

The Effect of Job Satisfaction and Individual Characteristics on Turnover Intention in Employees of Ninja Xpress Baturaja Branch

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KEYWORDS	ABSTRACT
Job Satisfaction, Individual Characteristics, Turnover Intention	This study examines the effect of Job Satisfaction and Individual Characteristics on Turnover Intention among employees of Ninja Xpress Baturaja Branch. The population in this study consists of 32 respondents. The analytical method used is quantitative, employing multiple linear regression analysis, which includes validity and reliability tests, as well as t-tests and F-tests. The results of the partial tests (t-test) show that Job Satisfaction significantly affects Turnover Intention, as indicated by a t-value of 15.759, which is greater than the t-table value of 2.045, with a significance value of $0.000 < \alpha 0.05$. Individual Characteristics also significantly affect Turnover Intention, as indicated by a t-value of 6.817, which is greater than the t-table value of 2.045, with a significance value of $0.000 < \alpha 0.05$. The simultaneous test (F-test) shows that Job Satisfaction and Individual Characteristics significantly affect Turnover Intention, as indicated by an F-value of 1221.304, which is greater than the F-table value of 3.33, with a significance value of $0.000 < \alpha 0.05$. Therefore, it can be concluded that the hypothesis stating that Job Satisfaction and Individual Characteristics significantly affect Turnover Intention among employees of Ninja Xpress Baturaja Branch is accepted.

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INTRODUCTION

A company is essentially a system—a network of interconnected components that work collaboratively as a unified whole, where each component functions as a subsystem with its own internal structure and purpose. A company can be considered successful if it manages its employees effectively, as employees are among its most valuable assets (Seppänen, Ukko, & Saunila, 2025; Sharma et al., 2025). Employees possess skills and potential that drive organizational growth, and the achievement of a company's goals heavily depends on their contributions (Coffman & Gonzalez-Molina, 2025; Khalilov, Aliyev, & Zeynalov, 2025). Efficient employees perform well; therefore, companies must give serious attention to human resource factors.

According to Kasmir (2018), human resource management (HRM) is the process of managing people through planning, recruitment, selection, training and development, compensation, career management, occupational safety and health, maintaining industrial relations, and termination of employment, all aimed at achieving organizational goals and

improving stakeholder welfare. Meanwhile, Afandi (2018) defines job satisfaction as the effectiveness or emotional response of employees toward various aspects of their job—a set of feelings reflecting whether they find their work pleasant or not. It represents an employee's general attitude toward their job, indicating the gap between the rewards they receive and those they believe they deserve.

Furthermore, Lodewijk (2023) defines individual characteristics as “biographical traits, personality, perception, and attitude.” Individual characteristics represent distinctive features that differentiate one person from another in terms of motivation, initiative, problem-solving ability, resilience, and adaptability to changes in their environment—all of which influence individual performance. According to Robbins (as cited in Kartono, 2017:44), turnover intention refers to an employee's desire to permanently leave a company, whether voluntarily or involuntarily, which consequently leads to higher human resource management costs. Similarly, Hasibuan (as cited in Putri et al., 2022:727) explains that turnover intention is the termination of employment upon the employee's own request to resign from the organization.

Ninja Xpress was established in Indonesia on June 1, 2017, following its expansion from other Southeast Asian countries such as Singapore, Vietnam, Malaysia, the Philippines, and Thailand (Marwah, 2025; Noe, 2024). The company originated as Ninja Van, a logistics firm based in Singapore. Ninja Van expanded into Indonesia by launching its app-based courier service known as Ninja Xpress (Cho & Anindya, 2021; Jayasekara & Hansson, 2024). Its CEO, Lai Chang Wen, decided to enter the Indonesian market, recognizing its immense potential within Southeast Asia, especially given the rapid growth of the e-commerce industry (Febriandika & bin Syed Azman, 2025; Ploberger, 2025). The official website of Ninja Xpress can be accessed at <https://www.ninjaxpress.co/id-id> or <https://www.ninjaxpress.co>.

