



## Analysis of Job Satisfaction in Mediating Employee Retention and Self Efficacy Towards Turnover Intention

Riza Salma Syari<sup>1\*</sup>, Ihwan Susila<sup>2</sup>, Jati Waskito<sup>3</sup>  
Universitas Muhammadiyah Surakarta

**Corresponding Author:** Riza Salma Syari: [p100230039@student.ums.ac.id](mailto:p100230039@student.ums.ac.id)

---

### ARTICLE INFO

*Keywords:* Employee Retention, Self-Efficacy, Job Satisfaction, Turnover Intention.

*Received :* 20, June

*Revised :* 22, July

*Accepted:* 21, August

©2025 Syari, Waskito (s): This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This research seeks to examine the function of job satisfaction as a mediating factor in the association between employee retention and self-efficacy with turnover intention. Employing a quantitative research design, the study utilized the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique for data analysis. A total of 256 participants were recruited through a simple random sampling procedure. The findings indicate that neither employee retention nor self-efficacy exerted a significant direct impact on turnover intention. However, both variables demonstrated a positive and statistically significant effect on job satisfaction. Furthermore, job satisfaction was found to negatively and significantly influence turnover intention, effectively mediating the relationship between employee retention and self-efficacy and employees' intention to leave the organization. These findings confirm that job satisfaction has a significant role in suppressing employee intentions to leave the company. Future research is recommended to use mixed methods and consider external factors such as organizational commitment, job stress, and the work environment.

## INTRODUCTION

Companies competing in today's environment face increasingly competitive, dynamic, and uncertain conditions. Changes in the current business environment, including technological, political, and economic, significantly impact large companies, especially in facing competition. This means that people are a strategic resource in all organizational activities (Wiratama et al., 2022).

Human Resources (HR) play a crucial role in a company. HR helps achieve company goals through the capabilities of each individual. Human resources play a crucial role in every activity, both in government and private organizations. Because humans are the planners, changers, and controllers of other resources within an organization (G. Pratama & Elistia, 2020). The human element is the most important factor supporting the effective and efficient achievement of an organization's goals, particularly its role in every effort to implement cooperation and responsibility. One component of a company's human resources that significantly determines the achievement of its goals is its employees. Employees are a vital part of an organization's survival. The comfort felt by employees will significantly contribute to improving their performance (Lee & Hidayat, 2018).

Employee turnover is a significant challenge in human resource management across various industries globally. High turnover rates can be detrimental to companies, primarily through increased recruitment costs, training new employees, and lost productivity due to the onboarding process. Turnover intention can be an early indicator for companies to identify the risk of losing qualified employees. In the context of organizations in Indonesia, where competition for quality talent is increasingly fierce, understanding the factors influencing turnover intention is crucial.

According to a report by the Work Institute (2022), global employee turnover is expected to continue to rise, with the average cost of replacing an employee reaching 33% of annual salary. This phenomenon is influenced by various factors, including employee self-efficacy and poor employee retention by companies (I. Sitinjak, 2019). In the context of globalization, organizations are required to manage turnover effectively to remain competitive.

In Indonesia, employee turnover is also a prominent issue, particularly in the service and manufacturing sectors. Studies show that the average turnover rate in Indonesian companies reaches 20% per year, far above the ideal figure recommended by the Society for Human Resource Management (SHRM), which is 10%. The main factors causing turnover in Indonesia include dissatisfaction with compensation, poor work relationships, and high work pressure. This phenomenon not only impacts company performance but also creates instability in the national labor market (Wahyono & Riyanto, 2020).

Companies operating in the product industry must always prioritize excellent customer service. Good and high-quality service tends to lead to greater customer satisfaction. Therefore, managers must also pay attention to their employees' performance. Poor employee performance isn't entirely the employee's fault; it can also be caused by a lack of motivation, leading to a lack

of job satisfaction. Furthermore, the quality of leadership also influences employee satisfaction (Fahlefi et al., 2023)

In today's competitive workplace, turnover intention, or the intention to leave an organization, is one of the main challenges companies face. High turnover rates can negatively impact organizational performance, including increased recruitment and training costs, and lost productivity. This phenomenon not only harms companies financially but also disrupts operational stability and service quality (Vizano et al., 2021). Therefore, it is important to understand the factors that influence Turnover Intention so that companies can design strategies to retain their employees (Belete, 2018). Compensation, work environment, and job satisfaction are three factors that are closely related to each other in influencing turnover intention (Brahmannanda & Iga, 2020).

The high level of Turnover Intention in several Indonesian companies, which is caused by dissatisfaction with compensation and an unsupportive work environment (Wan et al., 2018). Employees often feel that the compensation they receive is not commensurate with the workload they endure. Furthermore, an unhealthy work environment, such as conflict between employees and a lack of managerial support, is also a major cause of high turnover intention (Wahyuni et al., 2019).

One of the factors contributing to turnover intention is employee retention. In a competitive business world, employee retention is crucial. Companies that successfully retain high-quality employees tend to be more efficient and productive in achieving their goals. However, due to increasing changes in the global business environment and technological advances, it has become increasingly difficult for companies to retain committed and satisfied employees.

Good employee retention, such as through fair compensation, a comfortable work environment, career development opportunities, and a supportive work culture, can increase employees' emotional attachment to the organization. When a company successfully creates conducive working conditions and supports employee growth, they are more likely to stay with the organization and have lower turnover intentions. Conversely, if retention strategies are ineffective, employees will feel underappreciated and are more likely to seek employment opportunities elsewhere.

