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RESEARCH ARTICLE

Exploring the Impact of Demographic Factors and Job Satisfaction on Employee Turnover Intentions

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Abstract

The objectives of this research were: 1) To study the general information of respondents using a questionnaire 2) To investigate the level of satisfaction with work and the intention to resign among municipal employees 3) To examine the demographic factors and job satisfaction factors affecting the intention to resign among municipal employees. The population consisted of 58 employees within the Khao Phra Subdistrict Municipality, Deombang Nangbuat District, Suphan Buri Province. The researchers utilized a questionnaire as a data collection tool and analyzed the data using descriptive statistics including frequency, percentage, mean, standard deviation, and inferential statistics including simple regression analysis. The research findings revealed that respondents generally had a high level of satisfaction with their work, while overall, the intention to resign was low. The hypothesis testing results indicated that demographic factors such as gender, age, and income level did not significantly influence the intention to resign among employees. Additionally, job satisfaction factors affecting the intention to resign among municipal employees could explain the variance of the variable by 22%, as evidenced by the Adjusted R Square value of 0.22.

Keywords: municipal employees; satisfaction; work environment

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1. Introduction

Job satisfaction reflects feelings and attitudes resulting from an individual's needs and expectations regarding their work, including various work-related environmental factors, compensation, and employee benefits. These elements contribute to different work behavior patterns, where the level of job satisfaction can either motivate or demotivate employees to work for an organization. According to Wattanathavornwong (2017), job satisfaction empowers employees, fostering dedication and a willingness to perform their duties to the best of their ability, both quantitatively and qualitatively. Thus, job satisfaction is a critical factor in retaining employees within an organization, which subsequently affects the organization's business operations.

Municipalities serve as local government units, fundamental to the governance of a country and significantly close to the citizenry. For a municipal administration to be successful, it relies on knowledgeable, skilled, and specialized employees. However, due to the vast and varied nature of the tasks, employee turnover rates have fluctuated over time. Limited career progression opportunities within the municipality might drive some employees to seek advancement elsewhere, such as in private companies, entrepreneurship, or returning to their hometowns. Others may become dissatisfied due to the lack of promotion opportunities, leading to a lack of enthusiasm and motivation, resulting in merely fulfilling basic duties and responsibilities. While municipalities strive to motivate their employees through salary adjustments, compensation, and suitable benefits to align with organizational policies aimed at improving living standards, vacancy rates for operational positions remain relatively high. It is essential to define clear directions, objectives, and goals, considering the potential and readiness of employees to work collaboratively towards the mission of the organization, to achieve sustainable success. Employee quality is crucial for motivating effective strategic plan execution within the organization, necessitating supportive factors such as motivational (Motivator) elements. Previous studies, such as the study by Yotsuntorn and Yenyuek (2018) indicate that demographic factors, including gender, age, and length of service, affect job satisfaction differently.

Given this background, the researcher is interested in studying the impact of demographic factors and job satisfaction on the turnover intentions of employees at the Khao Phra Sub-district Municipality, Dembang Nangbuat District, Suphan Buri Province. This study aims to benefit organizations by providing insights for improving and developing organizational strategies for employee job satisfaction, thereby enhancing work efficiency and public satisfaction.

2. Research Objectives

1. To study the general information of the questionnaire respondents.
2. To examine the level of job satisfaction and the intention to resign among employees of the Khao Phra Sub-district Municipality, Dembang Nangbuat District, Suphan Buri Province.
3. To investigate the demographic factors and job satisfaction factors that influence the resignation intentions of employees of the Khao Phra Sub-district Municipality, Dembang Nangbuat District, Suphan Buri Province.

3. Literature Review

3.1 Turnover Intentions

Turnover intentions, understood as an employee's self-stated likelihood of leaving their current position, are influenced by a variety of factors, primarily job satisfaction, work environment, organizational commitment, and job embeddedness. Research from the past decade highlights the complexity of turnover intentions, suggesting that they are not merely a reflection of dissatisfaction but also of the depth of an employee's integration and emotional attachment to their role and the organization. For instance, Sazili, Ju'im, Indarti, and Efendi (2022) and Faridah, Gustini, Salehan, and Efendi (2022) emphasize the significant impact of job satisfaction and organizational commitment on turnover intentions. Similarly, Skelton, Nattress, and Dwyer (2019) introduce job embeddedness as a critical predictor, while Apriani and Siregar (2023) provide a comprehensive overview of the multifaceted factors affecting turnover intention, including work stress and organizational culture. These findings collectively suggest that addressing turnover intentions requires a holistic approach that considers the interplay between an individual's satisfaction, their perceived value within the organization, and the broader work environment.

