

ANALYSIS OF EMPLOYEE JOB SATISFACTION USING A HYGIENE FACTORS APPROACH AT PT PLN NS

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ABSTRACT

Employee job satisfaction is an important factor that can influence company performance and productivity. Employees who are satisfied with their jobs tend to be more motivated, loyal and have better performance. The aim of this research is to analyze the level of job satisfaction of PT employees. PLN NS with a hygiene factors approach. This research uses quantitative research methods. The data collection technique in this research is a survey conducted online using SOHO Form to facilitate data distribution and collection. Data processing and analysis was carried out using bivariate correlation and the Importance-Performance Analysis matrix. The research results show that the job satisfaction score is in the PUAS range, namely 4.01. Satisfaction scores for each region vary but are within the SATISFIED range. The highest was in the Nusa Tenggara – Maluku – Papua region reaching 4.59 and the lowest in the Kalimantan-2 region reaching 3.58. Meanwhile, the hope for work improvement score is in the PUAS range, namely 3.94. The improvement hope scores for each region are different but are in the SATISFIED range. The highest in the Nusa Tenggara – Maluku – Papua region reached 4.41 and the lowest in the Kalimantan-1 region reached 3.84.

KEYWORDS Job Satisfaction, Employees, Hygiene Factors, PT PLN NS



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INTRODUCTION

Job satisfaction is an intriguing topic in organizational or company management because it significantly impacts both employees and the organization itself. For employees, job satisfaction creates pleasant feelings while working. Meanwhile, for companies, job satisfaction plays an important role in increasing productivity because employees who are satisfied with their jobs tend to be more motivated and committed to their tasks. Job satisfaction is often related to a positive work environment, good relationships with coworkers, and appropriate recognition and rewards for their efforts (Zhang et al., 2024). Job satisfaction reflects workers' feelings towards their work, which can be seen from their positive attitudes towards their work and work environment. Conversely, dissatisfied employees will show a negative attitude towards work, which can vary from one individual to another.

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Therefore, companies must be able to detect job dissatisfaction among employees(Wiliandari, 2019) .

Good job satisfaction will make employees more loyal to the company or organization. They will be more motivated, work calmly, and more importantly, high job satisfaction will increase the likelihood of achieving high productivity and motivation(Sothinathan et al., 2024) . Conversely, employees who are dissatisfied with their jobs may not achieve the expected level of productivity. Motivation will drive someone to try their best to achieve their desires, but these efforts may not produce the desired productivity if they are not directed in accordance with organizational goals. Therefore, these efforts must be directed and consistent with organizational goals(A. Sururin, 2020) .

There are various ways to analyze employee satisfaction, one of which is Hygiene factors. Hygiene factors are motivational factors related to the need for health and maintenance. These factors are related to the human desire to achieve peace and physical health. This need for health is continuous, because this need will return to its starting point once it is met. If these factors are missing, this can lead to dissatisfaction, which in turn can increase employee absenteeism and turnover rates(Wang et al., 2020) .

Previous research by (Suryani et al., 2020) found that the overall quality performance of hygiene factor dimensions was categorized as good. The analysis of employee job satisfaction levels indicated that employees at PT PLN UIP Nusra experienced job satisfaction. Furthermore, multiple linear regression analysis results showed that cleanliness factors and motivation factors positively and significantly affected the job satisfaction levels of PT PLN UIP Nusra employees.

Another study by(Rohimah Riska, 2023) revealed a positive and significant influence of self-efficacy and employee empowerment on job satisfaction at PT PLN (Persero) ULP Majalaya City. The combined impact of self-efficacy and employee empowerment on job satisfaction was 60%, with self-efficacy accounting for 25% and employee empowerment for 35%.

These studies contribute to our understanding of the factors influencing employee job satisfaction, particularly in energy companies like PT PLN NS. This research enriches the literature on job satisfaction theory and its application in specific organizational contexts. The findings can also serve as reference material for further research in the same field.

