



# The Role of Job Satisfaction on Turnover Intention with Employee Engagement as a Mediating Variable

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## Abstract

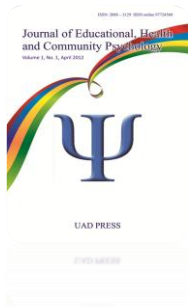
Dissatisfaction often arises from factors related to workload, with heavy workloads driving employees to consider leaving for other companies. However, highly engaged employees are more likely to contribute positively through ideas and actions, and are more likely to stay with the organization longer. This study investigates the impact of job satisfaction on turnover intention, with employee engagement serving as a mediating variable. A quantitative approach was employed, surveying 315 employees at Company X in Tanjung Morawa, all with 2 to 5 years of service. The results of the mediation analysis using SEM-PLS reveal that employee engagement significantly mediates the relationship between job satisfaction and turnover intention. To reduce turnover intention, organizations should prioritize enhancing employee engagement by improving factors that contribute to job satisfaction.

**Keywords:** *Job satisfaction, turnover intention, employee engagement, employee, company*

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## Introduction

Human resources are among the most critical components of any organization or company, as they play a key role in achieving organizational goals (Elfios et al., [2024](#); Mirzaei et al., [2024](#); Zhang et al., [2024](#)). Managing human resources, however, is a complex task because it directly influences the performance of quality employees (G. Chen et al., [2024](#); Y. P. Chen et al., [2024](#); El-Ashry et al., [2024](#)). One of the key



aspects of human resource management involves understanding employee behavior, particularly turnover intention (Hua et al., [2024](#); Park et al., [2024](#); Yuan et al., [2024](#)). Turnover intention refers to an employee's desire to leave their current job in search of a better opportunity elsewhere (Uzkiyyah et al., [2022](#)). This can be defined as the voluntary tendency or intention of employees to resign from their jobs due to personal choice (Ardan & Jaelani, [2021](#)). Ardias ([2018](#)) further explains that turnover intention is the desire that arises within an employee to leave the organization they currently work for, on their own accord (Cheng et al., [2020](#); Hong et al., [2024](#); yazdanirad et al., [2024](#)). Turnover intention reflects the level or intensity of an employee's desire to leave the company, and it can be driven by various factors, including the pursuit of better job opportunities (Mobley, [2011](#)).

Employee issues such as low motivation, decreased performance, and lack of commitment can negatively impact an organization's ability to achieve its goals, especially when employees are contemplating leaving or searching for better job prospects (Alreshidi et al., [2021](#); Huang et al., [2024](#); Jansen et al., [2024](#)). Additionally, supervisor support plays a significant role in influencing an employee's intention to stay or leave an organization (Alazmani-Noodeh et al., [2021](#); Üngüren et al., [2024](#); Wahyuni et al., [2023](#)). Research by Astuti and Helmi ([2021](#)) highlights that in collectivist cultures like Indonesia, supervisor support can be a vital source of motivation that strengthens employee commitment. This is because in collectivist societies, leaders are often viewed as key figures who can help employees achieve their goals.

When employees are engaged in their work and committed to their organization, it not only boosts productivity but also lowers turnover rates, contributing to the organization's competitive advantage (G. Chen et al., [2024](#); Y. P. Chen et al., [2024](#)). This aligns with findings from Irawan ([2022](#)), which indicate that turnover intention is strongly influenced by factors such as organizational commitment, job satisfaction, promotion opportunities, and compensation. High levels of organizational commitment can reduce employees' desire to leave, while effective job satisfaction, compensation systems, and promotion opportunities make employees feel more content and motivated at work, thereby reducing their inclination to resign (Hong et al., [2024](#); Huang et al., [2024](#); yazdanirad et al., [2024](#)).



