

# **SOCIAL AND POLITICAL ISSUES ON SUSTAINABLE DEVELOPMENT IN THE POST COVID-19 CRISIS**

Edited by

Oman Sukmana, Salahudin, Iqbal Robbie, Ali Roziqin,  
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## SOCIAL AND POLITICAL ISSUES ON SUSTAINABLE DEVELOPMENT IN THE POST COVID-19 CRISIS

As a threat, a pandemic has indirect implications for social, economic and political conditions both at domestic and international levels. Thus, collective and comprehensive efforts are needed in responding to and preventing the expansion of infections caused by the virus, including Covid-19. This international conference provides the discourse on social, economic as well as political issues regarding the condition after the pandemic. Social issues are studied through social welfare, sociology, governance, communication and international relations approaches. Meanwhile, economic problems are discussed through business, economic development and economic management approaches. Under the First International Conference on Humanities and Social Sciences (ICHSSOS) 2021, speakers from several countries provided solutions and alternative perspectives in preventing and dealing with problems after the Covid-19 pandemic. This book contains 42 papers presented at the conference.



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ISSUES ON SUSTAINABLE DEVELOPMENT IN THE POST COVID-19 CRISIS  
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# Social and Political Issues on Sustainable Development in the Post Covid-19 Crisis

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## Table of contents

<i>Preface</i>	ix
<i>Acknowledgements</i>	xi
<i>Committees</i>	xiii
Life cycle contract model in the public–private partnership for the tourism sector in North Toraja regency <i>S.H. Tamrin, M.H. Djabbari &amp; Alwi</i>	1
Depression, anxiety and fear during the COVID-19 pandemic Movement Control Order (MCO) in Malaysia <i>S. Nen, F. Ibrahim, N. Sarnon, N.M. Akhir &amp; H. Abdullah</i>	9
Pattern of Islamic philanthropy fund management in community empowerment in Malang (studies in LAZIS Muhammadiyah Malang) <i>Z. Abidin &amp; O. Sukmana</i>	19
Resilience in handling COVID-19 in Blitar city <i>I.T. Sihidi, Salahudin, M.J. Loilatu &amp; A. Roziqin</i>	29
The role of Rumah Zakat in community economic empowerment and mustahiq’s saving behavior during the Covid-19 pandemic in an Indonesian village <i>N.A.M. Grandisa, A.R. Gunawan &amp; S.M. Hasanah</i>	39
Covid-19 murals: Autocritique messages from society in the public sphere <i>C.G. Haryono</i>	55
Sweden’s less stringent management on handling COVID-19 pandemic: The challenge of the welfare state system and its securitization agenda <i>A.R. Sakinah, H.S.D. Nugrahani &amp; R. Aulia</i>	66
Local bossism in parking retribution management in Malang city <i>A.A. Romadhan, I.T. Sihidi, A. Roziqin &amp; M. Kamil</i>	73
Small medium enterprises during pandemic COVID-19: From a bibliometric analysis <i>A. Praharjo</i>	81
The brutal killing of Muslims at Al Noor Mosque, Christchurch, New Zealand: A study of media news discourse Theo van Leeuwen’s exclusion discourse analysis model on kompas.com news <i>B. Suprpto</i>	87
How did Islamic banks do during the pandemic? <i>H.F. Hariyani, D.M. Toyiba &amp; M.F. Abdullah</i>	94
Why there are so many Thrift stores in Malang, when it is an illegal business? <i>W.A.A. Attamimia, H. Ali &amp; F.R. Muayis</i>	102
Habermasian reflections on the pandemic and transformational leadership <i>A.R. Saputra, G.R. Ahrizal &amp; T. Al Faruq</i>	107