The Hygiene Factors analysis report contains the results of the analysis and provides recommendations to the company to address job dissatisfaction. The aim of this research is to analyze the job satisfaction levels of PT PLN NS employees using a hygiene factors approach.

RESEARCH METHODS

This research employs quantitative research methods, which are commonly used across various scientific disciplines, from natural sciences to social sciences, including physics, biology, sociology, and journalism. Quantitative research involves the collection and analysis of quantitative data and the application of objective statistics to measure phenomena. This is accomplished by collecting data from a sample of people or populations who answer a series of questions in a survey. The aim of this research is to determine the frequency and percentage of their responses to the questions asked (Yam & Taufik, 2021) .The data collection

technique in this research is a survey. The job satisfaction survey using the Hygiene Factors approach was conducted by PT PLN NS, involving 1,506 workers across seven regions: Kalimantan-1, Kalimantan-2, Kalimantan-3, Sulawesi-1, Sulawesi-2, Nusa Tenggara, and Maluku-Papua. Respondents included employees working in Distribution, Customer Service, Generation, and Transmission. The survey was distributed online using the SOHO Form in January 2024 to facilitate distribution and data collection. The measurement dimensions of hygiene factors include company policies, supervision, work relations, working conditions, compensation, and work safety. Data processing and analysis were carried out using bivariate correlation and the Importance-Performance Analysis matrix.

RESULT AND DISCUSSION

After collecting data using the survey method, job satisfaction was obtained with all Hygiene Factor dimensions as follows.

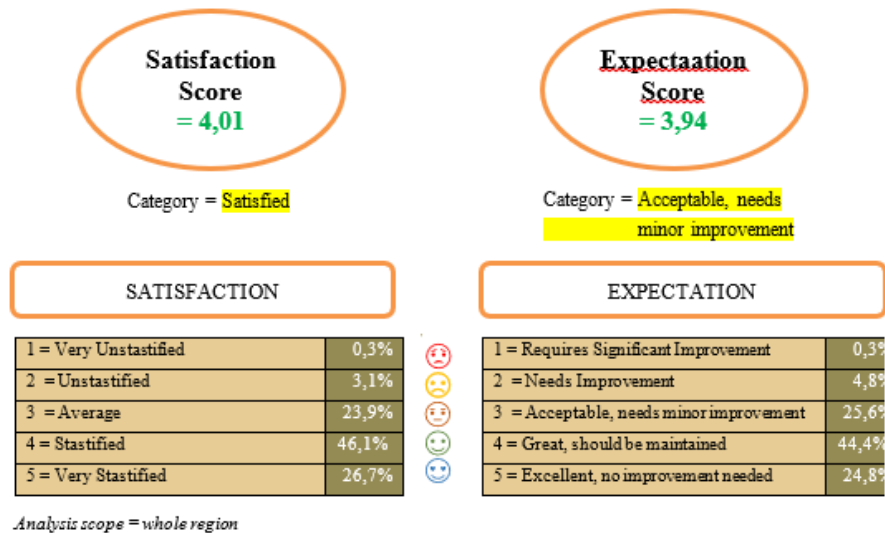


Figure 1. Job satisfaction results with all Hygiene Factor dimensions

Based on the results of the job satisfaction survey, a score of 4.01 was obtained, which falls into the "satisfied" category. Meanwhile, the expectation score was 3.94, categorized as "good" and "maintainable".

The distribution of job satisfaction across all dimensions of the Hygiene Factor is as follows.