3.2 Job Satisfaction

Job satisfaction encapsulates an employee's sense of contentment and value within their job role, intertwining emotional responses and professional fulfillment. This complex construct is influenced by multifarious factors, such as job security, work conditions, opportunities for personal growth, recognition, and interpersonal relationships within the workplace. Clark (2015) highlights the significance of job quality, extending beyond financial remuneration to include job security and work interest as crucial to employee satisfaction. Similarly, Prihadini et al. (2021) emphasize the pivotal role of job satisfaction in augmenting employee performance, attributing it to diverse factors like job responsibilities, achievement, supervisory relationships, and the overall work milieu. Furthermore, Mncwango, Masenge, & Puttergill (2023)

explore the gap between employee expectations and actual job experiences, noting a shift towards valuing extrinsic over intrinsic rewards in certain labor conditions. Collectively, these studies underscore the dynamic interplay between an individual's expectations, their job characteristics, and the organizational context in shaping job satisfaction

3.3 Demographic Factors and Turnover Intentions

Recent research underscores the significant relationship between demographic factors and turnover intentions, revealing how variables such as age, gender, marital status, education, and work experience influence employees' decisions to leave or stay within an organization. For instance, Emiroglu, Akova, & Tanrıverdi (2015) found that in the hospitality industry, these demographic factors, alongside tenure, wage, and department, are determinants of turnover intention among hotel employees in Istanbul. Soomro (2020) emphasizes the critical role of these demographic factors in predicting turnover intentions, suggesting their potential as indicators for employee retention strategies. Muhangi (2019) specifically identified age, gender, and qualifications as predictors of turnover intentions among secondary school teachers, pointing to the necessity for schools to adapt their strategies to these demographic realities. Additionally, Hawawu (2018) highlighted the correlation between these demographic characteristics and turnover intentions in an educational setting, further affirming the need for institutions to understand and address these factors in managing employee turnover.

3.4 Job Satisfaction and Turnover Intentions

Job satisfaction, encompassing factors such as job security, pay, and promotional opportunities, plays a crucial role in determining an employee's loyalty and intention to remain within an organization. Research by Rahman (2020) in Bangladesh, Widyani et al. (2019) in a cooperative institution, Shah & Jumani (2015) among private school teachers, and Andoh et al. (2021) in private university colleges collectively illustrates a significant inverse relationship between job satisfaction and turnover intentions. These findings suggest that enhancing job satisfaction elements can lead to a decrease in turnover intentions, highlighting the importance of strategic HR practices aimed at improving job satisfaction to reduce turnover rates. Integrating these insights, it becomes clear that job satisfaction serves as a pivotal factor in shaping turnover intentions across various sectors. Studies across different contexts affirm that higher job satisfaction, influenced by aspects such as job security, pay, and promotional opportunities, effectively reduces the propensity of employees to leave, underscoring the need for organizations to prioritize strategic HR practices that enhance job satisfaction to mitigate turnover intentions. This integrated understanding highlights the universal importance of job satisfaction in maintaining organizational stability and retaining talent.

The findings from these studies culminate in a conceptual framework depicted in Figure 1, showcasing the intricate relationship between job satisfaction elements and turnover intentions, as moderated by strategic HR practices. This framework serves as a visual representation of the identified linkages, underscoring the critical role that job satisfaction plays in influencing an employee's decision to stay with or leave an organization.

4. Methods

4.1 Participants

The majority of survey respondents were male, totaling 35 individuals or 60.30 percent. The sample group's largest age group was born between 1965 and 1979, with 27 people, accounting for 46.60 percent. The majority had an education level lower than a bachelor's degree, totaling 41 people or 70.70 percent. The majority status of being single and married was at the same level, each with 23 people or 39.70 percent. The majority were affiliated with the Department of Public Health and Environment, the highest number being 37 individuals or 63.80 percent. And the majority had an income level of less than 15,000 baht.