The role of readiness to change between transformational leadership and work performance in higher education during COVID-19 pandemic <i>A. Rumijati, S. Irawati &amp; K.R. Novianti</i>	114
Artificial intelligence as an instrument to improve the quality of public service <i>A. Nurjaman</i>	121
Financial distress: From bibliometric analysis to current research, future and trends research directions and content analysis <i>C. Sa'diyah, B. Widagdo &amp; E.R. Rahadjeng</i>	131
The potential of ASEAN in restoring the economy of the Southeast Asian region due to Covid-19 <i>D. Prinanda</i>	139
Analyzing the dynamics of smart library readiness in Indonesia <i>D.S. Sayogo, S.B.C. Yuli &amp; M.W. Affan</i>	149
The performance of paradiplomacy in the international development cooperation for SDGs <i>D.E. Kurniawati</i>	157
Banking contributions and the impact of internal banking conditions during the Covid-19 pandemic <i>N.P. Sari, D. Sangadah &amp; M. Faisyal Abdullah</i>	165
The influence of the COVID-19 pandemic period on voluntary actions in the care of elderly parents in modern families <i>F. Lendriyono &amp; T. Fariziah</i>	173
Challenging minister of loneliness: Strategy of government to respond to women's suicide in Japan? <i>H.N. Rosyida</i>	181
Purchase decisions based on design and customization of mask products (study on millennial generations in pandemic era) <i>L.D. Hilmi, S. Nurhasanah &amp; I. Mu'ammal</i>	189
Strategic policy: Application of participatory innovation in electronic-based public sector services in Malang City (Malang online service system study – SINGO) <i>K. Hadi, Y.S. Hijri</i>	195
Digital marketing in pandemic era (perspective bibliometric) <i>Marsudi, Y.R. Fiandari &amp; I.R. Fuadiputra</i>	201
Public diplomacy of “la maison de l’Indonésie” in supporting Indonesian small enterprises during and post COVID-19 crisis <i>M. Mergans, S. Sastraredja, R. Juliati &amp; D. Prinanda</i>	211
From local to global: Development and transformation of bye-bye plastic bags movement <i>N.K. Rijal &amp; S. Sabila</i>	223
An innovative strategic human resource management in uncertain world: A systematic literature review <i>N. Malik, S.B.C. Yuli &amp; Mudrifah</i>	235
Analysis of factors to consider in selection of suppliers at coffee shops during the pandemic <i>N. Asfiah, K. Roz &amp; J.R. Bari'atu</i>	247
The involvement strategies of local knowledge in creating a sustainable city <i>R.K.D. Susilo</i>	254

The effect of COVID-19 to organizational changes and job satisfaction in turnover intention <i>R. Febriani, A. Mohyi &amp; E. Kadharpa</i>	262
Community development by the tourism industry in the pandemic COVID-19 (study on community empowerment around the Selecta tourism industry from a gender perspective in Batu city) <i>T. Sulistyowati</i>	268
The role of business innovation on the influence of entrepreneurship orientation on the performance of COVID-19 affected MSMES <i>U. Yuliati, F. Fitriasaki &amp; M. Mergans</i>	276
Bibliometric analysis of entrepreneurial marketing during the COVID-19 pandemic <i>Y. Pratika, R.D. Jatmiko &amp; S.N. Andharini</i>	285
Local community values based University Social Responsibility (USR): In Indonesia context <i>D. Leniwati, E.D. Wahyuni, I. Ulum &amp; K. Izatullo</i>	292
The influence of modeling and reinforcement from parents on helping behavior in children: A study at pondok <i>bestari indah housing</i> , Malang regency <i>O. Sukmana &amp; E.D. Sukmana</i>	305
How to empower women through protection policies? <i>Saenab &amp; M. Rusdi</i>	312
Typology of Islamophobia in Indonesia: Qualitative analysis of tweet content on Twitter <i>S. Saputra &amp; N. Putra</i>	321
Wali Songo, communication as personal branding: Critical study of postmodernists <i>Mursidi &amp; R. Iqbal Robbie</i>	331
<i>SMART TRENS</i> : Economic recovery program post COVID-19 at Modern Islamic boarding school ( <i>pesantren</i> ) in Semarang City <i>S.D. Astuti, H. Subagyo &amp; R.A. Budiantoro</i>	338
An analysis on the dual role of working mothers in the era of pandemic COVID-19 <i>C. Puspaningsih, S. Abdullah &amp; R. Muhammad</i>	353
Analysis of inhibiting factors for the implementation of child violence prevention policy based on residents shelter in Makassar City, Indonesia <i>I. Purmalasari, A.M. Rusli &amp; I. Arifin</i>	359
Author index	367