Table 1. Distribution Results of Job Satisfaction Across All Dimensions of the Hygiene Factor

Satisfaction		1	2	3	4	5
Regional	Kalimantan	0,0%	1,5%	19,8%	43,5%	35,1%
	Outer Kalimantan	0,3%	3,2%	24,4%	46,3%	25,9%
Age	> 45 years old	0,0%	1,1%	22,8%	52,2%	23,9%
	< 45 years old	0,3%	3,3%	24,1%	45,2%	27,1%

Education	Diploma-Bachelor's Degree	1,0%	4,3%	30,2%	47,5%	16,9%
	Primary-middle-high school	0,1%	2,7%	22,3%	45,7%	29,1%
Department	Distribution	0,0%	1,3%	13,5%	48,3%	36,9%
	Service	0,0%	3,2%	26,6%	41,3%	28,9%
	Generation	0,3%	4,8%	32,3%	45,0%	17,5%
	Transmission	1,3%	4,8%	35,2%	48,8%	9,7%
Work Experience	> 10 years	0,3%	3,7%	20,9%	49,5%	25,6%
	< 10 years	0,2%	2,9%	24,6%	45,2%	27,0%
Satisfaction		1	2	3	4	5
Regional	Kalimantan	0,0%	3,8%	17,6%	46,6%	32,1%
	Outer Kalimantan	0,4%	4,9%	26,3%	44,2%	24,1%
Age	> 45 years old	0,0%	2,2%	31,0%	45,7%	21,2%
	< 45 years old	0,4%	5,3%	24,8%	44,3%	25,3%
Education	Diploma-Bachelor's Degree	0,7%	7,3%	29,9%	47,2%	15,0%
	Primary-middle-high school	0,2%	4,2%	24,5%	43,7%	27,3%
Department	Distribution	0,2%	2,5%	15,8%	48,0%	33,6%
	Service	0,3%	4,6%	27,7%	39,9%	27,5%
	Generation	0,3%	7,3%	34,4%	42,0%	16,0%
	Transmission	0,9%	7,9%	35,3%	45,4%	10,6%
Work Experience	> 10 years	0,3%	6,1%	24,6%	46,5%	22,6%
	< 10 years	0,3%	4,5%	25,8%	43,9%	25,4%

Based on the distribution results of job satisfaction across all dimensions of the Hygiene Factor, it was found that in the Kalimantan region and outside Kalimantan, as well as the age indicator, employees can be considered satisfied with their job satisfaction (43.5% & 46.3%). Regarding the education level, department, and years of service, it can also be concluded that the level of job satisfaction is at a "moderate" level.

Satisfaction with Government Policy

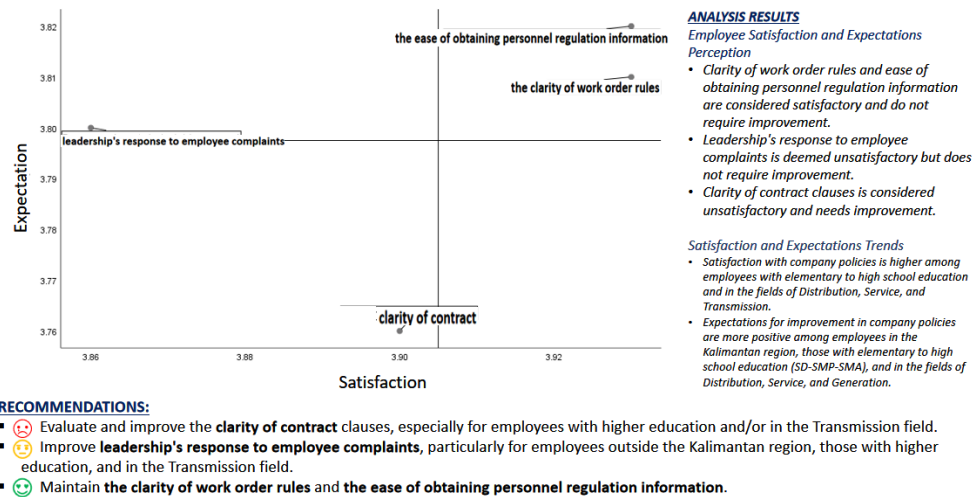


Figure 2. Satisfaction with Government Policy Result

Perceptions of employee satisfaction and expectations regarding various aspects of company policies and practices show mixed assessments. In general, the clarity of work order rules and the ease of obtaining information about personnel rules are considered satisfactory and do not require further improvement. However, there is dissatisfaction with the leadership's response to employee complaints, which is deemed unsatisfactory, although not considered necessary to improve. Additionally, the clarity of articles in employment contracts is considered unsatisfactory and requires improvement. This indicates that while some aspects are rated favorably, there are areas where employees hope for improvement, particularly in the leaders' response to complaints and the clarity of employment contracts.

