


Determinants Factors Turnover Intention of Employees in Trading and Furniture Manufacture Company

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| <p>Submitted: 2024-03-18</p> <p>Revised: 2024-03-27</p> <p>Accepted: 2024-04-19</p> <p>Keywords: performance appraisal satisfaction; pay satisfaction; training satisfaction; turnover intention; work engagement</p> <p>Copyright holder: © Savira, B., Annas, M., & Tannady, H. (2024)</p> <p>This article is under:</p> <p></p> <p>How to cite: Savira, B., Annas, M., & Tannady, H. (2024). Determinants Factors Turnover Intention of Employees in Trading and Furniture Manufacture Company. <i>Bulletin of Counseling and Psychotherapy</i>, 6(1). https://doi.org/10.51214/00202406863000</p> <p>Published by: Kuras Institute</p> <p>E-ISSN: 2656-1050</p> | <p>ABSTRACT: In the workplace, workers are crucial to the accomplishment of organizational objectives. As a result, it is critical for businesses to comprehend the variables that may affect employee retention. Employee turnover intention is one element that should be taken very seriously since it can negatively affect the success of the organization. The purpose of this study is to examine the relationship between work engagement, salary satisfaction, training satisfaction, and performance appraisal satisfaction and turnover intention. Quantitative approaches are employed in this study. All of the participants in this study are employees. Through the use of non-probability approaches, particularly judgment sampling, the sample was chosen. There were one hundred samples used in this study. Researchers employed primary data collected through in-depth interviews and the distribution of questionnaires to every employee. The data in this study was analyzed using the SmartPLS 4th edition software. The data analysis results indicate that work engagement is positively influenced by training satisfaction. There is a positive correlation between work engagement and performance appraisal satisfaction. Work engagement is also positively affected by pay satisfaction. Employee turnover intentions are negatively affected by work involvement. Additionally, job engagement positively impacts turnover intentions, acting as a mediator between training satisfaction and work engagement. Work participation serves as a mediator between employee turnover intentions and wage satisfaction, as well as performance appraisal satisfaction, both of which have a positive and significant impact on turnover intentions.</p> |
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INTRODUCTION

Gross domestic product (GDP) is the total value of funds received by a country by selling goods and services in that country over a certain period of time. GDP is usually calculated over a period of one year. A country expects a high GDP value to calculate the country's prosperity. GDP functions as a measure of a country's national economic condition each year. There was a decrease from 2019 to 2020. In 2019, there was a decrease compared to 2018 of 5.32%. Judging from the quarterly data, there was a decline of 4.19%, and judging from the accumulated data per semester, there was a decline of 1.26% (Aggarwal et al., 2022). Gross domestic product (GDP) at current prices in 2020 is 3,687.7 trillion rupiah. This condition occurred because almost all countries were hit by the COVID-19 pandemic, including Indonesia. All activities have become very limited due to the lockdown policy or large-scale social restrictions, so all activities have to be carried out from home. There has been a

contraction in various sectors as a result of the impact of the pandemic, especially in the tourism, food and beverage sectors, providing accommodation, and the processing industry. Apart from that, there are several sectors that experience positive benefits, such as communication information, health, agriculture, forestry, waste recycling, and others (Tannady et al., 2019).

Human resource management is the development of human resources, which has several functions, including planning, implementation, recruitment, training and development. The main function of human resource management is to produce quality human resources. Human resources are the basic foundation or act as the main asset that an organization has in determining organizational success (Demir & M, 2020). Organizations can survive or develop if their human resources are of high quality and contribute well to the organization. A manager in an organization is expected to be able to coach his employees so that they can achieve the goals of organizational management. Management in organizations usually has functions such as planning, organizing, actuating, and controlling. A manager must be able to carry out these functions so that the workforce can work effectively and efficiently (Tannady et al., 2019).