In addition to employee retention, self-efficacy also plays a crucial role in determining employee comfort and job satisfaction. Self-efficacy is a key factor in determining whether employees will stay with their company. Self-efficacy is an individual's belief in their ability to perform tasks or act toward achieving specific goals. Rohmawati (2018) suggests that self-efficacy fosters a more positive attitude toward work. Individuals are able to maintain a goal, maintain commitment, and reduce the desire to change jobs. Self-efficacy is a personality trait in which a person believes they are capable of performing tasks to achieve their goals. Individuals will persist in a situation if they feel comfortable, and this fit ultimately leads to a sense of comfort at work.

A high level of self-efficacy will cause someone to feel happy and enthusiastic about their tasks or work because they have a positive vision of future success. They believe that this success will certainly be achieved, no matter how difficult the obstacles. This mindset tends to make employees stay with the organization.

The interplay between employee retention, self-efficacy, and turnover intention is not always linear, as it is frequently influenced by the mediating role of job satisfaction (Gjerløv-Juel & Guenther, 2019). Job satisfaction encapsulates the degree to which employees perceive fulfillment in various facets of their work, including the stability of their position, opportunities for professional development, and confidence in their capability to execute tasks successfully. Employees who exhibit elevated job satisfaction are generally more committed to their organization, even when confronted with workplace challenges (Prastya & Fu'ad, 2022). Consequently, job satisfaction functions as a mediating construct that can either amplify or attenuate the effects of employee retention and self-efficacy on turnover intention. In essence, high job satisfaction can diminish the propensity for employees to leave, notwithstanding the presence of external factors that may provoke turnover intentions (Wan et al., 2018).

Despite the extensive body of research examining antecedents of turnover intention, most investigations have examined employee retention and self-efficacy in isolation. Research integrating these variables while simultaneously exploring the mediating influence of job satisfaction remains comparatively scarce. For instance, Wulansari et al. (2020) demonstrate that employee retention significantly impacts turnover intention, yet the moderating or mediating effect of job satisfaction is not addressed. Similarly, Gupta et al. (2018) highlight that self-efficacy substantially reduces turnover intention by enhancing job satisfaction, but they do not thoroughly examine the contribution of employee retention. Hence, the novelty of the present study lies in its simultaneous examination of the interactions between employee retention and self-efficacy within the framework of job satisfaction and their collective impact on turnover intention.

This study is anticipated to yield both theoretical and practical insights into the determinants of turnover intention, particularly within the context of Indonesian organizations. By elucidating the mediating role of job satisfaction, organizations can devise more targeted strategies to enhance employee retention and mitigate turnover intention. Strategic initiatives, such as implementing supportive workplace policies to strengthen retention and fostering self-efficacy through comprehensive training and development programs, can promote a more stable, engaged, and productive workforce.

## **THEORETICAL REVIEW**

### **Turnover Intention**

Turnover Intention is an employee's desire or intention to leave the organization where they work, either voluntarily or involuntarily. This intention is often used as an important indicator to understand the level of employee turnover in an organization (Novitasari, 2020). Turnover Intention is considered

as the first step towards the actual decision to leave a job, so it becomes the focus of management's attention to reduce the employee turnover rate (Hutabarat et al., 2024).

### Employee Retention

Employee retention refers to an organization's capacity to maintain its workforce, particularly individuals who demonstrate a propensity for loyalty and sustained commitment to the company (Amelia & Ayani, 2020). Ensuring high levels of employee retention constitutes a critical objective for organizations, as the enduring stability, performance, and overall success of an organization are fundamentally contingent upon its ability to retain valuable human resources (Huan et al., 2023).

### Self-efficacy

Self-efficacy is an individual's belief in his or her ability or capacity to produce a certain performance (Iskandar, 2023). Self-efficacy is important to know about ourselves, because efficacy is knowledge related to understanding ourselves that only we know ourselves and influences our daily activities (Putri & Herdajani, 2024).

### Job satisfaction

Job satisfaction can be conceptualized as the degree of positive and favorable emotions that an individual experiences as a consequence of evaluating their work performance or occupational experiences (Sugiyono & Rahajeng, 2022). In this context, it reflects an employee's constructive disposition toward their professional duties, which emerges from an appraisal of the work environment and conditions (Taurisa & Ratnawati, 2019). Essentially, job satisfaction embodies an affective orientation characterized by a sense of pleasure and attachment to one's occupational role.

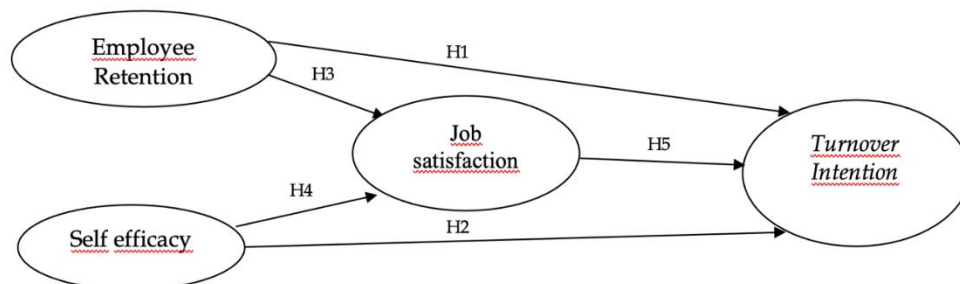


Figure 1. Framework

## METHODOLOGY

This study employed a quantitative research methodology, as outlined by Sugiyono (2018). The population for this investigation was selected based on its direct relevance to the variables under examination, specifically employees of PT. Foresight Global Mas. These individuals were chosen because they possess direct exposure to a professional environment aligned with the focus of the research. The employees of this organization were deemed representative of the broader population, thereby providing nuanced insights into the phenomena under investigation, which enhances the precision and applicability of the research findings.