Satisfaction with Supervisor Supervision

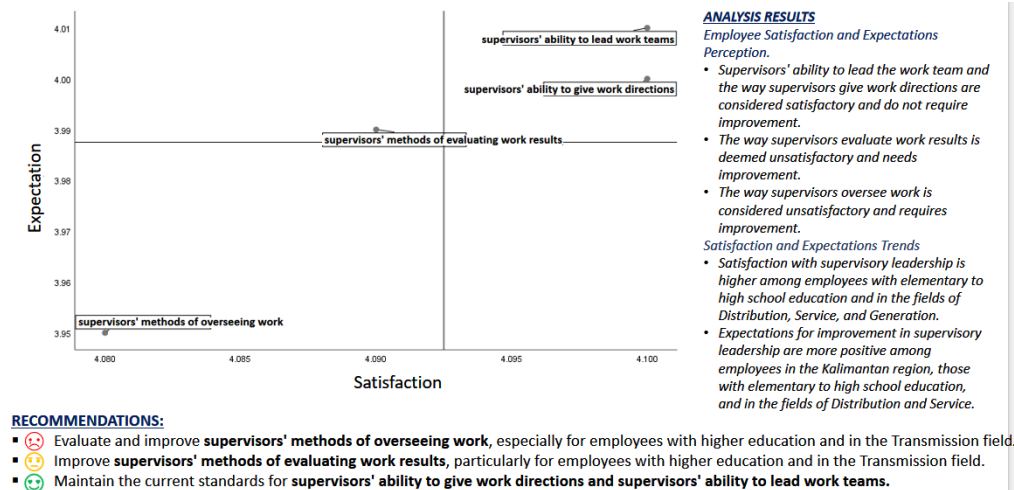


Figure 3. Satisfaction with Supervisor Supervision Result

Perceptions of employee satisfaction and expectations regarding superior leadership, as well as the way superiors provide direction and supervise work, vary. In general, the superior's ability to lead the work team and provide work direction is considered satisfactory and does not require further improvement. However, there is dissatisfaction with the way superiors evaluate work results, which is considered unsatisfactory and requires improvement. Additionally, the way superiors supervise work is also deemed unsatisfactory and needs enhancement. This indicates that, although some aspects of leadership are rated positively, employees desire improvements, particularly in the evaluation and supervision of work by superiors.

Satisfaction with Work Relations

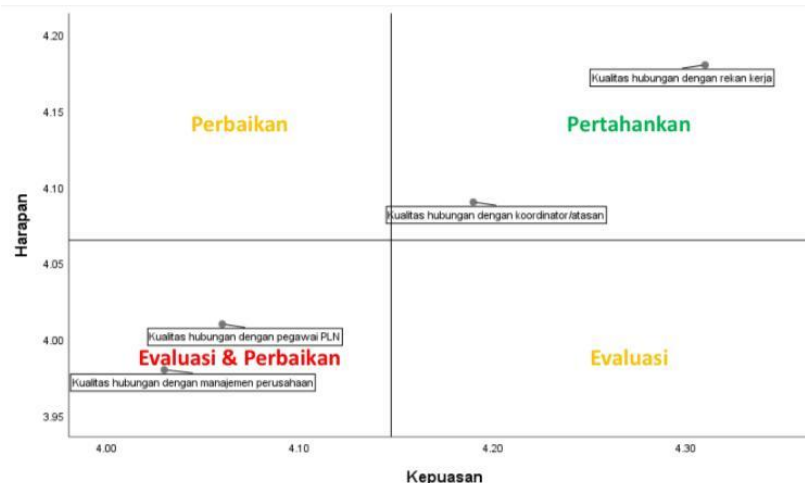


Figure 4. Satisfaction with Work Relations Result

The analysis results indicate a discernible pattern in employee perceptions of satisfaction and expectations related to supervisory oversight, influenced by educational level and the industry sector in which employees work. Satisfaction with supervisory oversight tends to be higher among employees with primary, middle, and high school education, particularly in the distribution, services, and