The success of an organization is greatly impacted by whether or not its personnel have the resources necessary to work well and stay committed to it (Jannah et al., 2023). The workforce's satisfaction level can be used to gauge whether or not its needs have been met (Jamal Ali & Anwar, 2021). On the positive side, employee satisfaction can influence employee performance, and on the negative side, it can influence the level of employee desire to leave a certain position or change the company where they work, or what is usually called turnover (Purwanto et al., 2020). Turnover is when employees voluntarily quit their positions and jobs at a company. Turnover intention is when there is a desire or intention of employees in a company to quit their place of work and move to another place due to individual or normative reasons (Demir, 2020). This turnover intention problem usually occurs in companies, so companies have to go through the process of replacing employees who have left with new employees or recruiting from within the organization (Rizki, 2022). Turnover intention conditions occur because, among other things, employee satisfaction is not met or is not in accordance with desires. The workforce satisfaction in question can be divided into three parts, namely wage satisfaction, training satisfaction, and employee performance appraisal satisfaction (Memon et al., 2020).

Appropriate and targeted training can influence the level of training satisfaction. Training satisfaction is the level of satisfaction with the training that the company provides to its employees after taking into account the training aspect, the material delivery, and the training presenters or trainers (Andry, 2020). Training satisfaction refers to whether or not employees like the training provided by the organization with the aim of developing the knowledge, skills and attitudes needed to carry out their duties. Another important aspect of motivating employees to improve work performance is salary (Pattnaik & Panda, 2020). Whether or not employees are satisfied with their salaries depends on the level of consistency between what they receive and what they contribute to the company. Pay satisfaction is when employees feel satisfied with the wage system and the nominal wages they receive. Pay satisfaction is defined as when employees are satisfied with their expectations or perceptions of the salary they receive (Heryadi et al., 2023).

Performance appraisal is an evaluation of employee performance that is used so that workers can measure their performance according to their workload. Performance appraisal satisfaction is related to employee responses to the organization (Saeed, 2020). Dissatisfaction with the performance appraisal system can impact negative attitudes and perceptions, which can lead to organizational failure. Another aspect that is very important and influences employee performance and the level of turnover is work engagement (Madyatmadja et al., 2020). Work engagement is an attitude where employees feel positive about their current work so that employee performance can

increase and they have a commitment to the organization ([Widyastuti, 2018](#)). Employee attitudes and actions toward their work inside an organization are referred to as work engagement, and it is typified by a feeling of zeal, commitment, and gratitude for doing their jobs ([Nguyen, 2020](#)). Work engagement will usually appear if workers have a sense of interest and joy in their work ([Bakker & van Wingerden, 2021](#)).

Rationale of study

The rationale of this study hinges on a profound understanding of the impact of GDP on organizations, the urgency of human resource management, and the essential relationship between employee satisfaction, performance, and turnover intention. The decrease in Indonesia's GDP as a result of the COVID-19 pandemic signifies economic challenges that many organizations may face. Therefore, human resource management becomes crucial in navigating significant economic and social changes. The importance of human resource management cannot be overstated, as the quality and availability of skilled labor are vital in maintaining competitiveness and organizational sustainability. Employee satisfaction takes center stage as it is believed to contribute to individual and organizational performance. In this context, understanding the factors influencing employee satisfaction is key to enhancing employee performance and retention.

Key factors of employee satisfaction, such as training satisfaction, salary satisfaction, and performance appraisal satisfaction, are believed to significantly impact employee performance and retention ([Kalyanamitra et al., 2020](#)). Therefore, this study aims to explore the relationships between these aspects, with the hope of providing deeper insights for organizations in their efforts to improve employee performance and retention. The importance of understanding how employee satisfaction can influence organizational performance becomes increasingly apparent in challenging economic conditions, such as those experienced during the COVID-19 pandemic. In situations where organizations are under pressure to increase productivity and efficiency, a better understanding of the factors influencing employee satisfaction can help formulate more effective strategies for retaining and developing a quality workforce.

Aim and Hypotheses

The aim of this study is to explore the relationships between employee satisfaction in various domains—such as training, salary, and performance appraisal—and their effects on employee performance and turnover intentions within organizations during economic challenges, with a specific focus on the period marked by the COVID-19 pandemic. To systematically investigate these relationships, the study is structured around the following hypotheses:

H1: Employee satisfaction positively affects employee performance within organizations. This primary hypothesis sets the foundation for exploring the direct relationship between overall employee satisfaction and their performance levels.

Subsidiary Hypotheses:

H1a: Training satisfaction is positively related to employee performance. This hypothesis posits that employees who are satisfied with the training they receive will show higher levels of performance.