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## Preface

Pandemics are a real threat to mankind because the spread of such outbreaks has a wide coverage not limited to only one or two countries but affecting almost all countries in the world. As a threat, a pandemic has indirect implications for social, economic and political conditions both at domestic and international levels. Thus, collective and comprehensive efforts are needed in responding to and preventing the expansion of infections caused by viruses, including Covid-19. Since the outbreak of Covid-19 in March 2020, many countries have tried their best to prevent the spread of the virus in their countries. Nevertheless, only few have succeeded in responding to this pandemic. Then it tends to create new problems, for example the disruption of the social and economic order. The heterogeneous social order has resulted in a lot of premature speculation related to the Covid-19 virus, this causes many people to tend to ignore it.

This neglectful attitude itself is a problem within humankind due to the lack of information and knowledge, especially since the characteristics of Covid-19 are a quickly-spread type of flu. The implication for the economic order is the cessation of the flow of production as well as discontinuation of goods and services transfer. It is because the virus spreads through the air, so that the fear of infection is definitely great. In addition, the implementation of policies or regulations that are tentative in nature has caused political turmoil. These three implications can at least illustrate that the Covid-19 pandemic has disrupted the existing order. As a result, governments must work hard to deal with and prevent the spread of the Covid-19 virus.

The Faculty of Social and Political Sciences and the Faculty of Economic and Business, University of Muhammadiyah Malang held an international conference under the name, the First International Conference on Humanities and Social Sciences (ICHSOS) 2021 on 18-19 June 2021, at Universitas Muhammadiyah Malang, in East Java, Indonesia. The conference was held online due to the pandemic with a keynote lecture from Professor Ravik Karsidi, Minister for Human Development and Cultural Affairs of Indonesia and five main speakers **Dr. Peerasit Kamnuasilpa**, Khon Kaen University, **Yash Chawla, PhD.**, Wrocław University of Science and Technology (WUST), **Dr. Khadijah Alavi**, Universiti Kebangsaan Malaysia, **Dr. Vina Salviana Darvina Soedarwo, M.Si.**, University of Muhammadiyah Malang, Indonesia, and Dr Eko Handayanto, M.M, University of Muhammadiyah Malang.

Under the theme entitled “Social and Political Issues on Sustainable Development in the Post Covid-19 Crisis”, the Conference gathered participants from various universities in Indonesia and other countries. The conference accepted 84 articles to be presented. There are 42 articles included in this conference proceedings volume published by CRC Press/Balkema, Taylor & Francis Group. Hopefully the participants of the conference will be able to dissect problems, find solutions and get alternative perspectives in preventing and dealing with the pandemic problems posed by Covid-19.



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We hope we will meet again at the next conferences. Stay safe and healthy.

Malang, November 27, 2021  
Organizer of ICHSOS 2021  
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## The effect of COVID-19 to organizational changes and job satisfaction in turnover intention

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**ABSTRACT:** The COVID-19 pandemic has affected organizational changes in companies. They try to adapt to the conditions that occur to survive. The research was conducted at a manufacturing company in Indonesia. 694 samples were collected and analyzed using smart-pls. The results of this study indicate that demographic factors, namely the amount of family income and marital status, are factors that affect turnover intention. Organizational changes have an indirect effect on the turnover intention by mediating job satisfaction, which means that better organizational changes will increase job satisfaction and will reduce the level of employee turnover intention in the company.

**Keywords:** covid-19; organizational change; job satisfaction; turnover intention; demographic factors

### 1 INTRODUCTION

Currently, the world is facing a COVID-19 pandemic that has not yet ended. The socio-economic implications of the COVID-19 pandemic underline the fact that all business industries, both small, medium, and large scale, are affected by the COVID-19 outbreak. Large-scale social restrictions and a decreasing level of purchasing power have an impact on the supply and demand sides. Organizations have had to change the way they do business, and with the majority of people working remotely or from home, business procedures have had to adapt swiftly in order to stay afloat. The global COVID-19 pandemic has also caused businesses to reconsider how they operate. In the short term, they will have to make considerable changes to their business strategies, in the long run, they will have to adjust and struggle to achieve their initial goals.