energy generation sectors. However, expectations for improved supervision are more positively noted among employees working in the Kalimantan region, those with primary, middle, and high school education, and those in the distribution and services sectors. This pattern suggests differences in perceptions and expectations regarding supervisory oversight based on educational level, geographic location, and the industry sector in which employees are employee.

Satisfaction with Working Conditions

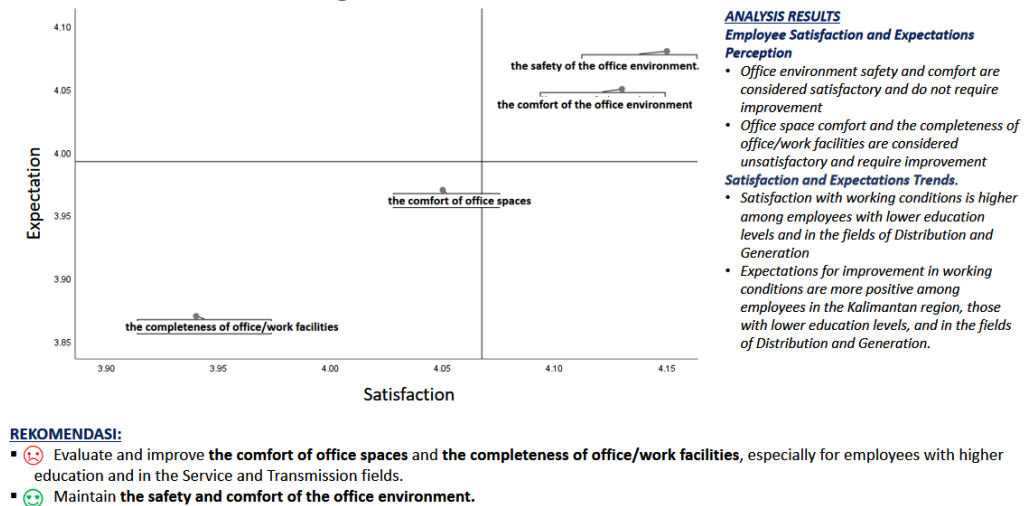


Figure 5. Satisfaction with Working Conditions

Based on the results of the analysis, two aspects stand out in employees' perceptions of satisfaction and expectations regarding their work environment. First, office environment safety and comfort are considered satisfactory and do not require further improvement. This indicates that employees feel safe and comfortable in their current work environment. However, the second aspect—comfort of the office space and the completeness of work/office facilities—is still deemed unsatisfactory and requires improvement. Employees may expect enhancements in office space design to make it more comfortable and efficient, as well as improved work facilities to support their productivity. Therefore, addressing these aspects can help increase employee satisfaction and well-being at work.