H1b: Salary satisfaction has a positive impact on employee performance. It suggests that the level of satisfaction employees feel towards their compensation is directly proportional to their performance outcomes.

H1c: Satisfaction with performance appraisal processes positively influences employee performance. This hypothesis argues that favorable perceptions of fairness and effectiveness in performance appraisals contribute to enhanced employee performance.

H2: Employee satisfaction negatively correlates with turnover intentions. This overarching hypothesis examines the inverse relationship between overall employee satisfaction and the likelihood of employees leaving the organization.

Subsidiary Hypotheses for Turnover Intentions:

H2a: Training satisfaction negatively correlates with turnover intentions. Employees content with their training opportunities are less likely to intend to leave the organization.

H2b: Salary satisfaction is inversely related to turnover intentions. The hypothesis suggests that employees who are satisfied with their pay are less inclined to leave the company.

H2c: Satisfaction with the performance appraisal process is negatively related to turnover intentions, indicating that positive appraisal experiences can reduce employees' desires to leave.

These hypotheses are designed to dissect the multifaceted nature of employee satisfaction and its dual impact on performance and turnover intentions, thereby offering a nuanced understanding of the dynamics within organizations, especially under the strain of external economic shocks like the COVID-19 pandemic.

METHODS

Design

A research design is a structured work plan that links variables in a comprehensive manner to provide answers to the questions asked in the research. This research uses quantitative methods by collecting data through surveys or questionnaires given to company employees as respondents. The data collected is then analyzed according to predetermined measurements. This type of research was chosen because researchers can distribute surveys to respondents who are relevant to the research object, and the survey used provides a Likert scale from 1 to 5.

Population and the Methods of Sampling

All employees are the study's population, and the findings will apply to all employees in general. The sample was selected using non-probability techniques, especially judgment sampling, because the researcher determined respondents based on research needs. Apart from that, a snowball sampling technique was also used, starting with distributing questionnaires. Researchers also conducted in-depth interviews with employees as supporting data. The number of samples in this study was 100.

Instruments

This research uses five variables, namely training satisfaction, performance appraisal satisfaction, pay satisfaction, work engagement and turnover intention. Work engagement is measured using 6 indicators, namely the desire to go to work, full of energy at work, full of energy at work, work that inspires, enthusiasm for work and pride in work. Turn-over intention is measured using 5 indicators, namely desire to leave the workplace, feeling like you have to stop working, wanting to look for a new job, potential to leave the workplace and thinking about resigning if work conditions get worse. Performance appraisal satisfaction is measured by 7 indicators, namely fair and accurate assessment, satisfaction with the results of the assessment, clear goals, leaders helping to achieve goals, work appraisals containing important aspects of the job, recognition of performance by leaders, and information regarding performance standards. Training satisfaction is measured using 4 indicators, namely training according to the job, training according to employee needs, satisfaction with training activities and application of training in the workplace. Pay satisfaction is measured by 6 indicators, namely satisfaction with salary, satisfaction with salary increases, satisfaction with salary

differences between workers, satisfaction with overall salary, suitability of salary and job description and suitability of salary in the current company compared to other companies (Memon et al., 2020).

Data Collection

In this research, researchers used primary data obtained through distributing questionnaires to all employees as well as through in-depth interviews. Meanwhile, secondary data is obtained from pre-existing theories, such as journals, books and other relevant sources of information. For example, researchers use tabular data about employee turnover obtained from companies as one of the secondary data in this research. This research requires distributing the questionnaire once, namely during the main test period. The questionnaire distributed for this research used a Likert scale. The Likert scale is a measurement where respondents are asked to answer questions in a questionnaire on a scale of 1 to 5.

Data Analysis

Data analysis is a series of processes systematically arranged to process data obtained from various collection methods, such as questionnaires, interviews and documentation. This process aims to organize data into categories or units, identify patterns, highlight important information, and draw conclusions from the data that has been processed. Researchers used SmartPLS 4th edition software to analyze the data in this research. The analysis technique used is partial least squares (PLS), which is a statistical method suitable for testing complex conceptual models. Using SmartPLS version 4, researchers can process data more efficiently and obtain accurate analysis results.