According to Sugiyono (2018), a sample constitutes a subset of the population that retains the key characteristics of the population itself. In this study, a non-probability sampling technique was implemented, specifically utilizing the simple random sampling method. Sugiyono (2018) describes simple random sampling as a procedure in which each member of the population has an equal probability of being selected. This approach guarantees that the sample is chosen impartially, eliminating potential biases or preferential selection. The total population for this research comprised 256 respondents. Data collection involved both primary and secondary sources, with primary data gathered through respondents' feedback obtained via structured interviews or closed-ended questionnaires.

The data acquisition process was conducted through the distribution of questionnaires, which were structured using a Likert scale format. The interval scale was predominantly employed in the development of the questionnaire items. For data analysis, the study adopted the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, facilitated by SmartPLS software. This analytical method was selected due to its capability to manage complex models with comparatively small sample sizes and its independence from the assumption of data normality (Hair et al., 2016). The PLS-SEM analysis comprises two primary stages: the outer model assessment, which evaluates the validity and reliability of the measurement instruments, and the inner model assessment, which examines the relationships between constructs within the structural framework.

## RESULTS

### Respondent Description

To conduct this research, researchers took 256 respondents, namely employees of PT. Foresight Global Mas.

**Table 1. Respondent Description**

| Category       | Sub-Category      | Frequency | Percent |
|----------------|-------------------|-----------|---------|
| Gender         | Man               | 15        | 6%      |
|                | Woman             | 241       | 94%     |
| Age            | 17-20 years       | 91        | 36%     |
|                | 21-30 years       | 51        | 20%     |
|                | >30 years         | 114       | 44%     |
| Length of work | 3 Months - 1 Year | 136       | 53%     |
|                | 12 years old      | 61        | 24%     |
|                | > 2 Years         | 59        | 23%     |
| Division       | Packing           | 232       | 89%     |
|                | Paleting          | 5         | 2%      |
|                | 5R                | 6         | 2%      |
|                | MTR               | 3         | 1%      |
|                | WIP               | 1         | 1%      |
|                | KARU              | 5         | 2%      |
|                | FORMEN            | 2         | 1%      |
|                | FG                | 1         | 1%      |

|                   |          |     |      |
|-------------------|----------|-----|------|
|                   | Stamping | 1   | 1%   |
| Total Respondents |          | 256 | 100% |

Source: Processed primary data, 2025

Based on data from 256 respondents, the majority were female (94%), indicating the dominance of female participation in this study. In terms of age, most respondents came from the age group >30 years (44%), followed by the age group 17–20 years (36%). Meanwhile, based on length of service, most respondents had a work period of 3 months to 1 year (53%), indicating that most were still relatively new employees. In terms of division, respondents dominated from the Packing division as much as 89%, reflecting that this division has the largest number of employees compared to other divisions. This finding is important as a basis for understanding the demographic characteristics of respondents that can influence the results of further analysis.

### Outer Model Analysis

#### *Convergent Validity*

An indicator is considered to demonstrate satisfactory convergent validity when its outer loading exceeds 0.7. Presented below are the outer loading values corresponding to each indicator across the research variables.

**Table 2. Outer Loading Values Before Elimination**

| Variables               | Indicator | Outer Loading |
|-------------------------|-----------|---------------|
| Employee Retention (X1) | X1.1      | 0.547         |
|                         | X1.2      | 0.601         |
|                         | X1.3      | 0.758         |
|                         | X1.4      | 0.801         |
|                         | X1.5      | 0.725         |
| Self-Efficacy (X2)      | X2.1      | 0.556         |
|                         | X2.2      | 0.724         |
|                         | X2.3      | 0.826         |
|                         | X2.4      | 0.715         |
|                         | X2.5      | 0.796         |
| Job Satisfaction (Z)    | Z.1       | 0.661         |
|                         | Z.2       | 0.725         |
|                         | Z.3       | 0.763         |
|                         | Z.4       | 0.843         |
|                         | Z.5       | 0.800         |
| Turnover Intention (Y)  | Y.1       | 0.872         |
|                         | Y.2       | 0.656         |
|                         | Y.3       | 0.873         |
|                         | Y.4       | 0.841         |

Source: Processed primary data, 2025

As presented in the preceding table, the majority of the research variable indicators exhibit outer loading values exceeding the threshold of 0.7. Nevertheless, the data reveal that certain indicators specifically X1.1, X1.2, X2.1, Z.1, and Y.2 demonstrate outer loading values falling below this critical benchmark. Consequently, these five indicators have been identified for removal,

and the dataset will undergo subsequent reanalysis to ensure the validity and reliability of the measurement model.

**Table 2. Outer Loading Values After Elimination**

| <b>Variables</b>        | <b>Indicator</b> | <b>Outer Loading</b> |
|-------------------------|------------------|----------------------|
| Employee Retention (X1) | X1.3             | 0.834                |
|                         | X1.4             | 0.852                |
|                         | X1.5             | 0.745                |
| Self-Efficacy (X2)      | X2.2             | 0.723                |
|                         | X2.3             | 0.837                |
|                         | X2.4             | 0.723                |
|                         | X2.5             | 0.806                |
| Job Satisfaction (Z)    | Z.2              | 0.770                |
|                         | Z.3              | 0.774                |
|                         | Z.4              | 0.838                |
|                         | Z.5              | 0.827                |
| Turnover Intention (Y)  | Y.1              | 0.881                |
|                         | Y.3              | 0.893                |
|                         | Y.4              | 0.866                |

Source: Processed primary data, 2025

The table presented above indicates that a substantial number of the research variable indicators exhibit outer loading values exceeding 0.7. This observation demonstrates that none of the indicators fall below the 0.7 threshold, thereby confirming that all indicators are appropriate and valid for utilization in this study. Consequently, these indicators are deemed reliable for inclusion in subsequent analyses.