4.2 Measures

This study is a quantitative investigation carried out in the Khao Phra Subdistrict Municipality, Doembang Nangbuat District, Suphanburi Province, targeting a population of 58 municipal employees. Utilizing a structured questionnaire divided into three key sections—personal information, job satisfaction factors, and turnover intentions—this research adopted a meticulous approach to measure variables of interest. The first section collected demographic details through a checklist, the second assessed job satisfaction using a 5-point rating scale, and the third gauged turnover intentions with a 6-point rating scale. The instrument's reliability was verified through a pilot test involving 30 respondents, yielding a Cronbach's alpha coefficient of 0.80. This coefficient, surpassing the acceptable benchmark of 0.70, validated the questionnaire's reliability for comprehensive data gathering, aligning with best practices in social sciences research that emphasize the necessity of instrument reliability for ensuring the credibility of research outcomes (Nunnally & Bernstein, 1994).

4.3 Analysis Methods

The authors utilized descriptive statistics to elucidate the characteristics of demographic factors and the attributes of the variables, employing frequency, percentage, mean, and standard deviation. This approach enabled a detailed analysis of the data, providing insights into the distribution and central tendencies of the demographic characteristics of the respondents, as well as the variables under study.

By doing so, they could effectively summarize and interpret the collected data, laying a foundational understanding of the sample population's profile and the variables' behaviors within the study context. This methodical use of descriptive statistics serves as a crucial step in the research process, offering a comprehensive overview that informs further analysis and interpretation of the research findings. The researchers applied t-tests, one-way ANOVA, and simple regression analyses to delve into the relationships between demographic factors and job satisfaction as independent variables, and turnover intentions as the dependent variable. T-tests were utilized to discern the differences in turnover intentions based on binary demographic categories such as gender. One-way ANOVA facilitated the examination of turnover intentions across various categories within demographic factors like age groups and income brackets, as well as different levels of job satisfaction. Simple regression analysis was then employed to predict how demographic factors and job satisfaction collectively influence an individual's intention to leave their job. This methodological approach allowed the authors to assess the extent to which demographic characteristics and the degree of job satisfaction could predict turnover intentions, offering valuable insights into the predictive power of these variables on an employee's likelihood to consider leaving their current employment.

4.4 Ethical Considerations

In this study, ethical considerations were meticulously upheld to ensure participants' welfare and the research's integrity. Informed consent was obtained from all participants, who were fully informed about the study's objectives, procedures, and their right to withdraw at any time without consequence. Privacy and confidentiality were strictly maintained, with personal data anonymized and securely stored to protect participants' identities. The research team committed to transparency, providing clear information on data use and maintaining open channels for participant inquiries. Efforts were made to minimize potential harm, with support available for any participant experiencing discomfort due to their involvement. Integrity in data handling and reporting was paramount, ensuring findings were reported accurately and without bias. These measures, grounded in respect, beneficence, and justice, underscored the commitment to conducting ethical research, safeguarding participants' rights and dignity throughout the study.

3. Results

3.1 Descriptive Analysis Results

The findings of this research indicate that the sample group exhibited a generally high degree of job satisfaction across various aspects of their work environment. Specifically, the aspect that received the highest average score pertained to the respondents' satisfaction with their colleagues, suggesting that interpersonal relationships at work play a crucial role in overall job satisfaction. Following closely

was the satisfaction with the nature of the work itself, indicating that the tasks and responsibilities assigned to employees were also a significant source of contentment.

Conversely, when exploring the sample group's perspectives on turnover intentions, the overall importance attributed to leaving the job was found to be low. This suggests a general inclination among the respondents to continue with their current employment despite any challenges they might face. Among the factors influencing turnover intentions, the strongest was the pursuit of better job opportunities, reflecting a desire for improvement in either compensation, work conditions, or career prospects. The second highest was related to the need for diversification in work methods to achieve task completion, hinting at a possible desire for more variety or innovation in their roles.

These insights offer a nuanced understanding of the factors contributing to job satisfaction and retention within the sample group. High levels of satisfaction with colleagues and the nature of the work suggest that fostering a positive work environment and ensuring job roles are engaging and meaningful could be key strategies for enhancing employee satisfaction and minimizing turnover intentions.

