






RESEARCH ARTICLE

Decision to quit work in bank employees: A phenomenological study

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ABSTRACT

The organization must cultivate job happiness for each employee to enhance the quality of its human resources. This research seeks to examine and evaluate job satisfaction as a determinant affecting the decision to resign among bank employees following a merger. The research employed qualitative methodologies through phenomenological study approaches. The research participants comprised three former bank employees aged 25 to 35, each with over three years of experience. The sampling strategy employed was purposeful, based on certain criteria, including experience in a merged bank and the decision to resign. Data collection was performed utilizing semi-structured in-depth interviews as the methodological instrument. The collected data were analyzed employing thematic analysis techniques to discern the principal themes associated with job satisfaction. The research findings reveal that key aspects influencing job satisfaction, including leadership, compensation, career advancement, and workload, have diminished following the merger. These circumstances compelled employees to choose resignation. This study concludes that job happiness significantly impacts employee decisions, particularly during organizational upheavals like mergers. This research suggests that organizations should prioritize employee job satisfaction to mitigate turnover and enhance human resource management successfully.

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INTRODUCTION

Human resources are one of the driving components of an organization. As part of the organization, human resources requires effective management and development to remain competitive and achieve the expected performance, ultimately benefiting the organization. However, during the process, some employees encounter obstacles that hinder their ability to improve expected performance. Achieving a high level of employee performance is essential to achieving optimal

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organizational performance. This means that the ability of human resources must be thoroughly tested so that they can perform all assigned tasks correctly and deliver optimal performance, both in terms of quantity and quality. As part of an organization's assets, employee job satisfaction plays a crucial role in maintaining high-quality human resources. Employees who feel satisfied with their jobs tend to exhibit greater loyalty to the organization and show improved performance, thereby reducing employee turnover rates (Robbins & Judge, 2008).

Newstrom and Davis (1993) define job satisfaction as a set of favorable and unfavorable feelings that employees experience in relation to their work. Robbins and Judge (2008) define job satisfaction as having positive feelings about one's job resulting from an evaluation of one's characteristics. Employees with high levels of job satisfaction tend to have positive feelings about their work, while those with low levels of job satisfaction tend to have negative feelings about their work. Locke (in Munandar, 2014) states that "the appraisal of one's job as attaining or allowing the attainment of one is important job values, providing these values".

Values are congruent with or help fulfill one's basic needs". In short, workers who are satisfied with their jobs tend to be happier with their jobs. Locke also explained that feelings related to job satisfaction or dissatisfaction tend to reflect the workforce's assessment of current and past work experiences more than their expectations for the future.

Individuals who join the organization will bring a set of wants, needs, and desires that form work expectations (Tett & Meyer, 1993). Job satisfaction reflects the congruence between a person's expectations and their actual work experiences. As a set of feelings, job satisfaction is a dynamic concept. Roelen et al. (2008) view job satisfaction as the overall result of the degree of liking or disliking of the workforce towards various aspects of their work. In other words, job satisfaction reflects the attitude of the workforce towards their work. In addition, employee job satisfaction is influenced by various factors, including job content, management, work environment, compensation, promotion, and training, which collectively contribute to the creation of a productive work environment and increase employee commitment.

Job satisfaction is closely related to the quality of work life. A good work environment that supports employees increases their satisfaction, motivation, and organizational attachment (Nurheni et al., 2019). Job satisfaction is a crucial element in the world of work, reflecting how satisfied individuals are with their jobs, encompassing aspects such as compensation, work environment, and relationships with superiors and coworkers. Based on the results of previous research, the phenomenon of job satisfaction is important because it is closely related to employee performance, productivity, and loyalty. In the context of mergers, job satisfaction has a significant impact, particularly since the merger process often entails substantial changes, including organizational restructuring, adjustments to work culture, and increased workload. As with research conducted by Yudihari et al. (2024), it was found that job satisfaction affects turnover intention when job satisfaction levels are low.