Dessler ([2013](#)) explains that turnover intention refers to an employee's desire to move to another workplace, influenced by various factors. However, this intention has not yet materialized and remains limited to the desire to move. Turnover intention can be driven by internal factors (such as individual employee characteristics) and external factors (such as organizational characteristics) (El-Ashry et al., [2024](#); Elfios et al., [2024](#); Zhang et al., [2024](#)). As noted by Nilasari and Utama ([2024](#)), companies can improve work culture to increase employee satisfaction, which in turn can enhance employees' identification with the company and reduce turnover intention. Mirzaei et al., ([2024](#)) suggests that the factors influencing turnover intention include individual characteristics (age, gender, employment status, marital status, tenure, socioeconomic status) and organizational characteristics (vision, mission, compensation, policies, supervision). For example, a study in the United States found that 30 percent of new teachers left the profession within five years (Ronfeldt et al., [2013](#)). Conversely, employees with longer tenure tend to have lower turnover intention, as demonstrated by research from Christian and Purba ([2021](#)).

Previous research also highlights that a lack of job satisfaction can lead to turnover intention (Restya & Sallima, [2019](#); Sari et al., [2020](#)). Job dissatisfaction can stem from various factors, including dissatisfaction with company management, working conditions, supervision quality, rewards, salary, promotion opportunities, and interpersonal relationships (Paramarta et al., [2021](#); Elfios et al., [2024](#); Zhang et al., [2024](#)). Putra et al. ([2023](#)) emphasize that implementing an appropriate leadership style can increase job satisfaction. Conversely, poor leadership can reduce job satisfaction, especially in public sector organizations, leading to decreased employee performance and potentially increasing turnover intention due to heightened stress and anxiety, which may compel employees to leave their jobs. In essence, employees often leave not just companies, but poor leaders (Cheng et al., [2020](#); Hua et al., 2024; yazdanirad et al., [2024](#)).

Job satisfaction is influenced by both intrinsic and extrinsic factors, and it varies from person to person based on individual perspectives, experiences, and life needs (Care et al., [2024](#); He et al., 2024). Often, job satisfaction is closely related to the amount of salary earned (Sarker et al., [2024](#);



Stien & Josefsson, [2024](#)). If the salary is insufficient to meet an employee's needs, they may feel dissatisfied and seek additional side jobs, such as tutoring, driving for a rideshare service, or starting a small business, to supplement their income (Diepen et al., [2024](#); Kim et al., [2024](#)). This reflects the broader impact of inadequate compensation on job satisfaction.

The lack of job satisfaction is associated with the manifestation of creativity and professional proficiency, which subsequently impacts self-assurance in career advancement and intentions to leave the job (Chen et al., [2024](#); Hermansson et al., [2024](#); Sahin et al., [2024](#)). In general, it can be stated that solving organizational problems from a human perspective can be done through the principles of job satisfaction (Mirzaei et al., [2024](#); Saliya et al., [2024](#)). With high job satisfaction, there will be a positive bond between workers and their work, so that from these workers an optimal result can be expected. Almost all companies that experience rapid progress are characterized by symptoms of high job satisfaction among their workers (Nimran & Amirullah, [2022](#)).

Then the factor that can affect turnover intention is employee engagement, such as research conducted by Maleka et al ([2022](#)) and Istiningsih et al ([2020](#)). Soedarto & Hardi ([2023](#)) added that employee engagement is not just about staying in business or maximizing profitability. It is also about ensuring employees are satisfied and have their needs met. When employees are engaged, it will affect psychological conditions, among others, by showing a sense of optimism and self-confidence, increasing satisfaction and resulting in low turnover intention (Bija, [2021](#)). Likewise, the results of research conducted by (Wijayanto et al., [2022](#)).

There is a knowledge gap in understanding the relationship between job satisfaction, employee engagement, and turnover intention, particularly within the specific context of employees who are unmarried women with up to five years of service (Kim et al., [2024](#); Sarker et al., [2024](#); Stien & Josefsson, [2024](#)). While previous research has explored these variables, the unique demographic characteristics and experiences of this group have not been thoroughly examined (Diepen et al., [2024](#); Hermansson et al., [2024](#)). This study seeks to address this gap by investigating how job



satisfaction influences turnover intention, with employee engagement serving as a mediating variable. By focusing on this specific demographic, the research aims to provide more accurate insights into how organizations can reduce turnover intention by enhancing job satisfaction and fostering stronger employee engagement. This study also contributes to the literature by offering a nuanced perspective that is often overlooked in existing research.