Satisfaction with Compensation

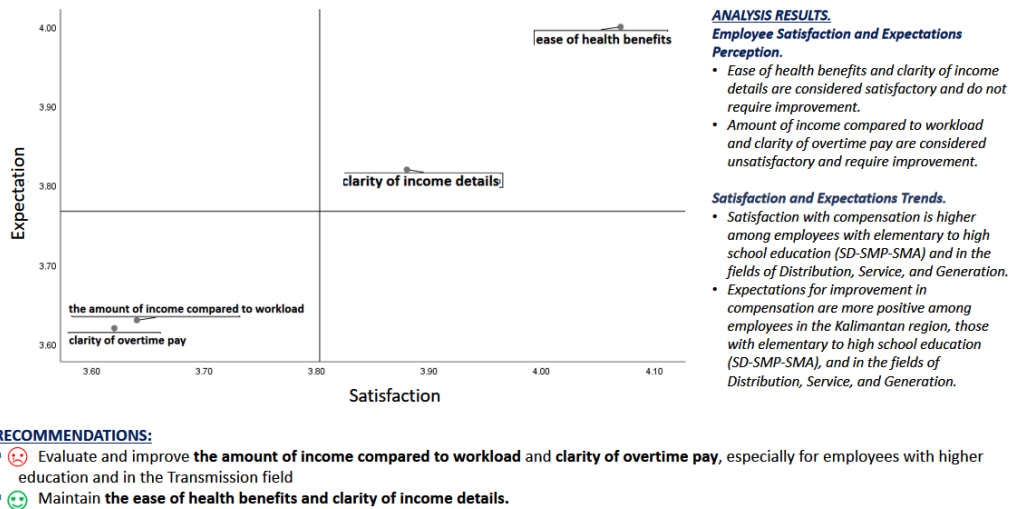


Figure 6. Satisfaction with Compensation

The results of the analysis show varied perceptions of employee satisfaction and expectations regarding certain aspects of income and benefits policies. Most employees find the ease of access to health benefits and the clarity of information regarding income details satisfactory and not in need of improvement. However, there is notable dissatisfaction with the amount of income received relative to the workload and with the clarity regarding overtime pay. This indicates that, while there is satisfaction in some areas, there is still room for improvement in ensuring fairness and clarity regarding income and benefits to meet employee expectations.

Occupational Safety and Health Satisfaction

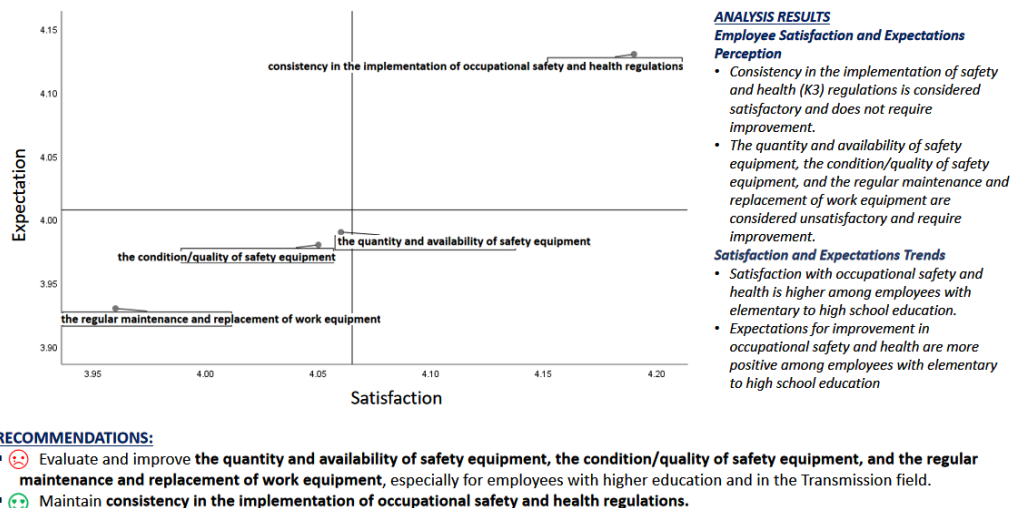


Figure 7. Occupational Safety and Health Satisfaction

The analysis results show that in employee perceptions regarding satisfaction and expectations toward occupational safety and health (OSH) policies and practices, the consistency in implementing OSH rules is deemed satisfactory and does not require further improvement. However, there is dissatisfaction with certain aspects, such as the quantity and availability of safety equipment, the condition or

quality of the equipment, and the regular maintenance and replacement of work tools. This indicates that although there is satisfaction in some areas, there is still room for improvement in providing and maintaining safety equipment to meet employee expectations and needs.

