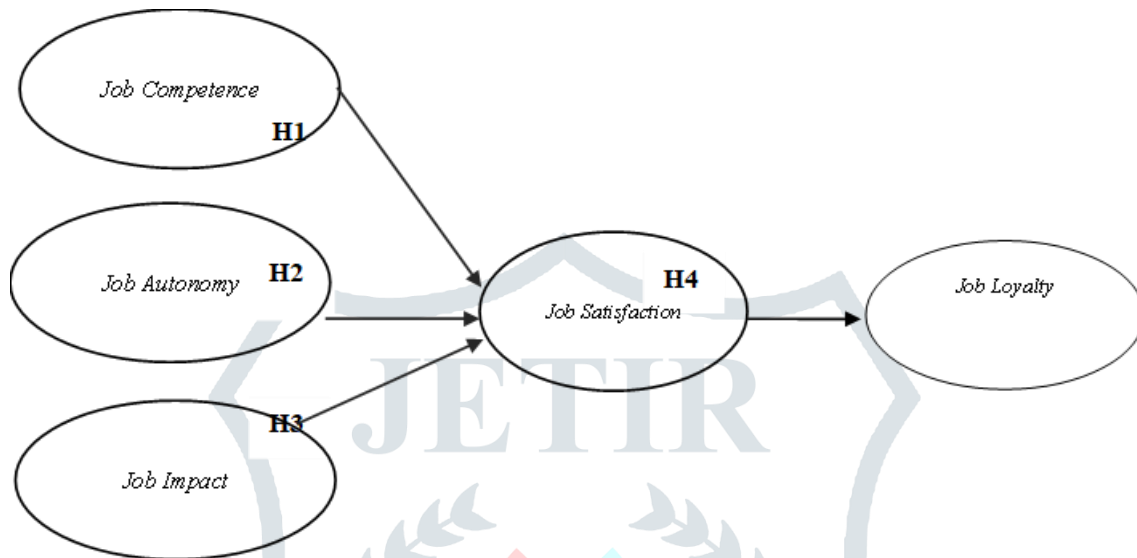


Figure 1. Research Model

4. FINDING AND DISCUSSION

4.1 Findings

This study used Multiple Regression in testing between the variables. Statistical analysis tool used to answer the problem formulation of this research is SPSS 22.0. Once the questionnaires were returned, the next step that must be conducted is descriptive statistic-analysis. In Table 1, it shows that respondents who fill out questionnaires, this can be seen from 40 respondents (50.0%) of respondents are female, and 40 respondents (50.0 %) are male.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	40	50.0	50.0	50.0
	Male	40	50.0	50.0	50.0
	Total	80	100.0	100.0	100.0

Source: own calculation

From the results in Table 2, it can be seen that the characteristics of respondents based on age are dominated by age group 26-35 which is 47 respondents (59%), followed by 36-45 age group which is 27 respondents (34%), followed by 46-60 age group which is 4 respondents (5%) and by 18-25 age group which is 2 respondents (2%). This shows that the majority of respondents are in the age subgroup of generation Y or Millennial.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	2	2	2	2
	26 – 35	47	59	59	59
	36 – 45	27	34	34	34
	46-60	4	5	5	5
	Total	80	100	100	100

Source: own calculation

	N	Mean	Std. Deviation
JC1	80	3.975	.6157
JC2	80	3.850	.7309
JC3	80	4.025	.7111
JC	80	3.950	.6859

JA1	80	3.913	.7150
JA2	80	4.038	.7368
JA3	80	4.100	.7222
JA	80	4.017	.7246
Jl1	80	4.062	.6233
Jl2	80	4.000	.7463
Jl3	80	4.050	.7446
Jl4	80	4.175	.6517
Jl	80	4.072	.6914
JS1	80	3.950	.6730
JS2	80	4.050	.6540
JS3	80	3.970	.7630
JS	80	3.990	.6960
JL1	80	3.960	.7020
JL2	80	4.050	.7100
JL3	80	4.130	.7180
JL	80	4.047	.7100
Valid N (listwise)	80		

Source: own calculation

Based on the results from data processing in table 3, it shows that all average score of the mean for overall indicator is above 3.61 means that all indicators of variables can be perceived agree by all respondents. Also, the standard deviation is under 2.0 means that the answers given by respondents are homogeneous. The highest mean average is Job Impact is 4.072. This may indicate that respondents are agree with indicators of Job Impact than other variables. Job Autonomy has the highest score for standard deviation, that is 0.7246 this may indicate that the respondents give answers for merchandise value least homogeneous compared with other variables.

4.2 Validity and Reliability Test

The data received from questionnaire ten examined through SPSS software. The outputs from this process in the form of corrected item-total correlation and Cronbach’s alpha represent the validity and reliability from each of the questionnaire based on the indicator of each variable. To pass validity test, the corrected item-total correlation > R Table (0.220) and for reliability test, Cronbach’s Alpha value must > 0.7 (Ghozali, 2017).