In 2021, the merger of the banking sector resulted in the establishment of a new entity. In the process, the merger of these three banks involved not only a physical merger but also the adaptation of organizational systems and structures to the character of each company. In the bank merger process, which involved the merger of three companies, the challenges of job satisfaction became more complex. For example, employees faced changes in workload due to downsizing and organizational restructuring, and had to adjust to a new work culture. Based on the data, obstacles such as uneven information distribution, pressure from unrealistic targets, and changes in work systems have a direct impact on employees' perceived job satisfaction. Therefore, understanding and

managing job satisfaction is crucial for achieving post-merger success, particularly in supporting the performance necessary to address the dynamic challenges in the banking sector.

Previous research has raised several themes regarding the impact of job satisfaction on employee turnover, as noted in a study by Tran et al. (2022). Research by Taha et al. (2023) revealed that leadership style has a positive influence on job satisfaction. Research by Sastri et al. (2023) suggests that job satisfaction plays a crucial role in enhancing employee performance, as satisfied employees tend to exhibit higher motivation to achieve organizational targets. Another study by Pasaribu (2025) confirmed that job satisfaction has a direct correlation with employee performance, where factors such as compensation, interpersonal relationships, and career development opportunities are important elements that influence job satisfaction. The results of these studies demonstrate that achieving job satisfaction in employees not only impacts productivity but also serves as a strategic element in maintaining high-quality human resources.

To increase effectiveness and efficiency, a merger of three banks was carried out with the intention of enhancing management to accelerate the growth of Islamic banking and the economy, and to become a new driving force for the Indonesian economy. The merger process led to changes in the organizational structure, work implementation, and work adjustments. Many employees eventually resigned for various reasons, resulting in the loss of competencies needed for managing the new bank.

Researcher interviews with three employees showed a significant link between the merger process and job satisfaction. Employees felt uncomfortable with the new work environment, heavier workload, and lack of effective coordination with other teams, which ultimately hampered their productivity. This phenomenon is reinforced by the research of Hemati Alamdarloo and Mohsenifar (2023), which revealed a negative relationship between job satisfaction and burnout. When job satisfaction decreases, the level of burnout tends to increase. In this context, researchers are interested in further exploring how job satisfaction affects resignation decisions in post-merger bank employees. A phenomenological approach is highly relevant for exploring how employees interpret their experiences related to job satisfaction and challenges in the post-merger environment, providing comprehensive insight into the subjective factors that influence changes in employee behavior. This understanding is not only crucial for developing effective HR management strategies but also for addressing the dynamic challenges in the banking sector.

METHOD

This research employs a qualitative, phenomenological approach. Phenomenology is a qualitative research approach that aims to understand the lived experiences of individuals from their own perspective. This method focuses on the essence of subjective experience and how individuals give meaning to the phenomena they experience. In phenomenological research, researchers aim to explore participants' profound experiences without preconceptions or prior assumptions. According to Creswell (2014), "Phenomenology is a research approach used to describe individuals' lived experiences of a phenomenon as they experience it". This approach involves collecting data through in-depth interviews, observations, or document analysis, which are then analyzed to identify key themes that emerge from participants' experiences.

The purpose of this study is to investigate job satisfaction among post-merger employees in relation to their decisions to quit. The selection of participants in the study was determined using a purposive technique, which is a method based on specific criteria established by the researcher in accordance with the study's objectives. Participants in this study were bank employees aged 25-35

years who had decided to leave their jobs after a minimum working period of 3 years. Researchers selected three participants, all of whom were former employees of the merger bank.

Table 1. Participant Profile

Participants	Age (years)	Education Level	Length of Service (year)
A	27	S1	3.5
U	32	S1	6
O	29	S1	4

The interview technique used in qualitative research is the in-depth interview, a process that involves gathering information for research purposes through a series of questions and answers. According to Creswell et al. (2016), interview data collection techniques can be conducted by asking respondents open-ended questions verbally, either in person or online. In-depth interviews with semi-structured or general guidelines, where the questions are designed to include a research instrument in the form of written questions that must be discussed, as well as a reference for whether the information obtained is relevant. Interviews can be focused or developed from participants' answers. The data obtained will be analyzed using thematic analysis techniques.