RESULTS AND DISCUSSION

Results

In the era of globalization and increasingly intense business competition, companies, including furniture trading and manufacturing companies, face significant challenges in retaining quality and high-performing employees. One common issue faced by companies is the tendency of employees to leave their jobs, known as turnover intention. Employee turnover can lead to financial losses, the loss of valuable knowledge and skills, and decreased company productivity. Research on the factors influencing employees' desire to switch jobs is crucial for companies in understanding and addressing turnover issues. Comprehensive studies on the determinants of turnover intention provide valuable insights for management to design effective retention strategies. In this context, this research involves analyzing various factors, including but not limited to job satisfaction, compensation, work environment, career development opportunities, and management support. This analysis will be conducted through a quantitative approach using surveys of employees working in randomly selected furniture trading and manufacturing companies. As for the results of this research, they include, see table 1.

Three hypotheses link the exogenous and endogenous variables in this study model, based on the analytical results shown in Table 1. First, with a path coefficient value of .334, a t-statistic of 6.113, and a p-value of .00, the hypothesis regarding the impact of training satisfaction on work engagement is accepted. This indicates that work engagement is positively and significantly impacted by training satisfaction. Second, the hypothesis which has a path coefficient value of .310, a t-statistic of 3.770, and a p-value of .00 about the impact of performance appraisal satisfaction on job engagement is also accepted. This demonstrates that work engagement is positively and significantly impacted by satisfaction with performance reviews as well. Third, with a path coefficient value of .354, a t-statistic of 4.204, and a p-value of .00, the hypothesis about the impact of pay satisfaction on job engagement is likewise accepted. Consequently, work engagement is positively and significantly impacted by

Table1. Direct Effect Hypothesis Test Results

| Hypothesis | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistics | P-Values | Conclusion |
|--|---------------------|-----------------|----------------------------|--------------|----------|------------|
| Training satisfaction (TS) is positively related to work engagement (WE) | .334 | .316 | .054 | 6.133 | .000 | Accepted |
| Performance appraisal satisfaction (PAS) has a positive relationship with work engagement (WE) | .310 | .315 | .082 | 3.770 | .000 | Accepted |
| Pay satisfaction (PS) is positively related to work engagement (WE) | .354 | .362 | .084 | 4.204 | .000 | Accepted |
| Work engagement (WE) is negatively related to turnover intention (TI) | -0.343 | -0.358 | .126 | 2.736 | .006 | Accepted |

compensation satisfaction. In addition, the path coefficient value of -0.343, the t-statistic of 2.736, and the p-value of .006 supported the hypothesis about the impact of job involvement on employee turnover intention. This demonstrates that employee turnover intentions are significantly and negatively impacted by work participation, see table 2.

Based on the table presented, there are three hypotheses that connect exogenous variables, endogenous variables and mediating variables in the research model. First, it is acknowledged that work engagement acts as a mediating factor in the relationship between employee turnover intention and training satisfaction. The t-statistic value of 2.523 supports this, suggesting that work participation mediates or partially controls this association (H5 is accepted). Second, it is also believed that there is a relationship, mediated by job involvement, between employee turnover intention and satisfaction with performance appraisals. Work engagement appears to be a mediating or partial control variable in this connection, according to the t-statistic value of 2.373 (H6 is accepted). Third, the idea that work participation acts as a mediator in the relationship between employee turnover intention and pay satisfaction is also acknowledged. The t-statistic value of 2.025 supports this theory by showing that work engagement mediates or partially controls this association (H7 is accepted). Consequently, it can be said that work involvement is a significant factor in the relationship between employee turnover intentions and satisfaction with training, performance reviews, and salaries.

DISCUSSION

The first hypothesis test's findings demonstrate that employee work engagement is positively and significantly impacted by training satisfaction. This result is consistent with other studies that demonstrate how employees' positive attitudes toward company-sponsored training programs can raise their level of engagement at work. Training not only provides new knowledge but also motivates employees to learn new things and improve the skills necessary for their tasks. Thus, satisfaction with

Table 2. Mediation Effect Hypothesis Test Results

| Hypothesis | Original Sample (O) | Sample Mean (M) | Standard Deviation | T-Statistics | P- Value | Conclusion |
|--|---------------------|-----------------|--------------------|--------------|----------|------------|
| Work Engagement (WE) mediates between Training Satisfaction and Turnover Intention (TI) | -0.115 | -0.113 | .045 | 2.523 | .012 | Accepted |
| Work Engagement (WE) mediates between Performance appraisal satisfaction (PAS) and Turnover intention (TI) | -0.107 | -0.111 | .045 | 2.373 | .018 | Accepted |
| Work engagement mediates between Pay satisfaction (PS) and Turnover intention (TI) | -0.121 | -0.131 | .060 | 2.025 | .043 | Accepted |

training not only contributes to increased employee work engagement but also to the development of skills that can improve their performance at work.