3.2 Hypotheses Testing

The study's results revealed that demographic factors do not significantly impact the intention to resign. However, job satisfaction factors significantly influence the resignation intentions of employees of the Khao Phra Subdistrict Municipality, Doembaeng Nangbuat District, Suphanburi Province, with a statistical significance at the 0.05 level. Notably, job satisfaction has a negative effect on the intention to resign, indicating that higher levels of job satisfaction lead to a lower likelihood of employees considering leaving their jobs. This underscores the critical role that job satisfaction plays in employee retention, highlighting the importance for organizations to focus on improving various aspects of job satisfaction as a strategic approach to reduce turnover intentions among their workforce.

4. Discussion

The findings from the present study contribute to the ongoing discourse on the determinants of employee turnover intentions, offering a nuanced perspective that diverges from the established narrative in the literature. Previous research has consistently highlighted the significance of demographic factors in predicting turnover intentions. For example, studies conducted by Emiroglu, Akova, & Tanrıverdi (2015) within the hospitality sector in Istanbul, Soomro (2020)'s broader investigation, Muhandi (2019)'s focus on secondary school teachers, and Hawawu (2018)'s examination within an educational setting, all found a strong relationship between demographic characteristics such as age, gender, marital status, education, and work

experience, and the likelihood of employees considering resignation [(Emiroglu, Akova, & Tanrıverdi, 2015); (Soomro, 2020); (Muhangi, 2019); (Hawawu, 2018)]. These findings have underscored the potential of demographic factors as indicators for developing employee retention strategies. Contrastingly, the results of this study within the Khao Phra Subdistrict Municipality did not identify a significant relationship between demographic factors and turnover intentions. This discrepancy raises important considerations for understanding the dynamics of turnover intentions. One plausible explanation for the variance in findings could be the unique organizational and cultural context of the Khao Phra Subdistrict Municipality, which may influence the impact of demographic variables differently than in the settings previously studied. Moreover, the specific nature of municipal employment, potentially characterized by distinct job stability or career advancement opportunities, might alter the relationship between demographic characteristics and turnover intentions. The absence of a significant link in our findings suggests the potential predominance of other factors not explored in this study, such as job satisfaction or organizational commitment, which might have a more pronounced effect on turnover intentions in this particular context. This aligns with the evidence suggesting that job satisfaction significantly influences turnover intentions, pointing to the complex interplay of factors affecting employee retention beyond demographic attributes alone. This divergence in findings highlights the importance of considering the unique contextual factors of each organizational setting when investigating turnover intentions. It suggests that while demographic factors can offer valuable insights, their influence on turnover intentions may not be universally applicable across different organizational contexts. Therefore, a more holistic approach, incorporating both demographic and psychosocial factors, may be necessary for effectively understanding and mitigating turnover intentions within specific organizational frameworks.

The consensus emerging from recent research underscores the profound influence of job satisfaction on turnover intentions, delineating a universally applicable trend across diverse organizational contexts. Studies by Rahman (2020) in Bangladesh, Widyani et al. (2019) in a cooperative institution, Shah & Jumani (2015) among private school teachers, and Andoh et al. (2021) in private university colleges, collectively highlight a significant inverse relationship between job satisfaction and turnover intentions. This body of evidence emphasizes that improvements in job satisfaction—stemming from enhanced job security, competitive pay, and ample promotional opportunities—can substantially mitigate the likelihood of employees considering departure from their organizations. The findings illustrate the indispensability of strategic human resource practices focused on bolstering job satisfaction as a means of curtailing turnover rates. Integrating these insights, it becomes evident that job satisfaction is a pivotal factor in shaping turnover intentions, transcending sectoral boundaries. The effectiveness of job satisfaction in reducing employees' propensity to leave accentuates the necessity for organizations to implement strategic HR practices aimed at enriching job satisfaction to preserve talent

and ensure organizational stability. The present study's alignment with these findings further validates the conceptual framework depicted in Figure 1, which elucidates the complex interplay between job satisfaction elements and turnover intentions, moderated by strategic HR practices. This framework, informed by empirical evidence, serves as a crucial tool for visualizing the dynamics at play, reinforcing the significance of job satisfaction in influencing employee retention decisions. This discussion accentuates the critical nature of job satisfaction in the broader narrative of employee turnover, affirming the need for a strategic approach in HR practices to nurture a satisfying work environment. By fostering job satisfaction, organizations can effectively diminish turnover intentions, thus securing a stable and committed workforce. This integrated understanding underscores the universal importance of job satisfaction in maintaining organizational health and employee loyalty, further supported by the congruent findings of this study, which resonate with the broader scholarly consensus on the subject.