Hinings (1996) described the role of interests in organizational change as “a motivation to improve or protect a particular distribution of organizational resources.” Managing organizational change processes is a significant challenge for businesses, as it represents a direction for them to develop organized action plans to become more effective (Gomes 2009). Identifying the reasons for creating a transition process is just as important as implementing and reviewing the change. Managing organizational change processes poses several important issues that must be identified and managed, especially those related to the perceived outcomes of a change process. It’s crucial to consider how it affects employees’ relationships with the company.

Organizational changes in the company are made to adapt to the external environment that occurs. This effort is expected to have a positive impact on organizational members because the changes will make it easier for them to work in a different environment. Gomes (2009) states that there is a positive relationship between organizational changes and job satisfaction. In his study, he presents important ideas related to organizational communication. Human resource managers must be aware that the evolving process of change affects the bond between the organization and

---

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employees, especially in job satisfaction. Developing an organizational change process must be done by involving workers in it because its impact on employee job satisfaction is proven.

On the other hand, research (Demirovi et al. 2020), shows that employees believe their place in the organization will alter if they are treated unfairly. All of this makes employees feel anxious about their future prospects at the company, and they are unsure of what role they will play, lowering job satisfaction.

Turnover intention is defined as the possibility of an employee leaving work within a certain period. Among the theoretical models and various research studies, the turnover intention is considered to be one of the best factors for predicting turnover behavior and shows significant explanatory power. Employee turnover intention is a worrying issue for the company because they are the driving force behind the company's wheels.

Employee turnover has become a common problem for every business in every country. There are several reasons for how employees are separated from their jobs or companies. However, in broad terms, they can be grouped into two, namely voluntary and forced turnover. The main difference between the two is where this turnover initiative came from. Forced turnover occurs when the employee turnover decision comes from the company management, such as in the case of dismissal (Shaw & Jenkins 1998). This case occurs if the employee is not working properly or has made a mistake that is against company policies and norms. Turnover like this does not bother the company much because the company wants this turnover with a specific purpose.

Voluntary turnover, on the other hand, occurs when the decision that causes the change comes from the employee himself. This is commonly known as resigning or leaving a job. If this is what employees do, it will cause harm to the company, especially if these employees are superior and have good performance.

Some of the factors that influence this turnover intention are job satisfaction and organizational changes (Bonenberger et al. 2014; Demirovi et al. 2020; Ivanishkina et al. 2020; Kadar et al. 2016; Nguyen 2021; Zahednezhad et al. 2020). The literature shows that high levels of job satisfaction can reduce labor turnover and help workers work more effectively. Overall job satisfaction is assumed to have a negative impact on turnover intention (Nguyen 2021). Findings show (Zahednezhad et al. 2020) that job satisfaction affects labor retention considerations. The results of this study provide valuable references for managers to increase job satisfaction to retain employees in the health sector.

The COVID-19 pandemic is forcing the world to adapt so that it can continue to survive. Amid increasing business threats, companies must make various changes in various aspects to ensure their existence. Changes that lead to positive things will certainly help employees carry out their duties better. Perceptions of organizational change that are implemented or planned reflect employee evaluation of the reasonableness of changes made by management (Demirovi et al. 2020). Organizational changes that are considered unfair will reduce the level of job satisfaction and job motivation of those who continue to work (Schouteten 2009). Conversely, if the company can describe fairness in each change, this will increase the job satisfaction of employees.

Given the importance of finding a formula for companies to reduce turnover intention, especially during the COVID-19 pandemic, this study focuses on things that examine the relationship between organizational change, job satisfaction, and turnover intention.

## 2 METHOD

Information for this study was collected from employees of manufacturing companies in Indonesia. Sampling was conducted in March April 2021, at which time many companies were affected by the COVID-19 pandemic. Questionnaires were distributed to employees using google form. The number of questionnaires collected was 694. Demographic information indicated for marital status that 95.2% were divorced. In terms of the number of children, 93.1% had between 1 and 3 children. The average family income received was more than 3 million (42.7%), while the department that filled out the most questionnaires was the milled parts section, 73.1%.