Work engagement and performance appraisal satisfaction, the findings of the second hypothesis test, are positively correlated. Thus, it can be said that work engagement is positively and significantly impacted by performance appraisal satisfaction. The resulting theory is consistent with earlier studies. Feedback given during the performance appraisal process leads to satisfaction with the performance assessment. Workers need to be motivated by this feedback. If there is no such feedback, employee work performance can worsen because they can become detached from the organization. Perception of employee performance appraisal plays an important role in increasing engagement at work. This is due to the fact that increased employee motivation and passion at work are necessary to boost employee satisfaction with the performance rating system.

the findings of the third hypothesis test, which showed a positive relationship between work engagement and pay satisfaction. Thus, it may be said that work engagement and pay satisfaction are positively correlated. This theory is consistent with earlier studies. A high degree of satisfaction can typically motivate employees to behave and think positively at work as well as to become more involved in their profession. Workers anticipate a fair salary that is commensurate with their function in terms of effort, expertise, and knowledge. Employees consider fairness and balance to influence their level of motivation at work. Moreover, employees who are directly involved with conditions in the field have a fairly high level of risk of danger. So satisfaction with salary levels is related to working conditions and encourages their motivation to be more involved with their role at work.

The findings of the fourth hypothesis test, which showed a negative relationship between turnover intention and work engagement. Thus, it may be said that the intention to leave a job is adversely correlated with work engagement. Participating members of an organization's workforce

typically have lower turnover rates. Employees that are engaged in their work on a physical, emotional, and cognitive level tend to remain longer. The findings of the fifth hypothesis test, which examined how work engagement mediates the relationship between training satisfaction and turnover intention. This demonstrates how work engagement functions as a partial or mediating control variable. The existence of a direct or indirect relationship between latent variables is known as partial control. This is consistent with earlier research that contends that training satisfaction influences turnover intention and that work engagement functions as a substantial mediator. A high sense of work involvement among employees and positive feelings towards training and development activities produce positive attitudes and behaviors. This positive behavior can produce a high level of work engagement, resulting in no or reduced turnover intentions.

The outcomes of the sixth hypothesis test, which examined how job engagement acts as a mediating factor between performance assessment satisfaction and turnover intention. This demonstrates how work engagement functions as a partial or mediating control variable. This is consistent with other research that contends that satisfaction with performance reviews increases turnover intention and that work engagement serves as a significant mediator. Employees feel strongly about their job and have a favorable opinion of the fairness of the appraisal process, which leads to positive attitudes and behaviors. This positive behavior can produce a high level of work engagement, resulting in no or reduced turnover intentions.

The findings of the seventh hypothesis test, which examined how work engagement acts as an engagement functions as a partial or mediating control variable. This is consistent with other research that contends that work engagement serves as a major mediator between salary satisfaction and turnover intention, and that the two variables are related. The relationship between job engagement and turnover intention is considerable, and there is an indirect effect of work satisfaction on work engagement. Additionally, work engagement logically plays a mediating function between turnover intention and compensation satisfaction. Workers that are happy with their pay will put in a lot of effort at their jobs. Workers who are very engaged in their work will show outstanding dedication to the work they are currently doing. A person who is really invested in their work will find it difficult to leave the organization.

The results of the first hypothesis test align with existing research, indicating a positive and significant relationship between training satisfaction and employee work engagement. This is consistent with prior studies that have highlighted how favorable attitudes towards training programs positively impact employee engagement level ([Memon et al., 2016](#)). The notion that training not only imparts new knowledge but also fosters a sense of motivation and skill enhancement resonates with previous research, underlining its contribution not only to heightened work engagement but also to improved job performance. Similarly, the findings of the second hypothesis test corroborate earlier studies by demonstrating a positive correlation between work engagement and performance appraisal satisfaction ([Marwan et al., 2020](#)). This underscores the importance of constructive feedback in enhancing employee engagement, a finding supported by existing literature. The link between performance appraisal satisfaction and increased engagement suggests that feedback mechanisms play a pivotal role in bolstering employee motivation and commitment to organizational goals.