In Baturaja, Ninja Xpress was established in 2018 as a new express delivery company in Ogan Komering Ulu Regency (OKU), located at Jl. Garuda Lintas Sumatera, Air Paoh, East Baturaja District, South Sumatra 32121. To understand the conditions related to job satisfaction, individual characteristics, and turnover intention, the researcher conducted a preliminary survey by distributing questionnaires to 15 employees at Ninja Xpress Baturaja Branch (Mahadewi & Indiyati, 2025).

The preliminary findings revealed that employee job satisfaction at Ninja Xpress Baturaja Branch had not yet reached an optimal level (Sunardi & Awaliah, 2025; Zulkifli, 2025). Job satisfaction, which reflects how pleasant an employee feels about their work, showed several areas of concern (Cerqueira et al., 2025; Mothema, Ramasimu, & Maake, 2025). For example, regarding wages, 93.5% of employees expressed dissatisfaction due to the lack of additional allowances beyond their base salary (Nagel, 2025; Raine, 2022). They believed that the level of risk they faced at work justified greater benefits. Moreover, issues related to coworker relationships were observed in 26.7% of responses, indicating a lack of teamwork and communication among employees. Package sorting was often done individually, with employees focusing on their own tasks rather than helping one another (Lee et al., 2025).

For the individual characteristics variable, problems appeared in the ability indicator, where 54.8% of respondents felt they could not perform multiple tasks outside their designated roles (Haripriya & Parameswaran, 2025; Roman et al., 2025). Each employee had a specific job scope and skill set, making it difficult to cover all tasks within the branch. Similarly, the interest

indicator showed that 54.8% of employees were less inclined to engage in socially supportive behavior—such as helping or uplifting colleagues—because their main focus was completing personal daily targets.

Regarding turnover intention, findings indicated significant issues. On the job-seeking indicator, 90.3% of employees reported that they would consider leaving if workplace facilities were inadequate (E, 2025). Factors such as reduced meal allowances, fuel reimbursements, motorcycle rental fees, and performance bonuses contributed to dissatisfaction, increasing the likelihood of turnover. Additionally, 64.5% of employees stated that they had thought about resigning due to discomfort with their work environment. Heavy workloads—especially during festive seasons such as Eid and New Year—led to package accumulation beyond capacity. The outdoor nature of the job also exposed workers to unfavorable weather conditions, such as heavy rain and extreme heat, which disrupted their work. Moreover, long delivery distances between the branch office and customer locations caused physical fatigue and emotional strain, further reinforcing employee discomfort and intent to leave the organization.

The preliminary study at Ninja Xpress Baturaja Branch highlights interconnected challenges between job satisfaction, individual characteristics, and turnover intention. Low compensation, limited teamwork, restricted multitasking ability, and inadequate work facilities contribute to decreased motivation and increased desire to resign—issues that warrant serious managerial attention to ensure employee retention and organizational effectiveness. Therefore, this study aims to analyze the influence of job satisfaction and individual characteristics on turnover intention in employees of Ninja Xpress Baturaja Branch, both partially and simultaneously. The benefit of this research is that it is expected to contribute thinking to company management in formulating more effective policies and strategies to increase job satisfaction, manage individual employee characteristics, and ultimately reduce the level of turnover intention, thereby supporting the creation of better organizational stability and performance.

METHOD

This study employed a quantitative method with an explanatory research approach to test the influence of job satisfaction and individual characteristics on turnover intention. The research was conducted at the Ninja Xpress Baturaja Branch, involving the entire population of 32 employees using census techniques. The data used comprised primary data collected through questionnaires distributed directly to employees, and secondary data obtained from company documents and records.

Data analysis was performed using SPSS version 26. The initial phase involved testing the instrument's validity and reliability to ensure the questionnaire's accuracy and consistency. Subsequently, classical assumption tests—including normality, multicollinearity, and heteroscedasticity—were conducted to confirm the feasibility of the regression model. The main analysis utilized multiple linear regression to form regression equations, followed by partial (t-test) and simultaneous (F-test) hypothesis testing. Finally, the coefficient of determination (R^2) was calculated to determine the percentage of variance in turnover intention explained by job satisfaction and individual characteristics in the study model.