Company policy plays a crucial role in creating job satisfaction among employees. Job satisfaction is an attitude or feeling of contentment derived from what is received versus what is expected (Sunarta, 2019). Good policies provide a clear and consistent foundation for a healthy and productive work environment. This includes fair compensation, a good work-life balance, career development opportunities, and recognition of employee contributions. Moreover, transparent and communicative policies can build trust and employee engagement in the company's decision-making processes (Suryani et al., 2020). By having strong company policies, organizations can create a motivating environment that supports growth, meets employee needs and expectations, and improves overall job satisfaction and organizational performance (Iis & Yanita, 2021).

Patterns in employee perceptions of company policies are influenced by educational level and the industry sector. Satisfaction with company policies tends to be higher among employees with primary, middle, and high school education, particularly in the distribution, services, and transmission sectors. However, expectations for improvements in company policies are more positively noted among employees working in the Kalimantan region, those with primary, middle, and high school education, and those in the distribution, services, and energy generation sectors. This pattern indicates differences in employee perceptions and expectations regarding company policies, influenced by educational background, geographic location, and the industry sector in which they work.

Effective supervisors provide direction, support, and constructive feedback to their subordinates, helping them feel recognized and supported in their work (Siregar & Wardi, 2023). Good supervision also motivates employees, connects them with organizational goals, and makes them feel valued for their contributions. Therefore, adequate supervisory practices not only enhance individual employee performance but can also significantly increase overall job satisfaction in the workplace (Cyrion & Adriana, 2023).

In employee perceptions of satisfaction and expectations regarding workplace relationships, different assessments are observed depending on the type of relationship evaluated. Overall, the quality of relationships with coworkers and supervisors is considered satisfactory and does not require further improvement. However, dissatisfaction exists regarding the quality of relationships with PLN employees and company management, which are still deemed unsatisfactory and in need of improvement. This suggests that, while relationships with peers and supervisors are good, there are areas where the quality of relationships needs enhancement, especially with external parties such as PLN employees and company management, to meet employee expectations for a more positive work environment.

Positive and close relationships among coworkers and supervisors are essential in creating job satisfaction. Good relationships foster a harmonious and supportive work atmosphere, enabling trust, effective collaboration, and open and honest communication (Taufiq Rizqullah & Dr. Mahyuzar, 2018). When employees feel supported, valued, and treated fairly by their peers and supervisors, they are likely to be more satisfied with their jobs. Positive workplace relationships also

boost motivation, confidence, and a sense of engagement and loyalty to the organization. Therefore, good workplace relationships can significantly contribute to employee job satisfaction and overall workplace well-being(M. D.Ristami et al., 2022).

There is a discernible pattern in employee perceptions of satisfaction and expectations related to workplace relationships, influenced by educational background and industry sector. Satisfaction with workplace relationships tends to be higher among employees with primary, middle, and high school education, particularly in the distribution, services, and energy generation sectors. Conversely, expectations for improved workplace relationships are more positively noted among employees working in the Kalimantan region, those with primary, middle, and high school education, and those in the distribution, services, and energy generation sectors. This pattern indicates differences in employee perceptions and expectations regarding workplace relationships, influenced by educational background, geographic location, and the industry sector in which they work.

Good working conditions have a significant positive impact on employee job satisfaction. Factors such as a safe work environment, social support from coworkers and supervisors, opportunities for career development and advancement, and work-life balance all contribute to high levels of job satisfaction(Aprida & Prastika, 2022) . When employees feel valued, have control over their work, and receive recognition for their contributions, they are likely to be more satisfied with their jobs and more motivated to perform well. Therefore, investing in creating positive working conditions can be an effective strategy for enhancing employee job satisfaction and strengthening productivity and workforce retention within an organization(Wulansari, 2023) .