Variable	Item Code	Corrected Item Total Correlation	rtable	Criteria
Job Competence	JC1	.837	0.220	Valid
	JC2	.840	0.220	Valid
	JC3	.854	0.220	Valid
Job Autonomy	JA1	.836	0.220	Valid
	JA2	.797	0.220	Valid
	JA3	.831	0.220	Valid
Job Impact	Jl1	.718	0.220	Valid
	Jl2	.836	0.220	Valid
	Jl3	.867	0.220	Valid
	Jl4	.819	0.220	Valid
Job Satisfaction	JS1	.803	0.220	Valid
	JS2	.772	0.220	Valid
	JS3	.865	0.220	Valid
Job Loyalty	JL1	.850	0.220	Valid
	JL2	.781	0.220	Valid
	JL3	.892	0.220	Valid

Source: own calculation

No.	Variable	Cronbach's Alpha	N of Items
1.	Job Competence	0,794	3
2.	Job Autonomy	0,758	3
3.	Job Impact	0,827	4
4.	Job Satisfaction	0,764	3
5.	Job Loyalty	0,793	3

Source: own calculation

On table 5, the value of Cronbach’s Alpha of each variable is greater than 0.6. therefore, all of the questionnaire is reliable.

4.3 Normality Test

Normality test is conducted to test whether in the regression model, residual variable has a normal distribution (Ghozali, 2017). Kolmogorov-Smirnov test will be used in this test. if Asymp Value > than 0.05 then residual is normally distributed.

Equation	Asymp.Sig (2-tailed)	Critical Number	Description
JS*JC, JA, JI	0,200	<0,05	Normally Distributed
JL*JS	0,096	<0,05	Normally Distributed

From the table 6, the value of Asymp. Sig has significant value which is > 0.05. Therefore, the data in collected in this research is normally distributed. It is also supported with P-P Plot figure below where all the dots are scattered along the diagonal line

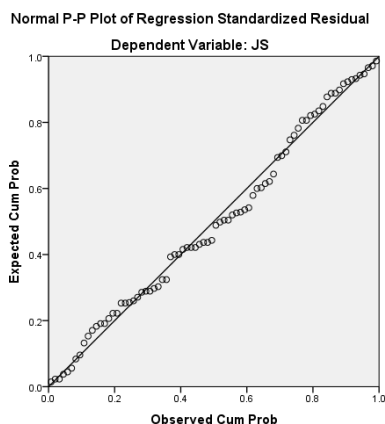


Figure 2. P-P Plot Normality Job Satisfaction

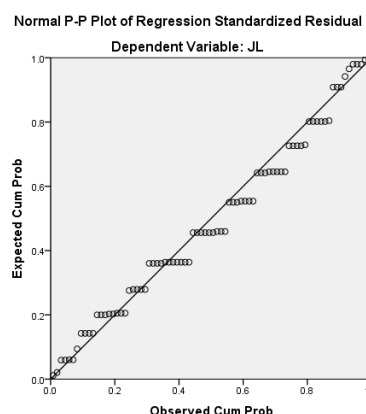


Figure 3. P-P Plot Normality Test Job Loyalty

4.4 T-Test

Variable	Sig.	Standart	Description
JC*JS	0,601	0,05	Hypothesis Rejected
JA*JS	0,017	0,05	Hypothesis Accepted
JJ*JS	0,287	0,05	Hypothesis Rejected
JS*JL	0,000	0,05	Hypothesis Accepted

The t test is used to determine whether there is a significant (significant) relationship or influence between the independent variable Job Competence partially on the dependent variable Job Satisfaction in the first test, then between the independent variable Job Autonomy partially on the dependent variable Job Satisfaction, then between the independent variables Job Impact partially to the dependent variable Job Satisfaction, then between the independent variable Job Satisfaction on the dependent variable Job Loyalty. The T-test result shows that all hypothesis are two Hypothesis Rejected dan two Hypothesis Accepted.

4.5 F-Test

Variabel	Sig.	Standart	Description
JS*JC, JA, JI	0,000	0,05	Hypothesis Accepted
JS*JL	0,000	0,05	Hypothesis Accepted

Based on the table 8 on the calculation of SPSS, the significance of F test value in the model 1 and 2 are 0.000, so it can be concluded two model's independent variables together influencing dependent variable significantly.

4.6 Discussion

The results of this study show that the variables Job Competence have a positive effect on Job Satisfaction with a regression coefficient of 0.078, Job Autonomy has a positive effect on Job Satisfaction with a regression coefficient of 0.386, and Job Impact has a positive effect on Job Satisfaction with a regression coefficient of 0.173. From the results of the t-test that has been carried out, it can be concluded that Job Competence (JC) has a significant effect on Job Satisfaction (JS) and is rejected at the sig level. 0.601 > t sig. 0.05. Second, Job Autonomy (JA) has a significant effect on Job Satisfaction (JS) accepted at a sig level. 0.017 < t sig. 0.05. Job Impact (JI) has a significant effect on Job Satisfaction (JS) is rejected with a sig. 0.287 > t sig. 0.05. So, the conclusion is that of the four proposed hypotheses, all these hypotheses are two hypotheses accepted and two hypotheses accepted.