RESULTS AND DISCUSSIONS

Validity Test

The validity test was carried out with the help of the SPSS 26 program using the Pearson correlation method. The significant decision-making criterion of 0.05 using a 2-sided test with a degree of magnitude $df=n-2$ or $32-2 = 30$, will obtain a table of 0.3494.

Table 1. Results of Validity Test Analysis

Statement Items	r count	R table	Information
Job Satisfaction (X₁)			
Statement 1	0,812	0,3494	Valid
Statement 2	0,846	0,3494	Valid
Statement 3	0,593	0,3494	Valid
Statement 4	0,705	0,3494	Valid
Statement 5	0,726	0,3494	Valid
Statement 6	0,735	0,3494	Valid
Statement 7	0,588	0,3494	Valid
Statement 8	0,738	0,3494	Valid
Statement 9	0,644	0,3494	Valid
Statement 10	0,604	0,3494	Valid
Statement 11	0,726	0,3494	Valid
Statement 12	0,812	0,3494	Valid
Statement 13	0,812	0,3494	Valid
Statement 14	0,846	0,3494	Valid
Statement 15	0,593	0,3494	Valid
Individual Characteristics (X₂)			
Statement 1	0,786	0,3494	Valid
Statement 2	0,798	0,3494	Valid
Statement 3	0,854	0,3494	Valid
Statement 4	0,496	0,3494	Valid
Statement 5	0,874	0,3494	Valid
Statement 6	0,742	0,3494	Valid
Statement 7	0,556	0,3494	Valid
Statement 8	0,675	0,3494	Valid
Statement 9	0,683	0,3494	Valid
Statement 10	0,786	0,3494	Valid
Statement 11	0,798	0,3494	Valid
Statement 12	0,854	0,3494	Valid
Turnover Intention (Y)			
Statement 1	0,725	0,3494	Valid
Statement 2	0,804	0,3494	Valid
Statement 3	0,556	0,3494	Valid
Statement 4	0,695	0,3494	Valid
Statement 5	0,757	0,3494	Valid
Statement 6	0,791	0,3494	Valid
Statement 7	0,616	0,3494	Valid
Statement 8	0,804	0,3494	Valid
Statement 9	0,709	0,3494	Valid

Source: From primary data, 2024 (processed)

From the results of the validity test of 32 respondents, it is known that the calculated value of each statement item is greater than the rtable, which is 0.3494 so that it can be concluded that each statement item used is valid. This means that it can be used in research.

Reliability Test

A method often used in research to measure the range scale (such as the 1-5 likert scale) of Cronbach Alpha. Using the 0.6 limit, it can be determined whether the instrument is reliable or not.

Table 2. Reliability Test Analysis Results

Variable	Cronbach Alpha	Information
Job Satisfaction (X_1)	0,930	Reliable
Individual Characteristics (X_2)	0,925	Reliable
Turnover Intention (Y)	0,879	Reliable

Source: From primary data, 2024 (processed)

From the results of the validity test of 32 respondents, it is known that the calculated value of each statement item is greater than the r_{table} , which is 0.3494 so that it can be concluded that each statement item used is valid. This means that it can be used in research. Reliability Test According to Arikunto (2019:221) Reliability test is an instrument that is reliable enough to be used as a data collection tool because the instrument is good (meaning that a good instrument will be tendentious to direct respondents to choose certain answers). A method often used in research to measure the range scale (such as the 1-5 likert scale) of Cronbach Alpha. Using the 0.6 limit, it can be determined whether the instrument is reliable or not.

Table 3. Reliability Test Analysis Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,57792312
Most Extreme Differences	Absolute	,210
	Positive	,210
	Negative	-,148
Test Statistic		,210
Asymp. Sig. (2-tailed)		,001 ^c
Monte Carlo Sig. (2-tailed)	Sig.	,102 ^d
	99% Confidence Interval Lower Bound	,094
	Upper Bound	,109

Source : From primary data, 2024 (processed)

Table 3 shows that the value of Monte Carlo. Sig (2-tailed) is $0.102 > 0.05$, then it can be concluded that the residual value is normally distributed.