Beyond examining outer loading values, convergent validity can also be evaluated through the Average Variance Extracted (AVE), with a value exceeding 0.5 considered indicative of validity in terms of convergent validity (Fornell & Larcker, 1981). The AVE values corresponding to each variable analyzed in this study are presented as follows:

**Table 3. Average Variance Extracted Value**

| <b>Variables</b>        | <b>AVE (Average Variance Extracted)</b> | <b>Information</b> |
|-------------------------|---|--------------------|
| Employee Retention (X1) | 0.659                                   | Valid              |
| Self-Efficacy (X2)      | 0.599                                   | Valid              |
| Job Satisfaction (Z)    | 0.645                                   | Valid              |
| Turnover Intention (Y)  | 0.775                                   | Valid              |

Source: Processed primary data, 2025

Table 3 presents the Average Variance Extracted (AVE) value of each variable in the study to measure convergent validity. All variables show an AVE value above 0.5, namely Employee Retention (X1) of 0.659, Self-Efficacy (X2) of 0.599, Job Satisfaction (Z) of 0.645, and Turnover Intention (Y) of 0.775. Based on these values, all variables are declared valid because they meet the minimum criteria of  $AVE > 0.5$ , which means that the indicators in each variable are able to explain the variance of the construct well.

**Discriminant Validity**

Discriminant validity, also referred to as intuitive validity, serves to verify that each concept associated with a construct or latent variable is distinct and does not overlap with other variables. The assessment of discriminant validity is conducted by examining the cross-loading values of the indicators. An indicator is considered to satisfy the criteria for discriminant validity when its cross-loading value on the corresponding variable is higher than its cross-loading values on all other variables (Chin, 1998).

**Table 4. Cross Loading**

| Indicator | Employee Retention(X1) | Self-Efficacy(X2) | Job Satisfaction (Z) | Turnover Intention(Y) |
|-----------|------------------------|-------------------|----------------------|-----------------------|
| X1.3      | <b>0.834</b>           | 0.373             | 0.617                | -0.290                |
| X1.4      | <b>0.852</b>           | 0.430             | 0.628                | -0.269                |
| X1.5      | <b>0.745</b>           | 0.402             | 0.475                | -0.323                |
| X2.2      | 0.512                  | <b>0.723</b>      | 0.528                | -0.230                |
| X2.3      | 0.362                  | <b>0.837</b>      | 0.440                | -0.286                |
| X2.4      | 0.237                  | <b>0.723</b>      | 0.337                | -0.212                |
| X2.5      | 0.370                  | <b>0.806</b>      | 0.521                | -0.236                |
| Y.1       | -0.330                 | -0.320            | -0.395               | <b>0.881</b>          |
| Y.3       | -0.310                 | -0.226            | -0.350               | <b>0.893</b>          |
| Y.4       | -0.306                 | -0.274            | -0.309               | <b>0.866</b>          |
| Z.2       | 0.513                  | 0.424             | <b>0.770</b>         | -0.333                |
| Z.3       | 0.561                  | 0.498             | <b>0.774</b>         | -0.254                |
| Z.4       | 0.596                  | 0.528             | <b>0.838</b>         | -0.368                |
| Z.5       | 0.609                  | 0.482             | <b>0.827</b>         | -0.331                |

Source: Processed primary data, 2025

The data displayed in the preceding table demonstrate that each indicator within the research variable exhibits its highest cross-loading value on the variable it is intended to represent, relative to its cross-loading values on other variables. These findings indicate that the indicators employed in this study possess strong discriminant validity, effectively distinguishing the constructs they are designed to measure.

**Reliability Test**

Reliability assessment reflects the degree of consistency and stability of a measurement instrument in capturing a particular concept or construct (Abdillah & Hartono, 2015). In the present study, reliability was evaluated using both Composite Reliability and Cronbach’s Alpha to ensure the robustness and dependability of the research instruments.

**Table 5. Reliability Test**

| Variables               | Composite Reliability | Cronbach's Alpha |
|-------------------------|-----------------------|------------------|
| Employee Retention (X1) | 0.853                 | 0.741            |
| Self-Efficacy (X2)      | 0.856                 | 0.777            |
| Job Satisfaction (Z)    | 0.879                 | 0.816            |
| Turnover Intention (Y)  | 0.912                 | 0.855            |

Source: Processed primary data, 2025

Table 5 displays the Composite Reliability value of each variable in the study, which is used to measure the internal consistency of the construct. All variables show values above the threshold of 0.7, which indicates high reliability. The Employee Retention (X1) variable is 0.853, Self-Efficacy (X2) is 0.856, Job Satisfaction (Z) is 0.879, and Turnover Intention (Y) is 0.912. Thus, all constructs in the model are declared reliable and can be used for further analysis.

Table 5 presents the Cronbach's Alpha values for each research variable as an indicator of internal reliability. All values are above the minimum threshold of 0.7, indicating that the instrument used to measure each variable has good internal consistency. The Employee Retention (X1) variable is 0.741, Self-Efficacy (X2) is 0.777, Job Satisfaction (Z) is 0.816, and Turnover Intention (Y) is 0.855. Therefore, all variables can be declared reliable and suitable for use in further testing.

**Inner Model Analysis**

The inner model serves as a framework to examine the influence of one latent construct on another within a structural equation model. Assessment of the inner model can be carried out through several analytical procedures, which include the evaluation of the R<sup>2</sup> (R-square) value, the Goodness of Fit (GoF), path coefficients, and the examination of specific indirect effects. These procedures collectively provide insights into the strength and significance of relationships between latent variables.