## **Method**

### *Design*

This study constitutes an explanatory quantitative with the sampling technique being total sampling. The variables in this study are job satisfaction, turnover intention, and employee engagement. The function of each variable are turnover intention dependent variable, job satisfaction as independent variable and work engagement as mediating variable.

### *Participants*

The study included 315 employed at Company X Tanjung Morawa. Their demographic characteristics are detailed in Table 1. The majority of participants were female (65.1 %), a significant portion were not yet married (73.3 %) and had 5 years of work experience (28.6 %). Prior to completing the survey, participants were briefed on the study's purpose, read the informed consent, and provided their signatures indicating their voluntary participation as research respondents.



**Table 1**

**Demographic Data**

Participant Characteristic	Category	N	%
Gender	Male	110	34.9%
	Female	205	65.1%
Marriage Status	Not yet married	231	73.3%
	Married	84	26.7%
Length of Time Working	2 Years	83	26.3%
	3 Years	85	27%
	4 Years	57	18.1%
	5 Years	90	28.6%
	2 Years	83	26.3%

*Measurement*

The data collection method in this study uses three scales, namely turnover intention, job satisfaction and employee engagement.

*Turnover Intention Scale*

Turnover intention is measured by modifying the adapted scale. The results of research conducted by Yani, (2017). This scale is based on indicators put forward by Mobley, namely, thoughts of quitting, desire to leave, desire to find another job. The scale contains 30 statement items. This scale uses a Likert format consisting of four ranges of options for answers ranging from 1 to 4, of which: 1 (Strongly Agree), 2 (Agree), 3 (Disagree), 4 (Strongly Disagree). Based on the results of the reliability test using Cronbach's alpha coefficient, the reliability of this scale is 0.963 which states that this scale is reliable. Sample items include "I often think about leaving this company", "I am experiencing boredom in working at this company", "As soon as I get a better job then I will leave this company."

*Job Satisfaction Scale*

The scale used for job satisfaction uses a scale adapted by (Sukoco, 2019) based on the dimensions



of Locke's goal setting theory. The scale contains 21 statement items, each item of this scale consists of four answer choices from a range of 1 to 4. The four answer choices include Strongly Agree, Agree, Disagree, Strongly Disagree. Based on the results of the reliability test using Cronbach's alpha coefficient, the reliability of this scale is 0.915 which states that this scale is reliable. Sample items include "I get enough salary as an employee", 'I don't feel burdened by the working hours', "Unfair treatment from superiors makes me disappointed."

#### *Employee Engagement Scale*

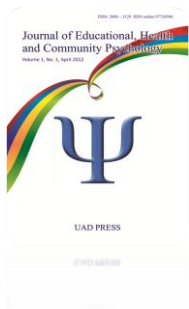
The scale used for employee engagement, researchers used a measuring instrument developed by Shuck et al (2016) and adapted by Astari et al (2022). The scale contains 12 statement items. Each item of this scale consists of five answer categories using a Likert scale from a range of 1 to 4. The five answer choices include Strongly Agree, Agree, Disagree, Strongly Disagree. Based on the results of the reliability test using Cronbach's alpha coefficient, the reliability of this scale is 0.914 which states that this scale is reliable. Sample items include "I concentrate on my work while at work", "I pay a lot of attention to my job responsibilities", "I believe in the mission and goals of the company I work for."

#### *Data analysis*

The data analysis method used in this research is the Structural Equation Model (SEM) method which is operated through the Partial Least Square (PLS) program using SmartPLS software.

### **Result**

Based on the test results, the Cronbach Alpha value is above  $>0.7$ , the AVE value is above  $>0.5$  and the CR value is above  $>0.7$ , which means that the Cronbach Alpha, Composite Reliability, and Average Variance Extracted values have met the established standards. (refer to [Table 2](#)).