Thematic analysis is a method for analyzing data to identify patterns or themes within the data collected by researchers (Braun & Clarke, 2006). In this study, the data obtained are analyzed using thematic analysis. This is a very effective method for a study that aims to explore in detail the qualitative data it has, in order to identify interrelated patterns in a phenomenon and explain the extent to which it occurs from the researcher's perspective (Fereday & Muir-Cochrane, 2006). This method involves identifying themes from the participants' answers. Then, after the themes have been collected, they are grouped into components of job satisfaction. So that data validity can be obtained based on these components

RESULT

In describing the study's results, the researcher will present a brief profile of each participant, along with the interview results, organized by the themes of job satisfaction that emerged from the data analysis.

Subject A

Subject A was a 27-year-old woman. She is an ex-employee at a bank for 3.5 years in X City. Previously, A was an employee of three merged companies, holding a position in processing, and then, after the merger, occupied a legal credit position. Entering the pandemic and post-merger period, A began to experience significant discomfort, so he decided to resign and transition into entrepreneurship. According to A, the suitability of wages and workload is one of the factors that encouraged him to decide to resign. In addition, leadership factors that provide solutions and nurture employees are also key determinants of employee performance. Since the merger, A has experienced a series of events that have made him feel uncomfortable with his job, especially during pandemic conditions and related to the condition of his parents, who are seriously ill. The pressure of work and leadership, which felt unpleasant, was a strong reason for A to leave his job, as it felt unhealthy.

Subject U

Subject U was a 32-year-old woman. She was an ex-employee at a bank in X City for six years. Previously, U was an employee of three merged companies, holding a position in credit administration. After the merger, U occupied the position of teller. After the merger, U began to experience considerable discomfort, primarily due to the leadership's behavior, so she decided to resign and focus on being a housewife.

During her 6 years of work, she felt the difference in workload pressure when she had an authoritarian leader. Since the merger, especially after the pandemic, his job duties have felt incompatible with his supposed job as a teller. At that time, it was felt that, in addition to salaries that did not meet expectations, career opportunities were increasingly being denied, making it feel not easy. Additionally, the leadership factor is perceived as not embracing its employees. U was a woman who had a family but had not been blessed with a child at that time. Her decision to resign from the company was based on several considerations that had arisen after the merger. (U) now feels that her decision to resign was the right thing to do. (U) feels that she has more peace of mind and more time for her family, and especially her new child.

Subject O

Subject O was a 29-year-old woman. She has been an employee at a bank in X City for four years. Previously, O was an employee of three companies that merged, initially holding a position as a teller and then transitioning to a customer service role after the merger. After the merger, O began to feel many changes that made him dissatisfied at work, so he decided to resign and move to another company.

During his initial work, O did not feel an excessive workload. Since the merger, O feels that some changes have not been beneficial to employees. The workload that was previously assigned was not completed by one person, as a new policy that reduced the number of employees indeed increased the workload. Additionally, new tasks were assigned. Wage increases are not meeting expectations. Career opportunities after the merger became challenging, and the unclear assessment system following the merger made it difficult to evaluate employee performance.

Interview analysis results

Table 2. Results of Interview Analysis Based on Spector's (1997) Job Satisfaction Dimensions

Dimensions	Category of findings	Summary of Interview Results	Code
Salary	Salary mismatch	Salary perceived not appropriate with additional workload.	G1
Promotion Opportunities	Difficult promotion opportunities	Promotion opportunities to more difficult due to increased competition post-merger.	KP1
Additional Allowance	Lack of additional benefits	Allowance considered unchanged, with overtime being not valued after the merger.	TT1
Leader	Less supportive leadership	Leaders are considered to be lacking in support and solutions, as well as in communication ineffective.	P1
Award	Lack of Appreciation	No reward for hard work, even if overtime is done without pay additional.	PG1
Work Procedure	Process that inefficient	Unclear work procedures and communication systems with the government headquarters is slow.	PR1
Coworkers	Tension with coworkers	Discrimination and sarcasm from coworkers make the environment less comfortable post-merger.	RK1
Jobs	Load work excessive	Workloads increase dramatically without compensation, often beyond individual capacity.	PK1
Communication	Communication that is not smooth	Communication barriers with other divisions and headquarters affect productivity	KM1