**Goodness of fit test**

The evaluation of the structural model is performed to illustrate the interconnections between manifest indicators and latent constructs, encompassing primary predictor variables, mediating variables, and outcome variables within a single integrated model. The model's goodness-of-fit is determined through two main metrics: R<sup>2</sup> (R-square), which indicates the proportion of variance explained by the model, and Q<sup>2</sup> (Q-square), which assesses the model's predictive relevance. These measures collectively ensure the robustness and adequacy of the structural relationships being tested.

**Table 6. R-Square Value**

| <b>Variables</b>      | <b>R-Square</b> |
|-----------------------|-----------------|
| Job Satisfaction (Z)  | 0.590           |
| Turnover Intention(Y) | 0.178           |

Source: Processed primary data, 2025

Referring to the data presented in the preceding table, the R-Square statistic serves to quantify the extent to which the variables of Employee Retention and Self-Efficacy contribute to Job Satisfaction. The resulting R-Square value of 0.590, equivalent to 59%, indicates that these variables collectively exhibit a moderate level of influence on Job Satisfaction. In contrast, when examining the impact of Employee Retention and Self-Efficacy on Turnover Intention, the R-Square value is 0.178, or 17.8%, suggesting that the strength of this relationship is relatively weak.

**Table 7. Q-Square Analysis (Q<sup>2</sup>)**

| Variables             | Model                       | Mark  |
|-----------------------|-----------------------------|-------|
| Job Satisfaction (Z)  | Q <sup>2</sup> (=1-SSE/SSO) | 0.369 |
| Turnover Intention(Y) | Q <sup>2</sup> (=1-SSE/SSO) | 0.129 |

Source: Processed primary data, 2025

Table 7 presents the findings from the Q-Square (Q<sup>2</sup>) analysis, which is employed to assess the predictive relevance of the model for the latent constructs under investigation, specifically Job Satisfaction and Turnover Intention. The Q<sup>2</sup> statistic serves as an indicator of the model's capability to accurately forecast the observed data. The results indicate that the Job Satisfaction construct attained a Q<sup>2</sup> value of 0.369, whereas Turnover Intention registered a Q<sup>2</sup> value of 0.129. Given that all Q<sup>2</sup> values exceed zero, it can be inferred that the model demonstrates substantial predictive validity for each latent variable included in this study.

### Hypothesis Testing

To evaluate the hypotheses formulated in this research, the analysis utilizes a table displaying path coefficient values to represent direct effects, alongside specific indirect effects to capture mediated or indirect relationships.

### Path Coefficient Test

**Table 8. Path Coefficient (Direct Effect)**

|   | Hypothesis | Original Sample | t-Statistics | P Values | Description                |
|---|------------|-----------------|--------------|----------|----------------------------|
| Employee Retention (X1) ->Turnover Intention(Y) | H1         | -0.136          | 1,731        | 0.084    | Negative and Insignificant |
| Self-Efficacy (X2) ->Turnover Intention(Y)      | H2         | -0.097          | 1,345        | 0.179    | Negative and Insignificant |
| Employee Retention (X1) ->Job satisfaction(Z)   | H3         | 0.546           | 9,565        | 0,000    | Significant Positive       |
| Self-Efficacy (X2) ->Job satisfaction(Z)        | H4         | 0.333           | 5,417        | 0,000    | Positive Significant       |
| Job Satisfaction (Z) ->Turnover Intention(Y)    | H5         | -0.247          | 2,589        | 0.010    | Negative and Significant   |

Source: Processed primary data, 2025

Based on the data presented in the table, the following interpretations can be drawn:

1. Hypothesis One: The analysis indicates that Employee Retention exerts a negative and statistically non-significant impact on Turnover Intention. Specifically, the results reveal a t-value of 1.731, a coefficient of -0.136, and a p-value of 0.084. Considering that the t-value is below 1.96 and the p-value

exceeds 0.05, it can be inferred that the first hypothesis is not supported, demonstrating that Employee Retention does not significantly influence Turnover Intention in a negative direction.

2. Hypothesis Two: Findings show that Self-Efficacy has a negative yet statistically insignificant effect on Turnover Intention. The observed t-value is 1.345, with a regression coefficient of -0.097 and a p-value of 0.179. Given that the t-value is lower than 1.96 and the p-value surpasses 0.05, the second hypothesis is rejected, suggesting that Self-Efficacy does not meaningfully affect Turnover Intention negatively.
3. Hypothesis Three: The results demonstrate a positive and significant relationship between Employee Retention and Job Satisfaction. The statistical analysis reports a t-value of 9.565, an effect size of 0.546, and a p-value of 0.000. As the t-value exceeds 1.96 and the p-value is below 0.05, hypothesis three is accepted, indicating that higher Employee Retention is associated with a significant increase in Job Satisfaction.
4. Hypothesis Four: Evidence suggests that Self-Efficacy positively and significantly influences Job Satisfaction. The results indicate a t-value of 5.417, an effect magnitude of 0.333, and a p-value of 0.000. Since the t-value is greater than 1.96 and the p-value is smaller than 0.05, the fourth hypothesis is supported, confirming that Self-Efficacy substantially enhances Job Satisfaction.
5. Hypothesis Five: Analysis reveals that Job Satisfaction negatively and significantly affects Turnover Intention. The corresponding statistics show a t-value of 2.589, a coefficient of -0.247, and a p-value of 0.010. With a t-value above 1.96 and a p-value under 0.05, the fifth hypothesis is validated, indicating that higher Job Satisfaction contributes to a meaningful reduction in Turnover Intention.