Furthermore, the third hypothesis test reveals a positive association between work engagement and pay satisfaction, consistent with prior research. The idea that salary satisfaction positively influences employee motivation and involvement in their profession aligns with established literature emphasizing the significance of fair compensation in fostering employee engagement ([Hadi et al., 2019](#)). Moreover, the acknowledgment of the interplay between salary satisfaction and working conditions underscores the multifaceted nature of employee motivation. The negative

relationship observed in the fourth hypothesis test between turnover intention and work engagement echoes findings from previous studies, indicating that higher levels of work engagement correlate with lower turnover rates (Alice Reissova, 2021). This underscores the pivotal role of employee engagement in retention efforts, a finding supported by existing research highlighting the link between job engagement and prolonged organizational tenure. The mediation analysis conducted in the fifth, sixth, and seventh hypothesis tests further strengthens the study's position by elucidating the mediating role of work engagement in the relationship between various factors such as training satisfaction, performance appraisal satisfaction, pay satisfaction, and turnover intention (Aggarwal et al., 2022; Memon et al., 2020; Wang et al., 2020). Consistent with prior research, these findings underscore the importance of work engagement as a significant mediator in the organizational dynamics, influencing employee attitudes, behaviors, and ultimately, turnover intentions.

Overall, by aligning with and contributing to existing research, the findings of this study establish a robust foundation for understanding the intricate interplay between employee engagement, satisfaction, and turnover intentions, thereby enriching the scholarly discourse on organizational behavior and management practices.

Implications

The study's findings indicate a favorable association or influence between training satisfaction and inclination to leave. Employee attitudes about the organization's training activities and higher levels of employee participation at work are generally good. The training they receive guarantees that their work inspires people and pushes them to learn new things. Good training not only boosts productivity but also satisfies work requirements and offers a path for professional development. Training that is pertinent to the job is that which gives workers the tools they need to stay active and available in their position. Following employee distribution of surveys, the training satisfaction variable yielded a mean value of 4.15, indicating "good." The approach of hypothesis testing yielded consistent findings that positively impact training satisfaction and turnover intention. It can be concluded that training satisfaction resulting from training is categorized as good.

The study's findings indicate a favorable association or influence between turnover intention and performance appraisal satisfaction. Employee reactions to the performance appraisal system in place at work are a matter of performance appraisal satisfaction. The primary gauge of the effectiveness of the performance appraisal system is employee satisfaction. In measuring the effectiveness of the system, three things can be taken into account, such as the interests of practitioners, satisfaction with performance appraisals, and the relationship between employee reactions and performance appraisals. The fairness factor is very important to achieve a level of assessment satisfaction that spurs or leads to high work engagement. The results of the hypothesis testing process are also in line and have a positive effect on training satisfaction and turnover intention. It can be concluded that training satisfaction resulting from the existing performance assessment system is categorized as good. Regarding the current performance appraisal system in place, the company can maintain this. Companies can also develop better existing performance appraisal systems or policies. The performance appraisal system can also emphasize elements of fairness and transparent assessment so that employees can feel more satisfied with the performance appraisals they receive, thereby increasing the perception of positive attitudes and allowing employees to feel positively connected with their performance involvement.

The study's findings indicate a favorable association or influence between pay satisfaction and inclination to leave. Because it encourages workers to increase their productivity, salary is a crucial component of work engagement. Employees consider fairness, especially in terms of salary, as a

balance point in influencing the level of employee work engagement. It can be concluded that salary satisfaction resulting from the existing compensation system is categorized as good. Regarding the current compensation system in place, the company can maintain this. Companies can also be more tailored to the performance of their employees. Companies can also implement or place more emphasis on compensation payment systems that must be communicated thoroughly to all employees. Companies can also provide non-rewards in the form of awards, promotions, job rotation, etc. in order to retain their employees.