5. Conclusion

This study aimed to explore the demographic profile of respondents, assess job satisfaction levels, and understand the factors influencing turnover intentions among employees of the Khao Phra Sub-district Municipality in Suphan Buri Province. The demographic analysis revealed a predominance of male respondents, with the majority born between 1965 and 1979, and most having an education level below a bachelor's degree. Interestingly, the investigation into the effects of demographic factors and job satisfaction on turnover intentions yielded significant insights. Demographic characteristics were found not to significantly influence employees' intentions to resign. In contrast, job satisfaction emerged as a pivotal factor, with a notable negative correlation with turnover intentions. This underscores the profound impact of job satisfaction on employees' decisions to remain within the organization, highlighting the importance of enhancing job satisfaction to mitigate turnover intentions.

6. Recommendations

In light of the study's findings, which highlight the critical role of job satisfaction in influencing turnover intentions, organizations, especially those in municipal settings like the Khao Phra Sub-district Municipality, should implement comprehensive strategies to elevate employee satisfaction. The recommendations for enhancing job satisfaction are multifaceted and include the following expanded strategies:

1. **Reviewing and Enhancing Compensation Packages:** Organizations should undertake regular benchmarking studies to ensure that their compensation packages are competitive and commensurate with the roles and responsibilities of their employees. This could involve not only monetary

- benefits but also non-monetary benefits such as health insurance, retirement benefits, and wellness programs. Tailoring benefits to meet the specific needs and preferences of the workforce can also make them more effective.
2. **Creating Clear Pathways for Career Advancement:** Clear and transparent career progression paths are essential for employee motivation and retention. Organizations should develop structured career development plans that are communicated effectively to all employees. This could include mentorship programs, professional development opportunities, and regular performance and career planning discussions. Encouraging internal mobility by posting job openings internally before external recruitment can also reinforce the organization's commitment to employee growth.
 3. **Fostering a Positive and Supportive Work Environment:** A supportive work culture that values diversity, equity, and inclusion can significantly impact job satisfaction. Organizations should strive to create an environment where employees feel valued, respected, and part of a community. This can be achieved through team-building activities, recognition programs, and open communication channels that encourage feedback and dialogue on workplace issues.
 4. **Conducting Regular Job Satisfaction Surveys:** Regularly gauging employee satisfaction through surveys can provide invaluable insights into the workforce's mood and identify areas for improvement. These surveys should be anonymous to encourage honest feedback and should be followed by action plans to address any issues identified. Sharing the results and planned actions with employees can also demonstrate the organization's commitment to addressing their concerns.
 5. **Implementing Targeted Interventions Based on Survey Results:** Once specific areas needing improvement have been identified through surveys, organizations should design and implement targeted interventions. This could include addressing workload issues, improving managerial practices, or enhancing work-life balance. Regularly reviewing the effectiveness of these interventions and making necessary adjustments is crucial for their success.

By expanding on these recommendations, organizations can not only improve job satisfaction among their employees but also significantly reduce turnover intentions, leading to a more stable, motivated, and productive workforce.

7. Limitations

The present study offers insightful contributions to understanding job satisfaction and turnover intentions within a municipal context, yet it is marked by limitations that may affect the breadth of its applicability and interpretive depth. The constrained sample size, while suitable for this specific municipal study, may hinder

the extrapolation of these findings to broader or organizationally diverse settings, limiting the universality of its conclusions. Moreover, the study's reliance on self-reported data for measuring job satisfaction and turnover intentions introduces the potential for response bias, as participants may lean towards providing answers perceived as socially favorable rather than their genuine feelings. Additionally, the cross-sectional nature of the research design restricts the ability to establish causal relationships between job satisfaction and turnover intentions, merely allowing for correlation observation. Addressing these limitations in future research through the adoption of larger and more varied sample sizes, longitudinal study designs to trace the evolution of job satisfaction and turnover intentions over time, and the inclusion of qualitative inquiry methods could enrich the understanding of job satisfaction's nuances. These approaches would enable a more detailed exploration of the specific job satisfaction facets that significantly impact employees' decisions to stay or leave, providing a more comprehensive and nuanced understanding of the dynamics at play.

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