In addition to changes in systems and policies, the Bank's merger process also had an impact on employee welfare. The three subjects share a common experience in feeling the impact of these changes. There is a decrease in job satisfaction from before the merger to after the Bank merger. In the following, the author will describe the concept of job satisfaction among Bank e-employees while they are still part of the Company, which may encourage resignation decisions. The author divides the description of job satisfaction into nine themes based on indicators from Spector (1997), as shown in Table 1.

Salary

This aspect measures employee job satisfaction in relation to the salary received and the existence of salary increases. Job satisfaction will increase if the payroll system is perceived as fair, both in terms of the level of compensation received and the mechanism used to determine it (Greenberg & Baron, 2003). Zailani dan Artanto (2024) explained in their research that the mismatch between workload and salary received is one of the leading causes of job dissatisfaction. Therefore, the more employees feel confident in the suitability of their salary, the more satisfied they are with their income, due to the small gap between the salary received and the perception that they are valuable to the company.

"The wages received as long as it is in accordance with the job desk are still okay, but what I feel is not appropriate because much work is given beyond my job desk. The increase is also only a little imperceptible, if the expectation is that it should be in accordance with the job." (A)

"What I feel for wages is normal, the salary is also small because I have more work, and I do not even think it matches my expectations. The increase is small" (U)

"The wages I receive compared to before and after are slightly different, but when viewed from the job desk, I think it is still not as expected". (O)

Promotion Opportunities

This aspect measures the extent to which employees are satisfied with promotion policies and opportunities for advancement. Promotion policies must be carried out fairly. Every employee has the same opportunity to get a promotion. Promotion has a significant influence on job satisfaction and employee performance (Fajri et al., 2015). Additionally, mutation and promotion policies play a crucial role in enhancing employee job satisfaction (Mantouw et al., 2022). Appropriate promotions provide employees with hope and opportunities for growth, thus positively influencing job satisfaction. Fair and transparent promotions increase employee motivation, create higher job satisfaction, and encourage employees to achieve optimal performance.

"Before the merger, there was still hope, but after the merger, the work exceeded our work capacity from before, plus there is more competition". (A)

"I used to move several times, the last time until the merger, I was placed in one of the branches, my boss was authoritarian, and it was difficult for me to get a new position. I resigned not only because I wanted to focus on having children but also because I did not feel at home with my boss at that time". (U)

"Before the merger, the flow of our position was clear, and if there was an empty position, there was little competition, and we still had opportunities. But after the merger, it was merged, so there were a lot of employees, so there was overload, not to mention several offices that were merged, so there was more competition". (O)

Additional Allowance

This aspect measures the extent to which individuals are satisfied with the additional benefits received from the company. Additional benefits are given to employees fairly and comparably. (Fredicia et al., 2022) Their research stated that job satisfaction and benefits have a significant influence on employee productivity.

"It's just the same before and after the merger, it's normal, nothing feels special, what feels after the merger is a lot of overtime but not paid." (A)

"I used to be eager to work overtime, but at KCP there was no price, no appreciation. After the merger, I often went home late at night to work overtime". (U)

"From the benefits, it's still the same, the most from the annual bonus which now feels like the assessment is unclear. If I'm in the front liner, we used to input the values, but now it's not clear what data was entered from where we suddenly got that bonus. And the nominal is also still large before the merger". (O)

Leader

This aspect measures a person's job satisfaction with their leader. Employees prefer to work with leaders who are supportive, understanding, warm, and friendly, who give praise for good performance from subordinates, and who focus on employees (employee-centered), rather than working with leaders who are indifferent, rude, and job-centered. Leaders who are competent, supportive, and able to create harmonious relationships with employees tend to increase job satisfaction. Conversely, an authoritarian or less supportive leadership style can lead to reduced employee motivation and job satisfaction. (Tanjung and Frinaldi, 2023). Job satisfaction tends to be high for employees who perceive their leaders as competent, pay attention to the concerns of their subordinates, and treat them with appreciation and respect, compared to superiors who exhibit the opposite attitude (Greenberg & Baron, 2003).