The study's findings suggest a negative association or influence between work engagement and intention to leave. High work engagement employees are less likely to leave their positions. Highly engaged workers stay with their employers longer because they are more mentally, emotionally, and physically attached to their work. It is determined that the current level of work involvement is rated as excellent. The organization can sustain the present levels of employee engagement and enhance them by providing favorable working conditions, attending to the personal needs of employees, improving their health and mental well-being, among other things. The findings of this study suggest that work engagement acts as a mediator in the positive link between training satisfaction and intention to leave. The association between training satisfaction and intention to leave a job can be mediated by job involvement image. Positive workplace outcomes and job resources can be mediated by motivational processes. We conclude that work engagement circumstances function as a mediator between turnover intention and satisfaction with current training, which is positively correlated with the latter. This can encourage companies to further develop training systems and activities in order to maintain the satisfaction felt by employees, thereby increasing positive work engagement. This can reduce the existing level of turnover intention.

The study's findings indicate that work engagement acts as a mediating factor in the positive relationship or influence between performance appraisal satisfaction and turnover intention. The association between job turnover intention and performance appraisal satisfaction may be mediated by job involvement. We infer that work engagement circumstances mitigate the favorable relationship between turnover intention and satisfaction with current performance reviews. In order for employees to feel content with the performance appraisals that have been established and to boost performance engagement in the workplace, this can inspire organizations to further enhance performance appraisal systems and promote fairness. This may lessen the current intention to turnover. The study's findings indicate that work engagement acts as a mediator in the positive association or influence between pay satisfaction and intention to leave. We conclude that work engagement conditions operate as a mediating factor between turnover intention and contentment with current compensation. This may incentivize businesses to enhance their wage distribution framework and guarantee equity for the appropriate use of the benefits they obtain. Other forms of compensation include rotations, promotions, awards, and the like, which help boost employee satisfaction with the current wage structure and performance involvement in the workplace. This may lessen the current intention to turnover.

Limitations of Study

The findings of this study, primarily focused on the furniture trading and manufacturing sector, may not be universally applicable across all industries or organizational contexts. The specific demographic, cultural, and job characteristic variations in other industries could limit the generalizability of these results. Additionally, reliance on data collected through employee surveys introduces the potential for sample bias, as participants may differ in attitudes and experiences from non-participants, potentially skewing the outcomes. The study's cross-sectional design, capturing data at a single point in time, restricts the ability to establish causal relationships between variables,

suggesting the need for longitudinal studies for a more comprehensive understanding of turnover intention and work engagement dynamics. Furthermore, the use of self-reported data from employees may be susceptible to response bias or social desirability bias, potentially affecting the accuracy of the findings. Despite examining various factors such as training satisfaction, performance appraisal satisfaction, pay satisfaction, work engagement, and turnover intention, the study's scope might overlook other influential variables like organizational culture or leadership style. Additionally, while mediation analysis offers valuable insights, its complexity and potential methodological challenges could lead to misinterpretation of results. Finally, the study may not fully capture the nuanced organizational dynamics and contextual factors such as economic conditions or industry trends that could impact the relationships between variables, highlighting potential limitations in addressing all influencing factors comprehensively.

CONCLUSION

The data analysis results led the researchers to a number of conclusions. First, work engagement is positively and significantly impacted by training satisfaction, suggesting that the training offered is effective and can raise work engagement. Second, work engagement is positively and significantly impacted by performance appraisal satisfaction, suggesting that the current approach is effective in raising job engagement. Third, job engagement is positively and significantly impacted by pay satisfaction, suggesting that fair and appropriate salaries that align with employee demands might boost work engagement. Fourth, there is a large and negative relationship between job involvement and employee turnover intention, meaning that employees with higher levels of work involvement typically have fewer intentions to leave. Fifth, employee turnover intentions are positively and significantly impacted by job engagement, which acts as a mediator between training satisfaction and work engagement. Accordingly, effective training can lower employee turnover intentions by raising work engagement. Sixth, work participation acts as a mediator between employee turnover intentions and wage satisfaction and performance appraisal satisfaction, both of which have a positive and considerable impact on the former. Therefore, it is recommended that businesses preserve or enhance their current processes for employee training, performance reviews, and compensation in order to boost productivity and lower attrition rates.

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AUTHOR CONTRIBUTION STATEMENT

All authors have read and approved the final version of the manuscript.

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