Multicollinearity Test

In this study, the test method used, namely by looking at the Inflation factor (VIF) and Tolerance values from the calculation results, can be seen in the following table 5:

Table 4. Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-,646	,435		-1,482	,149		
kepuasan kerja	,427	,027	,710	15,759	,000	,199	5,015
karakteristik individu	,219	,032	,307	6,817	,000	,199	5,015

Source : From primary data, 2024 (processed)

Based on the results of the 4 Coefficients table, the VIF value of each variable, namely Job Satisfaction (X1) of 5,015 and Individual Characteristics (X2) of 5,015. Job Satisfaction Tolerance (X1) is 0.199 and Individual Characteristics (X2) is 0.199. This means that all free variables have a VIF value of less than 10 and a tolerance value of more than 0.1. Thus, it can be concluded that there is no multicollinearity between independent variables in regression, meaning that in a regression model there is no high or perfect correlation between independent variables.

Heteroscedasticity Test

According to Priyatno (2017:126), heteroskedasticity is a residual variant that is not the same in all observations in the regression model. In a good regression there should be no heteroscedasticity. The results of heteroscedasticity can be seen in the following table 6:

Table 5. Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,878	,296		2,968	,006
job_satisfaction	-,003	,018	-,063	-,159	,875
individual_characteristics	-,013	,022	-,240	-,605	,550

Source : From primary data, 2024 (processed)

Based on table 5, it is known that the results of the Glejser test are known where the significance value of the Job Satisfaction variable (X1) is $0.875 > 0.05$, and the significance value of the Individual Characteristics variable (X2) is $0.550 > 0.05$. The overall significance values of Job Satisfaction (X1), Individual Characteristics (X2) were greater than 0.05 which means that the model in this study did not have heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis was carried out with the help of the 26 SPSS program, and the following analysis results were obtained:

Table 6. Multiple Linear Regression Calculation Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-,646	,435		-1,482	,149
job_satisfaction	,427	,027	,710	15,759	,000
individual_characteristics	,219	,032	,307	6,817	,000

Source: From primary data, 2024 (processed)

From table 6 above, there is the regression equation as follows:

$$Y = -0.646 + 0.427 X_1 + 0.219 X_2$$

Based on the above regression equation, it can be interpreted as follows:

- A constant of -0.646 indicates that if Job Satisfaction (X1), and Individual Characteristics (X2) are equal to zero, then Turnover Intention (Y) is -0.646.
- The regression coefficient of Job Satisfaction (X1) of 0.427 means that if Job Satisfaction (X1) increases by 1 (one) unit, then Turnover Intention (Y) increases by 0.427 assuming Individual Characteristics (X2) are fixed.
- The regression coefficient of Individual Characteristics (X2) is 0.219, meaning that if the Individual Characteristics (X2) increase by 1 (one) unit, then (Y) Turnover Intention increases by 0.219 assuming the Job Satisfaction variable (X1) is fixed.

Hypothesis Testing

T-test

Partial testing was used to partially test whether each variable of Job Satisfaction (X1) and Individual Characteristics (X2) had an effect on Turnover Intention in Ninja Xpress Baturaja Branch. The test of the influence of each independent variable on the bound variable can be seen in table 7 as follows:

Table 7. T-test results (Individual/Partial Test)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-,646	,435		-1,482	,149
job_satisfaction	,427	,027	,710	15,759	,000
individual_characteristics	,219	,032	,307	6,817	,000

Source : From primary data, 2024 (processed)

Based on the results of data processing contained in table 8, the t-coefficient of calculating the Job Satisfaction variable was 15,759, the calculation of Individual Characteristics was 6,817, then the ttable value was searched with $df = n - k - 1 = 32 - 2 - 1 = 29$, at a confidence level of 95%, significance level (α) = 0.05, double-sided testing ($\alpha/2 = 0.025$), obtained a ttable of 2,045. Based on the results of the hypothesis test, it was obtained that the tcount (15,759) > the table (2,045) then H_0 was rejected and H_a was accepted. This means that

there is an influence of the Job Satisfaction variable on Turnover Intention at Ninja Xpress Baturaja Branch.