There is a noticeable trend in employee perceptions of satisfaction and expectations related to working conditions, influenced by educational background and industry sector. Satisfaction with working conditions tends to be higher among employees with lower education levels, particularly in the distribution and energy generation sectors. Meanwhile, expectations for improved working conditions are more positively noted among employees working in the Kalimantan region, those with lower education levels, and those in the distribution and energy generation sectors. This pattern indicates differences in perceptions and expectations related to working conditions based on educational level, geographic location, and the industry sector in which employees work.

Compensation plays a crucial role in job satisfaction. As a form of reward for contributions and time spent working, fair and competitive compensation not only provides financial stability to employees but also enhances motivation and loyalty to the company. Employees who feel that their efforts are valued with appropriate compensation are likely to be more satisfied with their jobs(Septerina & Irawati, 2018) . Additionally, competitive compensation can help organizations attract and retain top talent and motivate employees to improve their performance. Therefore, prudent and fair compensation policies are key factors in creating a work environment that promotes employee satisfaction and productivity(Sri Khodijah Dewi, 2022).

There is a discernible pattern in employee perceptions of satisfaction and expectations related to compensation, influenced by educational background and industry sector. Satisfaction with compensation tends to be higher among

employees with primary, middle, and high school education, particularly in the distribution, services, and energy generation sectors. Conversely, expectations for improved compensation are more positively noted among employees from the Kalimantan region, those with primary, middle, and high school education, and those in the distribution, services, and energy generation sectors. This pattern indicates differences in perceptions and expectations related to compensation based on educational background, geographic location, and the industry sector in which employees work.

Occupational safety and health (OSH) play a vital role in enhancing employee job satisfaction. When employees feel that their work environment is safe and healthy, they are likely to feel more comfortable, at ease, and valued. Employees who perceive protection from injury or illness related to work have higher job satisfaction (Zahiraa, 2024). Additionally, a safe and healthy work environment also boosts employee motivation and productivity, as they can focus on their tasks without worrying about potential hazards or health risks. Furthermore, good OSH policies reflect the company's concern for employee well-being, which can increase employee loyalty and attachment to the organization. Thus, investing in effective OSH programs is not only important for maintaining employee safety and health but also a key factor in creating a work environment that promotes overall satisfaction and well-being (Styawati & Soedarmadi, 2021).

There is an interesting trend in employee perceptions of satisfaction and expectations related to occupational safety and health (OSH) based on educational level. Research also shows that satisfaction with OSH tends to be higher among employees with primary, middle, and high school education, while expectations for improvement are also more positive in the same group. This suggests that while employees with lower education levels may be satisfied with current OSH conditions, they also have high expectations for further improvements.

CONCLUSION

Employee job satisfaction scores fall within the SATISFIED range, with an average value of 4.01. However, there are variations in satisfaction scores across different company regions, all remaining within the SATISFIED range. The highest satisfaction score was recorded in the Nusa Tenggara – Maluku – Papua region, reaching 4.59, while the lowest score occurred in the Kalimantan-2 region, with a value of 3.58. Similarly, the job improvement hope score also falls within the PUAS range, with an average value of 3.94. Improvement expectation scores vary by region but remain within the SATISFIED range. The highest hope for improvement score was recorded in the Nusa Tenggara – Maluku – Papua region, reaching 4.41, while the lowest score occurred in the Kalimantan-1 region, with a value of 3.84. Additionally, there exists a correlation between satisfaction and expectations of improvement in the company and employees' education and field of work, particularly notable in the Kalimantan-1 and Sulawesi-2 regions. Employees with lower education levels (SD-SMP-SMA) tend to exhibit higher levels of satisfaction and greater optimism about improvements in the company. In the Kalimantan-1 region, employees working in the Generation and Transmission sector tend to display higher satisfaction levels and optimism, contrasting with the conditions in Sulawesi-2, where employees in the Distribution and Service sector demonstrate higher levels of satisfaction and optimism.

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