**Indirect Effect Test**

**Table 9. Indirect Effect**

|   | Hypothesis | Original Sample | t-Statistics | P Values | Description |
|---|------------|-----------------|--------------|----------|-------------|
| Employee Retention (X1) -> Job Satisfaction (Z) -> Turnover Intention (Y) | H6         | -0.135          | 2,336        | 0.020    | Mediate     |
| Self-Efficacy (X2) -> Job Satisfaction (Z) -> Turnover Intention (Y)      | H7         | -0.082          | 2,459        | 0.014    | Mediate     |

Source: Processed primary data, 2025

From the data presented in the table, the following findings can be derived:

1. Hypothesis Six examined the mediating role of Job Satisfaction in the relationship between Employee Retention and Turnover Intention. The analysis indicates a t-statistic of 2.336 and a corresponding p-value of 0.020. Considering that the t-statistic exceeds 1.96 and the p-value is below 0.05, it

can be inferred that the sixth hypothesis is supported. This confirms that Job Satisfaction functions as a significant mediator between Employee Retention and Turnover Intention.

2. Hypothesis Seven explored whether Job Satisfaction mediates the link between Self-Efficacy and Turnover Intention. The results reveal a t-statistic of 2.459 with a p-value of 0.014. Given that the t-statistic surpasses 1.96 and the p-value is less than 0.05, the seventh hypothesis is accepted. These findings indicate that Job Satisfaction significantly mediates the relationship between Self-Efficacy and Turnover Intention.

## **DISCUSSION**

### **The Impact of Employee Retention on Turnover Intention**

The findings derived from the path coefficient analysis indicate that, when examined individually, Employee Retention exerts a negative but statistically non-significant influence on Turnover Intention. These outcomes are consistent with the study conducted by Guzeller and Celiker (2020), which similarly identified a negative relationship between employee retention and turnover intention. This suggests that the more effectively an organization implements strategies to retain its workforce, the lower the propensity of employees to consider leaving the organization. This includes various strategies such as fair compensation, a conducive work environment, career development opportunities, and harmonious working relationships. When employees feel valued and have long-term prospects at work, they tend to be highly loyal and less tempted to look for work elsewhere (Wulansari et al., 2020). This significant negative impact confirms that employee retention is a crucial factor in reducing turnover intention, so companies need to consistently evaluate and strengthen their retention policies to maintain workforce stability.

### **The Influence of Self-Efficacy on Turnover Intention**

Based on the results of the path coefficient test, partially Self Efficacy has a negative and insignificant effect on Turnover Intention. The results of this study are in contrast to research conducted Biçer, (2023) who found that self-efficacy has a negative and significant effect on Turnover Intention. This finding indicates that an individual's level of confidence in their ability to complete tasks or face challenges at work does not directly influence their desire to leave their job. Even if someone has high self-efficacy, this doesn't necessarily mean they want to stay with the organization. Other factors such as the work environment, job satisfaction, workload, or relationships with superiors and coworkers are likely more dominant in influencing intentions to leave. (I. Sitinjak, 2019). Thus, although self-efficacy is important in supporting performance, employee loyalty or desire to remain in an organization seems to be more determined by external aspects beyond the individual's own abilities.

### **The Influence of Employee Retention on Job Satisfaction**

The findings from the path coefficient analysis indicate that, in a partial context, employee retention exerts a positive and statistically significant influence on job satisfaction. This outcome corroborates the study conducted by

Afzal et al. (2019), which similarly demonstrated that effective employee retention positively and meaningfully impacts job satisfaction. In practical terms, this suggests that when organizations implement robust strategies to retain their workforce, employees are more likely to experience higher levels of satisfaction in their roles. Retention mechanisms including competitive compensation packages, recognition of performance achievements, opportunities for career progression, and the cultivation of a supportive organizational climate foster a sense of security and well-being among employees. When individuals perceive that the organization values and supports them, they develop favorable attitudes toward their work, which in turn enhances overall job satisfaction (Mering et al., 2023). Consequently, these findings affirm that employee retention not only stabilizes the workforce but also plays a pivotal role in promoting a positive workplace environment and motivating employees to maximize their contributions.

### **The Influence of Self-Efficacy on Job Satisfaction**

Similarly, the results of the path coefficient assessment reveal that self-efficacy partially contributes positively and significantly to job satisfaction. This finding is consistent with the research of Dwyer (2019), who reported that self-efficacy exerts a meaningful and favorable effect on job satisfaction. Essentially, employees who possess a strong belief in their capability to accomplish tasks and overcome work-related challenges are likely to exhibit elevated levels of job satisfaction. High self-efficacy individuals tend to display greater confidence, initiative, and optimism when performing their responsibilities, which enhances their ability to manage stress and achieve organizational objectives. As such, fostering self-efficacy among employees not only enhances individual performance but also contributes to their overall satisfaction in the workplace. Successfully completing these tasks provides a sense of accomplishment and satisfaction. Furthermore, individuals who are confident in their competence are typically better able to build positive work relationships and view their work as a form of self-actualization (Klongthong et al., 2020). Therefore, strengthening self-efficacy is an important strategy for increasing overall employee job satisfaction.

### **The Influence of Job Satisfaction on Turnover Intention**

The analysis of the path coefficient demonstrates that Job Satisfaction exerts a partially negative and statistically significant influence on Turnover Intention. This finding corroborates the study by Hakim et al. (2022), which similarly reported that higher levels of Job Satisfaction are associated with lower Turnover Intention. In practical terms, employees who experience elevated job satisfaction manifested through a supportive work environment, harmonious relationships with colleagues and supervisors, balanced workloads, and appropriate performance-based rewards tend to exhibit greater organizational loyalty. Job satisfaction fosters feelings of comfort, security, and recognition, thereby diminishing employees' inclination to seek alternative employment opportunities (Ridho, 2023). Consequently, organizations must consistently prioritize the factors that cultivate job satisfaction to ensure workforce stability and long-term sustainability.