Test-F

According to Priyatno (2016:63), the F test is used to test the influence of independent variables together on dependent variables. This means that the X_1 variable and the X_2 variable are jointly tested for whether there is an influence or not.

Table 8. F Test Results (Concurrent/Simultaneous Testing)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	872,082	2	436,041	1221,304	,000 ^b
Residual	10,354	29	,357		
Total	882,436	31			

Source: From primary data, 2024 (processed)

Based on table 9, F is calculated as 1221.304 The result is then compared to F_{table} , F_{table} is obtained by looking at $(df_1 = \text{number of variables}-1) = 3-1=2$ and $(df_2=n-k-1) = 32-2-1 = 29$ at a confidence level of 95% or $\alpha = 5\%$ obtained F_{table} 3.33. so F_{cal} 1221.304 > F_{table} 3.33, H_0 is rejected and H_a is accepted, meaning that simultaneously there is an influence of Job Satisfaction and Individual Characteristics on Turnover Intention at Ninja Xpress Baturaja Branch.

Results of Determination Coefficient Analysis (R2)

Priyatno (2016:63) The determination coefficient is used to determine how much the percentage of the contribution of the influence of independent variables together on the dependent variables. The value of the R Square determination coefficient in the following figure:

Table 9. Determination Coefficient Test Results (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.988	.987	597.519

Source : From primary data, 2024 (processed)

From the results of the calculation, it can be seen that the R Square determination coefficient obtained is 0.988, this shows the contribution of the Influence of Job Satisfaction and Individual Characteristics on Turnover Intention at Ninja Xpress Baturaja Branch of 98.8% while the remaining 1.2% is influenced by other variables outside the research such as age, length of employment, education level, attachment to the organization (Putranti, 2022:29).

Based on the results of the research that has been described, it is known that partially or t-test the Job Satisfaction variable (X_1) has a t_{cal} value (15,759) > t_{table} (2,045), then H_0 is rejected and H_a is accepted. This means that there is an Effect of Job Satisfaction on Turnover Intention at Ninja Xpress Baturaja Branch.

Based on the t-test, Individual Characteristics (X2) partially affect the Turnover Intention (Y) in Ninja Xpress Baturaja Branch. The Individual Characteristics variable (X2) has a tcal value of (6,817) > ttable (2,045), then Ho is rejected and Ha is accepted. This means that there is an influence of Individual Characteristics on Turnover Intention in Employees of Ninja Xpress Baturaja Branch.

Based on the f test simultaneously, Job Satisfaction (X1) and Individual Characteristics (X2) affect Turnover Intention (Y) in Ninja Xpress Baturaja Branch. Fcal was obtained as 1221,304. The results were then compared with Ftable, Ftable 3.33. So Fcount (1221.304) > Ftable (3.33) then Ho was rejected and Ha was accepted, meaning that simultaneously there was an influence of Job Satisfaction and Individual Characteristics on Turnover Intention in Ninja Xpress Baturaja Branch.

The Coefficient of Determination (R^2) obtained was 0.988. This shows that the contribution of the influence of Job Satisfaction and Individual Characteristics on Turnover Intention is 98.8% while the remaining 1.2% is influenced by other variables that are not mentioned in this study such as age, length of work, level of education, attachment to the organization (Putranti, 2022:29).

CONCLUSION

Based on the analysis, the study concluded that both job satisfaction and individual characteristics significantly affected turnover intention among employees at Ninja Xpress Baturaja Branch, both partially and simultaneously. The combined influence of these variables explained 98.8% of the variance in turnover intention, indicating a very strong relationship, while the remaining 1.2% was attributed to other factors not covered in this study, such as age, tenure, education level, and organizational attachment. For future research, it is suggested to explore these additional variables and other contextual factors in a larger sample or different branches to gain a more comprehensive understanding of turnover intention drivers, which could support more targeted and effective human resource management strategies.

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