"It was precisely after the merger that I came into conflict with my superiors, during the COVID-19 pandemic. I felt that my superiors did not understand my condition, which at that time both my parents were seriously ill. I was frustrated, confused, and emotional. I had to choose between my parents and my job. Instead of feeling guided and directed, I felt pressured by these conditions. No solution was given, but I had to remain loyal to my job. One of the reasons I resigned at that time was that, besides my workload being more than before the merger, I also felt mentally unwell". (A)

"My boss is authoritarian; the communication is not harmonious. I'm not guided but told to go my own way, the work given is also not my job desk. I'm a frontliner, but I also do marketing. So, my work should have been done, but instead it was neglected to do other work". (U)

"My boss is a panicky person. So, if there is a problem, subordinates tend to solve it first and then report it. That's not how it should be. And after the merger, the pressure felt stronger because my boss was also pushed by the branch manager. The language is not pleasant to hear. If you have an achievement, it's normal, but if there is a mistake or the target is not achieved, it's not nice to talk about it. Our leaders look more stressed after the merger, so it has an impact on their subordinates too". (O)

Award

This aspect measures the extent to which individuals are satisfied with the rewards they receive in relation to their work results. Spector (1997) argues that every individual wants to put in hard work, and the dedication that employees make for the company's progress is appreciated and also receives proper financial rewards. Rewards, work environment, and work relationships have a significant

influence on employee job satisfaction. Awards given fairly and in accordance with employee contributions increase motivation and job satisfaction. A conducive work environment and harmonious working relationships also play a crucial role in fostering higher job satisfaction (Michella & Edalmen, 2022).

"In the past, we still got paid for overtime, but after the merger, the title is loyalty. I don't know if I'll get paid, but if I work overtime, I'll just do it. In fact, we often work overtime since the merger". (A)

"For me, I just work according to orders, because there is no appreciation. I also see my colleagues who are versatile being used by the company. They keep working overtime until the morning. It's already dehumanizing. Yes, my colleague is a man, but still not so because he is versatile. Especially for women who have families, if the work system keeps working overtime, it's not good, their families could be neglected by their work". (U)

"It's like what I said earlier. If our work is good, we don't get too much appreciation, but if there are mistakes and we don't reach the target, we are chased with bad words. It's different from the atmosphere before the merger". (O)

Procedures/Work Rules

Aspects that measure job satisfaction relate to workplace procedures and rules. Matters related to workplace procedures and regulations, such as bureaucracy and workload, affect an individual's job satisfaction. Standard operating procedures (SOPs), work discipline, and work facilities have a significant influence on employee performance. Clear SOPs provide practical work guidance, improve efficiency, and job satisfaction (Taasiringan et al., 2024).

"The procedure is not much different from before. After the merger, my work is not pressured by the target of disbursing financing funds. In the past, for example, if the requirements were not met because there was a target, I was chased by marketing, but now I take care of all offices in the X City area, so the workload is more, but I am not chased for the disbursement of the financing funds". (A)

"Before the merger, the regulations were clear, but after the merger, it was still unclear and confused because it was still new at that time". (U)

"If I feel a lot ... from the application system that is used more sophisticated than before, and now if there are customer complaints, we are chasing the head office. In the past, we were the ones who were chased by the head office; if it was not finished, there was no answer from us. After the merger, communication with the head office took a long time. So, we often get customer complaints". (O)

Coworkers

This aspect measures satisfaction with relationships with coworkers. For example, pleasant coworkers are related to colleagues who get along well and complement each other. For most employees, work also fulfills the need for social interaction. Thus, supportive and warm coworkers lead to increased job satisfaction. Coworker support has a positive influence on job satisfaction and employee performance. Employees who feel supported by their peers tend to be more motivated, innovative, and productive at work (Sanjaya et al., 2024).