### **The Impact of Employee Retention on Turnover Intention Mediated by Job Satisfaction**

The results of the indirect effect analysis indicate that Job Satisfaction serves as a mediating factor in the relationship between Employee Retention and Turnover Intention. This outcome aligns with the research conducted by Vizano et al. (2021), which found that Employee Retention negatively and significantly impacts Turnover Intention when mediated by Job Satisfaction. In essence, effective retention strategies that enhance employees' job satisfaction can reduce their intention to leave the organization, highlighting the critical role of satisfaction as a conduit between retention practices and turnover outcomes. This means that a company's efforts to retain employees not only directly reduce the intention to leave, but also have an indirect effect by increasing job satisfaction. When companies implement effective retention strategies, such as fair compensation, a comfortable work environment, career development opportunities, and positive interpersonal relationships, this will increase employee job satisfaction. This satisfaction then encourages employees to be more loyal and reluctant to leave the organization (Prami et al., 2020). In other words, good employee retention will create satisfying working conditions, and this satisfaction is a crucial factor in reducing turnover intention. This finding reinforces the importance of job satisfaction as a mediating variable that bridges the influence of employee retention on their intention to remain in the organization..

### **The Influence of Self Efficacy on Turnover Intention Mediated by Job Satisfaction**

Based on the results of the indirect effect test, the researcher found that Job Satisfaction can mediate the relationship between Self Efficacy and Turnover Intention. The results of this study are in line with research conducted by (Shobirin et al., 2023) who found that Self Efficacy had a negative and significant effect on Turnover Intention which was mediated by Job Satisfaction. This means that employees' confidence in their ability to complete tasks and face challenges does not directly reduce their intention to leave the organization, but rather influences it through their perceived level of job satisfaction. Employees with high self-efficacy tend to be more able to work independently, complete tasks well, and feel competent in their roles. This creates a sense of job satisfaction because they feel a sense of accomplishment and recognition for their abilities. This job satisfaction then reduces the desire to look for work elsewhere (Ainun, 2022). Thus, job satisfaction becomes an important bridge in connecting self-efficacy with turnover intention, which means that increasing employee self-confidence needs to be balanced with the creation of a supportive work environment in order to produce high job satisfaction and reduce turnover intention.

### **CONCLUSIONS**

The findings of this study, derived from analyses conducted using the Partial Least Squares (PLS) approach, yield several key insights. Employee Retention was found to exert a negative, yet statistically non-significant,

influence on Turnover Intention, leading to the rejection of the first hypothesis. Similarly, Self-Efficacy demonstrated a negative impact on Turnover Intention that did not reach significance, resulting in the dismissal of the second hypothesis. In contrast, both Employee Retention and Self-Efficacy exhibited a positive and statistically significant effect on Job Satisfaction, thereby supporting the third and fourth hypotheses. Moreover, Job Satisfaction was observed to have a significant negative effect on Turnover Intention, confirming the fifth hypothesis. The analysis further revealed that Job Satisfaction functions as a mediator in the relationship between Employee Retention and Turnover Intention, validating the sixth hypothesis, as well as between Self-Efficacy and Turnover Intention, confirming the seventh hypothesis. Collectively, these results underscore the pivotal role of Job Satisfaction in mitigating employees' propensity to leave the organization.

## RECOMMENDATIONS

This research suggests that future studies should consider a mixed methods approach, such as through in-depth interviews, to gain a more comprehensive understanding of the motivations behind turnover intention. In addition, this approach longitudinal as well recommended to capture the dynamics of changes in employee behavior over time. Further researchers are advised to include external factors. Additional factors, such as organizational commitment, job stress, and the work environment, have the potential to influence turnover intention. Practically, companies are expected to pay more attention to aspects that encourage employee job satisfaction. such as the quality of relationships between coworkers, support from superiors, and a comfortable work environment, because high job satisfaction has been proven to reduce employees' intention to leave the organization.

## REFERENCES

- Afzal, S., Arshad, M., Saleem, S., & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy. *Journal of Management Development*, 38(5), 369–382. <https://doi.org/10.1108/JMD-03-2019-0076>
- Ainun, A. N. A. (2022). Relationship between Work-life Balance, Burnout and Turnover Intention in Millennial Workers. *Yume*, 5(3), 280–292. <https://doi.org/10.2568/yum.v5i3.3067>
- Amelia, R., & Ayani, S. (2020). Optimalisasi Membangun Brand Image Terhadap Customer Loyalty Melalui Social Value Dan Customer Retention Sebagai Variabel Intervening. *Ekonomi Bisnis*, 26(1), 268–279. <https://doi.org/10.33592/jeb.v26i1.659>
- Belete, A. (2018). Turnover intention influencing factors of employees: an empirical work review. *Journal of Entrepreneurship & Organization Management*, 5(7), 23–31.
- Biçer, N. (2023). Evaluation of Self-Efficacy and Job Satisfaction of Teachers Teaching Turkish as a Foreign Language. *SAGE Open*, 13(3), 1–12. <https://doi.org/10.1177/21582440231196993>