Several constructs' metrics were extracted from existing scales and studies. The organizational changes variable is taken from Ito (2007) which consists of four indicators, namely organizational changes is fair, organizational changes change status, organizational changes of number of employees, and organizational changes for job responsibility. Job satisfaction variables (adapted from Rundmo & Iversen 2007) consist of satisfaction with qualifications and responsibility, management, fellow employees, and overtime. The last variable, turnover intention comes from Colarelh (1984) and Meyer and Allen (1984) and consists of thinking of quitting the job, planning find new job, stopping work, being easy to find employment, and work not being attractive.

The steps of data analysis were organized as follows: following the completion of the explanation, the questionnaire was circulated by sharing the google form. The data collected from the questionnaire was tabulated. The Outer Model was investigated. Reliability and validity tests were among the tests performed on the outer model. Cronbach's Alpha was employed to measure reliability in this study. The minimal Cronbach's Alpha value is 0. The Cronbach's Alpha value must be at least 0.7. Cronbach's Alpha should be between 0.8 and 0.9 on a scale of one to ten. The Average Variance Extracted (AVE) number also indicates reliability. For convergent validity, AVE results must be more than 0.7 and less than 0.5. Reflective indicators must also be assessed for discriminant validity by looking at cross loading; Inner Model testing should be performed. Perform Hypothesis Testing was done on the inner model, which is also known as the structural model. In this study, the t-count and p-value values were used to test hypotheses. If the t-value is greater than 1.96 and the p-value is less than 0.005, the study's findings are regarded to be important.

### 3 RESULT AND DISCUSSION

Based on Table 1, it is seen that the R-square for the Job Satisfaction variable is 0.670, which means that Job Satisfaction is influenced by Organizational Changes by 67.0%, while the other 33.0% is influenced by other factors. The R-square value for the Turnover Intention variable is 0.098, which means that Turnover Intention is influenced by Job Satisfaction and Organizational Changes by 9.8%, while the other 90.2% is influenced by other factors.

Table 1. Score of R-square.

Construct	R Square
<b>Job Satisfaction</b>	0,670
<b>Turnover Intention</b>	0,098

Meanwhile, the Organizational Changes and Demographic Factors, which consist of Department Parts, Age, Marital Status, Children, and Family Income, are independent variables that affect the dependent variable, so they do not have an R square.

The Q2 number on PLS indicates the goodness of fit. In a regression analysis, the value of Q2 corresponds to the coefficient of determination (R-square / R2). The greater the R2, the more closely the model matches the data. The Q-Square value is greater than 0 (zero) indicating that the model has predictive relevance, while the Q-Square value is less than 0 (zero) indicating that the model has less predictive relevance (Imam Gozali 2006: 26). In this research model, the Q-square value generated in the overall model equation is 70.24%, so this means that the structural model has good predictive relevance, and is suitable for use in predictions.

#### 3.1 *Direct effect of exogenous variables on endogenous variables*

This direct effect shows the magnitude of the direct effect of exogenous variables on endogenous variables without involving the mediating variable (Table 2).

Table 2. Direct effect.

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Children -> Turnover Intention	0,001	0,002	0,040	0,029	0,977
Department parts -> Turnover Intention	-0,009	-0,009	0,040	0,215	0,830
Family Income -> Turnover Intention	-0,098	-0,096	0,035	2,803	0,005
Marital Status -> Turnover Intention	-0,074	-0,075	0,030	2,435	0,015
Job Satisfaction -> Turnover Intention	-0,208	-0,211	0,082	2,536	0,012
Organizational Changes -> Job Satisfaction	0,819	0,822	0,024	34,824	0,000
Organizational Changes -> Turnover Intention	-0,091	-0,095	0,071	1,276	0,203