The first hypothesis states that Job Competence has a significant effect on Job Satisfaction is not supported. Linear regression analysis of Job Competence and Job Satisfaction shows insignificant results in a positive direction with a t-sig value. = 0.601 and Standardized Coefficients Beta of 0.078. Where the standard hypothesis that can be accepted is a significance level <0.05 (5%). So it can be said that hypothesis 1 (H1) is rejected. This shows the consistency results of this study with (Sartika, Fatimah, and Asiati 2022) stated that the study did not find a significant relationship between job competence and job satisfaction. According to (Kot-Radojewska and Timenko 2018), While the study found a positive relationship between job competency and employee performance, it did not find a significant relationship between job competency and job satisfaction.

The second hypothesis states that Job Autonomy has a significant effect on Job Satisfaction is supported. The second hypothesis states that Job Autonomy and Job Satisfaction show significant results in a positive direction with a t-sig value. = 0.017 and Standardized Coefficients Beta of 0.386. Where the standard hypothesis that can be accepted is a significance level <0.05 (5%). So it can be said that hypothesis 2 (H2) is accepted. This shows the consistency results of this study with stated that job autonomy and job satisfaction: new evidence" found that work autonomy is a significant determinant of job satisfaction. The study suggests that employees who have more control over their work are more satisfied with their jobs (Bradley, Taylor, and Nguyen 2003).

The third hypothesis states that Job Impact has a significant effect on Job Satisfaction is not supported. Linear regression analysis of Job Impact and Job Satisfaction shows insignificant results in a positive direction with a t-sig value. = 0.287 and Standardized Coefficients Beta of 0.173. Where the standard hypothesis that can be accepted is a significance level <0.05 (5%). So it can be said that hypothesis 3 (H3) is rejected. "Impact of Working Environment on Job Satisfaction" found that the working environment has an impact on employee job satisfaction. The study suggests that a positive working environment can lead to higher job satisfaction (Raziq and Maulabakhsh 2015).

The fourth hypothesis states that Satisfaction has a significant effect on Job Loyalty has a positive significant effect on Job Loyalty is supported. Linear regression analysis of Customer Satisfaction and Customer Loyalty shows insignificant results in a positive direction with a t-sig value. = 0.287 and Standardized Coefficients Beta of 0.173. Where the standard hypothesis that can be accepted is a significance level <0.05 (5%). So it can be said that hypothesis 4 (H4) is accepted. A Comparative Study Among Some Selected Sectors, found that job satisfaction has a positive impact on employee loyalty and commitment. The study suggests that job satisfaction can lead to improved employee retention and organizational success (Frempong, Agbenyo, and Darko 2018).

5. CONCLUSION

This research model was formed from the existence of a relationship between the effect of Job Satisfaction on Job Loyalty where the effect of Job Satisfaction is significant on Job Loyalty. Thus, this means that if PT. X wants to increase Job Loyalty in the company, so Job Satisfaction is an important thing to pay attention to.

Job Satisfaction itself is formed from the influence of Psychological Empowerment which consists of Job Competence, Job Autonomy, and Job Impact. Of the three existing variables, Job Autonomy has the greatest influence on Job Satisfaction. This can be because employees feel that the company gives more trust when they can make, resolve, and correct mistakes in their own way by sticking to applicable regulations. The second biggest influence on Job Satisfaction is given by Job Impact. However, the influence given is not significant. This can be due to the limited impact that employees have on the work environment by the authorities or in other words these employees cannot have a large impact because of their employment status as staff, so the impact they have on the company is not as wide as that of a supervisor or manager. The smallest influence on Job Satisfaction is given by Job Competence. This can be because when employees feel they have abilities, they feel their self-worth increases. When an employee feels that the value in him is high, then the employee expects the company to give more rewards. This is what makes the effect of Job Competence on Job Satisfaction insignificant.

1. RESEARCH LIMITATION

Several limitations should be considered for this study. First, the sample consists of employees of PT. X who is at least 18-60 years old, who has worked at PT. X for a minimum of two years, is at the staff level, and has a minimum education of high school. Total respondents used in this study were 80 respondents. Therefore, future research can cover a wider population sample, all other construction companies that also use it want to increase job loyalty.

This research is concentrated on loyal workers, because loyal employees tend to be more dedicated and committed to the company. They feel they have a strong connection with the company and tend to work in high spirits. As a result, worker productivity increases, and the quality of work produced is better.

In addition, the data used in this study were compiled in only two months and were limited to 80 respondents. Longer duration and more respondents from various demographics can broaden the scope of research, which will produce more detailed reports and prospects for the construction company industry as a whole. In future research, increasing the number of questions can also increase the value of Job Autonomy.

Further research can be developed by linking the factors that influence behavioral loyalty and attitudinal loyalty based on income level, age, and gender. Future research can also broaden the range of respondents to be studied, or conduct research in a different area from the current research, so that future research will provide a broader picture of loyalty.

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