"I felt really at home with my colleagues before the merger, but after the merger, I was moved, and employees were mixed from 3 companies, but there I became uncomfortable. The problem is that they like to insinuate and demonize our old office. The problem is that they have been in their

positions for a very long time. In our case, there are still many young people who have positions, so they like to be insinuated". (A)

"It was fine because before and after the merger, I was still with colleagues from my original office, except for my boss at that time. It made it difficult for me to move". (U) "In the office, the coworkers were normal because at that time I had not yet been transferred, which was very pronounced when my friends had been transferred, so we adapted again to new coworkers and leaders. The difficulty after the merger is that it is very difficult to get back up if we are short of people. And our new service leader still prioritizes his colleagues from his original office, so it feels like we are in the minority. Anyway, after the merger, there were many issues about discrimination. The merger felt like an acquisition, for those of us who are minorities like there is discrimination". (O)

Jobs

Aspects that measure job satisfaction on matters related to the job itself. Some literature has defined job characteristics related to job satisfaction, including recreational opportunities, task variety, opportunities to engage in self-occupying activities, increased knowledge, responsibility, autonomy, job enrichment, and work complexity, to the extent that the work does not conflict with one's conscience. Employees who feel their jobs have sufficient value, challenge, and autonomy tend to be more satisfied with their jobs (Chen et al., 2023).

"I happen to be in the legal department and financing requirements, so I do what I do, it's just that I handle many offices, so the workload is too much for one person". (A)

"When I was in a small branch, it was not suitable, especially after the merger, when my work was not clear." (U)

"After the merger, there was much work, not to mention all the frontliners had many targets. Not to mention the employees were reduced. What should be done by two people became one person, and the work increased. I was often sick and exhausted. So, I thought of just resigning, instead of feeling unwell, physically sick often, and unclear career opportunities, until I also dreamed about work, so I decided to leave and switch professions. After the merger, the number of products also increased, and there are some products that, in my opinion, do not align with Sharia principles, despite our targets. So, it is not in accordance with my conscience" (O)

Communication

Related to the communication that takes place in the company. With smooth communication in a company, employees become more aware of their duties, obligations, and everything that happens in the company. Effective communication and a conducive work environment have a significant influence on employee job satisfaction. Clear communication creates good understanding and cooperation, while a comfortable work environment increases employee motivation and well-being. Both play a crucial role in achieving optimal job satisfaction (Luthfiana & Rianto, 2023).

"Communication between my divisions is not too complicated, so it's normal. Mostly from different coworkers, I am more careful when talking. I honestly feel like a minority". (A)

"Because my boss also doesn't like me, I coordinate with my colleagues for work. The communication is fine" (U)

"It was smoother before the merger, but after the merger, there are many new people. And the work system is different. Because it's still new, there are many people who are confused about their work. The most annoying thing at that time was the communication with the center regarding complaints; it became like we were the ones who managed them. Whereas in the past, if there were a customer complaint approaching the validity period of the complaint, we would have been contacted by the center. So, for the frontliner, I really want to go back to the old system". (O)

DISCUSSION

In accordance with the factors that affect job satisfaction, as outlined by Spector (1997), there are nine indicators: salary, promotion opportunities, additional benefits, leadership, awards, work procedures/regulations, coworkers, the job itself, and communication. The findings of this study indicate a decrease in job satisfaction among the three subjects while they were still working at the Bank. The results of the interviews indicate that the three subjects reported a decrease in job satisfaction, as described by several indicators. In this case, job satisfaction at the Bank remains unsatisfactory and still requires attention. Changes in policies can be a factor that leads to decreased performance due to employee dissatisfaction. Companies must pay more attention to human resources, as they are the Company's assets that can steer the Company in the desired direction. Recognizing the importance of human resources in achieving optimal performance is crucial for the company's success in realizing its vision and mission. The mismatch between wages and workload among employees leaves them feeling exhausted due to excessive workload compared to their previous work. The existence of excessive working hours for employees, often not included in the overtime count, makes employees feel unfairly treated due to poor management arrangements.