**Table 2**

Test Description based on Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE)

Variabel	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0,980	0,982	0,822
Job Satisfaction	0,981	0,982	0,725
Turnover Intention	0,987	0,988	0,733

The R-square value for employee engagement is 0.480, indicating that job satisfaction can explain or influence employee engagement by 48 %. Similarly, the R-square value for turnover intention is 0.469, suggesting that job satisfaction combined with employee engagement can explain 46.9 % of the variance in turnover intention. The Q-square (Q<sup>2</sup>) value for employee engagement is 0.391, indicating the predictive relevance of job satisfaction for employee engagement. Likewise, the Q-square (Q<sup>2</sup>) value for turnover intention is 0.331, showing the predictive relevance of both job satisfaction and employee engagement to turnover intention.

**Table 3**

R-square and Q-square

Variabel Dependent	R Square	Q <sup>2</sup> (=1-SSE/SSO)
Employee Engagement	0,480	0,391
Turnover Intention	0,469	0,331



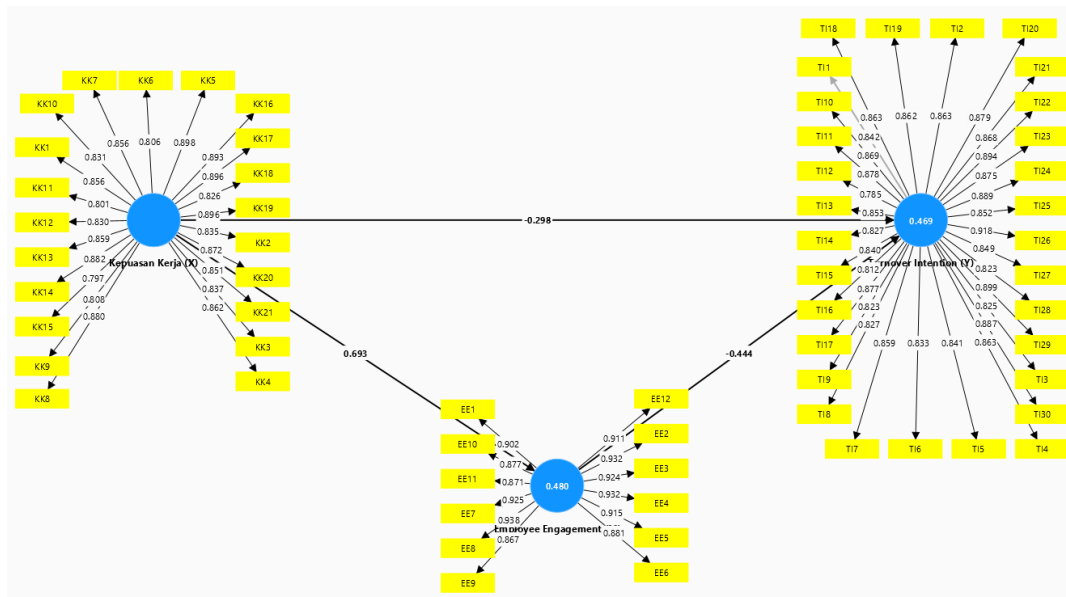


Figure 1. Results of the SEM-PLS Model Test

Based on figure 1, the SEM analysis reveals the relationships between three key constructs: Job Satisfaction (Kepuasan Kerja - KK), Employee Engagement (EE), and Employee Intention (EI). The analysis shows that Job Satisfaction has a direct negative impact on Employee Intention (path coefficient: -0.298), indicating that higher job satisfaction is associated with a lower intention to leave the organization. Additionally, Employee Engagement also negatively influences Employee Intention (path coefficient: -0.444), suggesting that more engaged employees are less likely to consider leaving. Furthermore, Job Satisfaction positively affects Employee Engagement (path coefficient: 0.593), implying that satisfied employees are more likely to be engaged. The high loadings of the observed variables on their respective latent constructs indicate strong relationships, supporting the validity of these constructs in the model. Overall, the analysis highlights that enhancing job satisfaction and employee engagement can play crucial roles in reducing turnover intentions within an organization.



**Table 4**

Path coefficient and significance test of the direct effect (boosting)

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV)</i>	<i>P Values</i>
Employee Engagement – Turnover Intention	-0,444	-0,445	0,141	3, 141	0,002
Job satisfaction - Employee Engagement	0,693	0,700	0,064	10,766	0,000
Job satisfaction - Turnover Intention	-0,298	-0,288	0,193	2,142	0,033

The comparison between the hypothetical mean and empirical mean indicates that turnover intention, job satisfaction, and employee engagement are classified as moderate, as shown in Table 5 and Table 6.