The estimation results of the inner model for the direct influence of Children on Turnover Intention show the path coefficient value of 0.001 with a p-value of 0.977 which is greater than alpha 0.05 (error level  $\alpha = 5\%$ ), which shows the direct effect of Children on Turnover Intention is not significant. This means that many or at least the number of children do not have a significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of the Department of Parts on Turnover Intention show the path coefficient value of  $-0.009$  with a p-value of 0.830, which is greater than alpha 0.05 (error level  $\alpha = 5\%$ ), thus showing the direct effect of the Department of parts on Turnover Intention is insignificant. This means that any Department of Parts (milled parts, packing parts, bandrol parts, or punch cutter parts) has no significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of Family Income on Turnover Intention show a path coefficient value of  $-0.098$  with a p-value of 0.005 which is smaller than alpha 0.05 (error level  $\alpha = 5\%$ ), which shows the direct effect of Family Income on Turnover Intention is significant. The effect is negative, which means that the higher the Family Income, the lower Turnover Intention will be. On the other hand, the lower the Family Income, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Marital Status on Turnover Intention show the path coefficient value of  $-0.074$  with a p-value of 0.015 which is smaller than alpha 0.05 (error level  $\alpha = 5\%$ ), which shows the direct effect of Marital Status on Turnover Intention is significant. The effect is negative, which means that if the marriage status is divorced, the Turnover Intention will be lower. On the other hand, if the individual is single (not married), then there is a tendency for Turnover Intention to be higher.

The estimation results of the inner model for the direct effect of Job Satisfaction on Turnover Intention show a path coefficient value of  $-0.208$  with a p-value of 0.012 which is smaller than alpha 0.05 (error rate  $\alpha = 5\%$ ), which shows the direct effect of Job Satisfaction on Turnover Intention is significant. The effect is negative, which means that the higher the Job Satisfaction, the lower Turnover Intention will be. On the other hand, the lower the Job Satisfaction, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Organizational Changes on Job Satisfaction show a path coefficient value of 0.819 with a p-value of 0.000 which is smaller than alpha 0.05 (error level  $\alpha = 5\%$ ), which shows the direct effect of Organizational Changes on the job satisfaction is significant. The effect is positive, which means that the better the Organizational Changes, the more Job Satisfaction will be. On the other hand, the less good the Organizational Changes are, the lower the Job Satisfaction will be.

The estimation results of the inner model for the direct effect of Organizational Changes on Turnover Intention show the path coefficient value of  $-0.091$  with a p-value of 0.203 which is greater than alpha 0.05 (error rate  $\alpha = 5\%$ ), which shows the direct effect of Organizational Changes

on Turnover Intention is insignificant. This means that good or bad Organizational Changes have no significant effect on increasing or decreasing Turnover Intention.

### 3.2 Indirect effect of exogenous variables on endogenous variables

This indirect effect shows the magnitude of the direct effect of exogenous variables on endogenous variables by involving the mediating variable (Table 3).

Table 3. Indirect effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Changes -> Job Satisfaction -> Turnover Intention	-0,170	-0,173	0,067	2,551	0,011

The path coefficient value for the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention of  $-0.170$  indicates a p-value of  $0.011$  which is smaller than  $0.05$ , so it can be concluded that the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention is significant. In other words, the better the Organizational Changes, the greater the increase in Job Satisfaction, and an increase in Job Satisfaction will reduce Turnover Intention. On the other hand, the less good the Organizational Changes, the lower the Job Satisfaction, and thus if the Job Satisfaction is low, it will lead to high Turnover Intention.

## 4 CONCLUSION

The discussion above states that the demographic variables that affect the level of turnover intention are family income and marital status. This can be a special concern by the company where the standard salary must be determined by the workload of the employees. As for the marital status, companies should pay more attention to employees who are still single, because the likelihood of them leaving the company is high. Companies should try to find things that can keep them in the company, for example, regarding the adequacy of salaries, workplace conditions, and so on.

Furthermore, the better the organizational changes made by the company, the higher the job satisfaction of the employees, and this can reduce the level of turnover intention. COVID-19 indeed forces companies to make changes here and there. It is feared that this change will have a bad effect on employee job satisfaction, but if these changes can be made with full attention to the conditions of the employees, of course, they will feel very helpful and not the other way around. The company must make every effort to make changes that lead to positive things.

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## Rizki Febriani

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