- Brahmannanda, S., & Iga, M. D. (2020). Work Insecurity and Compensation on Turnover Intention Mediated by The Job Satisfaction of Employees. *International Research Journal of Management, IT & Social Sciences IRJMIS*, 7(5), 89–98.
- Dwyer, L. P. (2019). Leadership self-efficacy: review and leader development implications. *Journal of Management Development*, 38(8), 637–650. <https://doi.org/10.1108/JMD-03-2019-0073>
- Fahlefi, I., Amin, S., & Fitriaty, F. (2023). Model Kinerja Melalui Gaya Kepemimpinan Transformasional Dimediasi oleh Kepuasan Kerja dan Motivasi Pegawai pada Badan Keuangan Daerah Kabupaten Batang Hari. *JIMT*, 4(6), 778–789.
- Gjerløv-Juel, P., & Guenther, C. (2019). Early employment expansion and long-run survival: examining employee turnover as a context factor. *Journal of Business Venturing*, 34(1), 80–102. <https://doi.org/10.1016/j.jbusvent.2018.05.005>
- Gupta, P. D., Bhattacharya, S., Sheorey, P., & Coelho, P. (2018). Relationship between onboarding experience and turnover intention: intervening role of locus of control and self-efficacy. *Industrial and Commercial Training*, 50(2), 61–80. <https://doi.org/10.1108/ICT-03-2017-0023>
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism, and Hospitality Research*, 14(1), 102–120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hutabarat, A., Pratiwi, I. W., & Suci, N. R. (2024). the Influence of Affective, Continuance and Normative Commitment on Turnover Intention Employees of Pt.X Engineering Division. *European Journal of Education Studies*, 11(7), 111–128. <https://doi.org/10.46827/ejes.v11i7.5394>
- Iskandar, Y. (2023). Hubungan Self-Efficacy dengan Prokrastinasi Akademik Mahasiswa Semester 5 Fakultas Bisnis dan Humaniora Universitas Nusa Putra (Sebuah Proposal Penelitian). *Jurnal Psikologi Dan Konseling West Science*, 1(01), 43–52.
- Klongthong, W., Thavorn, J., Thanabodypath, W., Dhammathattariya, P., & Chandrachai, A. (2020). The influence of entrepreneurial self-efficacy and innovation on firm performance: Evidence from thai startup firms. *Humanities and Social Sciences Letters*, 8(4), 450–463. <https://doi.org/10.18488/JOURNAL.73.2020.84.450.463>
- Lee, C.-W., & Hidayat, N. (2018). The Influence of Transformational Leadership and Intrinsic Motivation to Employee Performance. *Advances in Management & Applied Economics*, 8(2), 1792–7552.
- Novitasari, D. (2020). Job Stress and Turnover Intention: Understanding the Role of Leadership and Organizational Commitment. *International Journal of Science and Management Studies (IJSMS)*, 1–14. <https://doi.org/10.51386/25815946/ijms-v3i5p101>
- Prami, A. A. I. N. D., Farhaeni, M., & Ni Kadek Lakamiati. (2020). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Pada Toya Medika Clinic Ubud. *Jurnal Sains Terapan Pariwisata*, 5(2), 1–7.

- Prastya, G., & Fu'ad, E. N. (2022). Mediasi Kepuasan Kerja Pada Hubungan Lingkungan Kerja Dengan Retensi Karyawan. *Jurnal Dinamika Ekonomi & Bisnis*, 19(2), 213–226. <https://doi.org/10.34001/jdeb.v19i2.3719>
- Pratama, G., & Elistia. (2020). Analisis Motivasi Kerja, Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan Dimediasi Kepuasan Kerja Pada Angkatan Kerja Generasi Z. *Jurnal Ekonomi*, 11(2), 144–152.
- Putri, N. F., & Herdajani, F. (2024). Hubungan antara regulasi diri dan efikasi diri dengan prokrastinasi dalam menyelesaikan skripsi pada mahasiswa angkatan 2019 Fakultas Ilmu Komunikasi Universitas Persada Indonesia. *IKRA-ITH Humaniora : Jurnal Sosial Dan Humaniora*, 8(2), 51–59.
- Ridho, M. G. (2023). Pengaruh Stres Kerja Dan Kepuasan Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Komitmen Organisasi (Studi Kasus PT. Pos Indonesia Kantor Cabang Pekalongan). *JMI*, 2(8), 2168–2177.
- Sugiyono. (2018). *Metode Penelitian Kombinasi (Mixed Methods)*. CV Alfabeta.
- Sugiyono, E., & Rahajeng, R. (2022). Pengaruh Budaya Organisasi, Gaya Kepemimpinan dan Kepuasan Kerja terhadap Kinerja Pegawai Melalui Motivasi Pegawai sebagai Variabel Intervening pada Dinas Ketahanan Pangan, Kelautan dan Pertanian Provinsi DKI Jakarta Tahun 2020. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 5(2), 536–553.
- Taurisa, C. M., & Ratnawati, I. (2019). Analisis Pengaruh Budaya Organisasi dan Kepuasan Kerja terhadap Komitmen Organisasional Dalam Meningkatkan Kinerja Karyawan. *Jurnal Bisnis Dan Ekonomi (JBE)*, 19(2), 170–187.
- Vizano, N. A., Sutawidjaya, A. H., & Endri, E. (2021). The Effect of Compensation and Career on Turnover Intention: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business*, 8(1), 471–478. <https://doi.org/10.13106/jafeb.2021.vol8.no1.471>
- Wahyono, I., & Riyanto, S. (2020). Effect of Organizational Commitment, Job Stress, And Job Satisfaction on Turnover Intention. *International Journal for Innovation Education and Research*, 8(10), 286–316. <https://doi.org/10.31686/ijier.vol8.iss10.2682>
- Wan, Q., Li, Z., Zhou, W., & Shang, S. (2018). Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement. *Journal of Advanced Nursing*, 74(6), 1332–1341. <https://doi.org/10.1111/jan.13528>
- Wiratama, R. A. A., Widayani, A. A. D., & Saraswati, N. P. A. S. (2022). Pengaruh Budaya Organisasi, Stres Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada Koperasi Lumbung Sari Sedana Buduk Kabupaten Badung. *Jurnal Emas*, 2(1), 51–70.
- Wulansari, P., Meilita, B., & Ganesan, Y. (2020). The Effect of Employee Retention Company to Turnover Intention Employee Case Study on Head Office Lampung Bank. *Atlantis Press*, 117(12), 236–239. <https://doi.org/10.2991/aebmr.k.200131.050>