**Table 5**

Comparison of the Hypothetical Mean and Empirical Mean

<i>Variable</i>	<i>Hypothetical Mean</i>				<i>Empirical Mean</i>			
	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>
<i>Employee Engagement</i>	12	48	30	6	16	48	35.67	6.93
<i>Job satisfaction</i>	21	84	52.5	10.5	33	84	58.85	12.03
<i>Turnover Intention</i>	30	120	75	15	30	120	77.83	19.61

The table 6 categorizes participants based on their levels of employee engagement, job satisfaction, and turnover intention, revealing that the majority of participants fall into the moderate category for each variable. Specifically, 69.21% of participants reported moderate levels of employee engagement, with 13.65% and 17.14% reporting low and high engagement, respectively. Similarly, 71.75% of participants indicated moderate job satisfaction, while 14.92% reported low satisfaction and 13.33% reported high satisfaction. For turnover intention, 80% of participants were in the moderate category, with smaller percentages reporting low (7.94%) and high (12.06%) intentions to leave. These findings suggest that most participants are moderately engaged and satisfied, while also



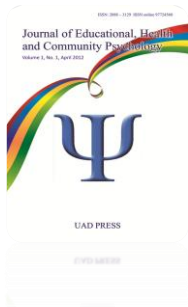
showing moderate turnover intentions, indicating potential areas for organizational focus to improve overall employee outcomes.

**Table 6**  
**Categorization of job satisfaction, employee engagement and turnover intention**

Variable	Category, Number of Participants, Percentage (%)		
	Low	Moderate	High
Employee Engagement	43 (13,65%)	218 (69,21%)	54 (17,14%)
Job satisfaction	47 (14,92%)	226 (71,75%)	42 (13,33%)
Turnover Intention	25 (7,94%)	252 (80%)	38 (12,06%)

**Discussion**

This study aims to see the effect of job satisfaction on turnover intention with employee engagement as a mediating variable. The results of this study have shown that job satisfaction has a negative effect on turnover intention. meaning that job satisfaction can reduce turnover intention in employees. From the results of this study, the hypothesis stating that there is contribution of job satisfaction on turnover intention in employees can be accepted. Therefore, the high and low job satisfaction of employees will affect turnover intention in employees. Susita et al (2023) stated that job satisfaction shows how satisfied employees are with their jobs, this is a feeling that arises from the perception that work fulfills a person's social and psychological material needs. This condition shows that a person is satisfied with their job if their desires are met and there is emotional balance. Job satisfaction is one of the earliest predictors often proposed to influence turnover intention. Basically, job satisfaction has a considerable influence on organizational productivity, either directly or indirectly. Dissatisfaction is the starting point of problems that arise in organizations, such as absenteeism, manager-employee conflict, turnover, and many other problems that cause disruption in the process of organizational achievement. From the worker's side, dissatisfaction can lead to decreased motivation, decreased work morale, decreased work performance, both qualitatively and quantitatively (Nimran & Amirullah, 2022). Likewise with



employees at this research site, they have a sense of dissatisfaction with their work, such as the workplace environment, working hours, also work schedules, it is not uncommon for there to be conflicts with superiors, regarding the injustice they receive, this is what finally sometimes raises employees' intention to leave the company. In line with previous research conducted by Sari et al ([2020](#)) which shows the effect of job satisfaction on turnover intention. His other research conducted by Restya & Sallima ([2019](#)), also shows the influence between job satisfaction on turnover intention. Among the factors that cause turnover intention found in previous studies, job satisfaction is the factor that is most consistently negatively related to turnover intention (Bravo et al., [2019](#); De Simone et al., [2018](#)).