This study outlines the main findings, which show that job satisfaction among the research subjects has decreased due to salary mismatches, poor communication with leaders, excessive workload, and a lack of promotion opportunities. Salary mismatch is one of the leading causes of job dissatisfaction, as explained by Zailani and Artanto (2024), which suggests that a small gap between the salary received and the employee's perception of their value will increase job satisfaction. Poor management arrangements, including neglect of overtime hours and excessive workload following the merger, exacerbate this.

The decision to quit among former employees is often a direct result of job dissatisfaction. Based on the analysis of the interviews, this dissatisfaction is caused by a lack of appreciation for employee performance, career uncertainty due to unclear promotion and transfer policies, and discrimination that causes unrest. In addition, the lack of attention to employee rights, such as unaccounted overtime, also worsens job satisfaction conditions. As Fredicia et al. (2022) found, adequate benefits have a significant influence on employee job satisfaction and productivity, which, in this study, is still not fulfilled.

Poor communication with leaders is also a dominant factor in reducing job satisfaction. As Tanjung and Frinaldi (2023) stated, leaders who are competent, supportive, and able to create harmonious relationships with employees tend to increase job satisfaction. However, leadership styles in post-merger companies are perceived as less supportive and unappreciative, which contributes to dissatisfaction. Mantouw and Punuindoong (2022) also emphasized the importance of transfer and promotion policies in building employee job satisfaction.

Other findings indicate the need for attention to effective standard operating procedures (SOPs), work discipline, and supporting facilities, as stated by Taasiringan et al. (2024). Clear SOPs support work efficiency and satisfaction, while inadequate team coordination after the merger disrupts

frontline work processes. In addition, a conducive work environment and harmonious working relationships, as asserted by Michella and Edalmen (2022), are critical to improving job satisfaction. Coworker support has also been shown to have a positive influence on employee motivation and productivity, as noted by Sanjaya et al. (2024).

However, this study has some weaknesses, including the limitations of the interview method, which may lead to bias and a lack of generalizability of the results. For future research, it is recommended that more diverse methods be employed, such as quantitative surveys involving a broader population, to obtain more comprehensive and representative results. By paying attention to these aspects, companies can enhance employee job satisfaction, which in turn will support the organization's overall success and align with its vision and mission.

CONCLUSION

This study confirms that job dissatisfaction, explicitly related to salary discrepancies, communication with leaders, increased workload, and unclear promotion opportunities, significantly influenced employees' decisions to quit after the merger process. This finding enriches the industrial psychology literature by highlighting the important role of subjective factors such as employee perceptions of organizational change in resignation decisions. The implication is that companies need to enhance human resource management by fostering a conducive work environment, ensuring fairness in compensation policies, and strengthening communication to prevent employee turnover. As a recommendation, companies are advised to implement a transparent and employee-welfare-oriented change management strategy to support organizational sustainability. Furthermore, additional research with a broader sample is recommended to deepen the understanding of the dynamics of job satisfaction in various organizational contexts.

DECLARATION

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Author contribution statement

Indah Fatmawati served as the primary author responsible for writing this article. The first author contributed to all stages of the research, from formulating the problem to collecting data, analyzing the research results, and preparing the final draft of the article. The first author is also responsible for ensuring that the article complies with academic standards and is acceptable to the scientific community. Marina Sulastiana, Anissa Lestari Kadiyono, and Zainal Abidin are the supervisors who played a crucial role in providing direction, guidance, and in-depth input throughout the research and writing process of the article. They also made significant contributions in reviewing the research results and ensuring that this article met scientific principles and journal publication standards. With guidance and critical reviews of them, the quality of this article could be substantially improved to qualify for publication in this journal.

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The authors declare no conflict of interest.

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