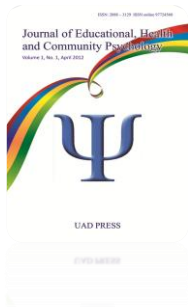
The results of this study indicate that job satisfaction affects employee engagement in employees, based on the results of the regression calculation, the coefficient of determination (R-Square) is 0.480. this shows that job satisfaction has an influence on employee engagement by 48% on employees and the remaining 52% is influenced by other factors. This indicates that if job satisfaction is high, then the level of employee engagement in employees will also be high. If employees feel satisfied with what they do, then employees will tend to have a sense of attachment to their work and also their company. Employee engagement is employee involvement, individual involvement, satisfaction and enthusiasm for the work they do (Robbins & Judge, [2013](#)). Then Soedarto & Hardi ([2023](#)) added that employee engagement is not just about staying in business or maximizing probability. It is also about ensuring employees are satisfied and have their needs met. If employees do not feel satisfied with their work, then employees will not have a sense of attachment to work and the organization, employees will tend to feel forced to work, there is no loyalty, there is nothing that can motivate employees to have a sense of attachment to their work. The results of this study are also supported by the results of previous research conducted by Istiningsih et al ([2020](#)), that job satisfaction affects the high employee engagement of employees, then the results of research conducted by Maleka et al ([2022](#)), from the results of this study also obtained positive results between job satisfaction and employee engagement. The idea of employee engagement describes how employees can give more of what they offer, and as a result, engaged



employees are more productive employees than other employees (Febriansyah & Ginting, [2020](#)).

The results of this study indicate that employee engagement affects turnover intention in employees, with a coefficient value = -0.444, and significant with T-Statistic = 3.141 > 1.96 and P-Values = 0.002 < 0.05. As found from the results of previous research conducted by (Ekel et al., [2019](#)), this means that employee engagement greatly influences whether employees choose to stay in the organization or have a tendency to leave the organization, and is also added to research conducted by Fauziridwan et al ([2018](#)). The desire to stay is one of the characteristics of engagement as described by Schaufeli and Bakker. When employees are engaged, it will affect psychological conditions, among others, by showing a sense of optimism and self-confidence, increasing satisfaction and resulting in low turnover intention (Bija, [2021](#)) Employees who are subjects in this study, generally lack employee engagement in themselves, this results in the intention to leave the company. Employees do not feel they have to give more effort to their work, work only because they are employees who have to follow company rules and just need work, but there is no sense of belonging to the work itself.

The results of mediation testing found that employee engagement significantly mediates the effect of job satisfaction on turnover intention, with a value of P-Values = 0.004 < 0.05. The results of this study are supported by the results of previous research by Sari et al ([2020](#)) and Wijayanto et al ([2022](#)) who used employee engagement to explain the effect of job satisfaction on turnover intention. Employees who do not feel job satisfaction, nor do they feel employee engagement in themselves will always have the intention to leave the company, making them lose motivation to work, lack of commitment. In the end, this will greatly affect employee performance, it will also determine how the company progresses, because maximum contribution from employees will help the company achieve its strategic goals. The results of this study also show that job satisfaction and employee engagement are able to explain or influence turnover intention by 46.9%, the remaining 53.1% is influenced by other factors. The other factors that influence turnover intention are the size of the organization, the size of the work unit, payroll, work weight, supervisory style,



expectations, mental stress, and work environment (Mobley, [2011](#)). Employees who feel job satisfaction, have an attachment to work and the organization, have a great sense of pride and responsibility for their work, will create a strong sense of staying with the company, there will be no intention to leave the company and will be more loyal at work.

## **Conclusion**

The findings of this study suggest that employee engagement plays a mediating role in the relationship between job satisfaction and turnover intention. Consequently, job satisfaction can impact turnover intention either directly or indirectly via employee engagement.

## **Acknowledgments**

The researcher would like to express his sincere appreciation to all employees at company X Tanjung Morawa who have participated in this study. My thanks also go to the HRD Manager and staff who have given the opportunity to researchers to conduct this research.

## **Conflict of Interest**

The researchers declare that this paper has no conflicts of interest.

## **Data Availability**

Data can be provided upon request to the author.

## **Declarations Ethical Statement**

The study followed the guidelines of the Declaration of Helsinki.

## **Informed Consent Statement**

Informed consent was obtained from all persons involved in the study.

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