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Research Article

When Satisfaction Drives Departure: Unpacking Turnover Intentions in Manufacturing

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Abstract
This study was conducted to analyze the influence of perceived organizational support, work-life balance, work engagement, and job satisfaction on turnover intention. The study was designed as explanatory research. All respondents were employees of PT Indofood Sukses Makmur, Bogasari Division, with a sample of 90 employees. Data were collected using a questionnaire instrument. Data were analyzed using Partial Least Squares Structural Equation Modeling. The results showed a high fit (GoF = 0.556). The R^2 obtained (Perceived organizational support (POS), work-life balance, job satisfaction, and work engagement affect turnover intention) was 0.447. The relationship between variables (predictive relevance) is shown by the value (Q^2 = 0.446). From this study, it was found: (1) perceived organizational support has a negative and significant effect on turnover intention; (2) work-life balance does not affect turnover intention; (3) work engagement does not affect turnover intention; and (4) job satisfaction has a positive and significant effect on turnover intention.

Keywords: Perceived organizational support, work-life balance, work engagement and job satisfaction, turnover intention

JEL Classification: J28, J63, M14

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1. Introduction

Human resource management, abbreviated as HR, is a science or method that teaches how to efficiently and effectively manage the relationships and functions of resources (workforce) owned by individuals so that they can be utilized optimally to achieve company goals. The functions of human resource management include workforce planning, workforce development, performance evaluation, protection, workforce maintenance, and termination of employment. HR is important because it organizes and manages human resources aligned with the company's vision to achieve organizational goals, place staff and personnel in the organization, improve performance, and build a corporate culture that encourages innovation and adaptability (Irmayani, 2021).

PT Indofood Sukses Makmur Bogasari Flour Mills Division is Indonesia's top flour producer, as shown by its 15 consecutive Top Brand Awards (www.bogasari.com, 2024). Of course, this achievement cannot be separated from the abilities of employees under the auspices of PT Indofood Sukses Makmur Bogasari Flour Mills Division.

Turnover intention is a problem in an organization because employee turnover wastes investment in employee selection and training. In addition, high turnover intention negatively affects existing employees' motivation, increases workload and complicates work planning. Therefore, the departure of competent personnel, who are valuable assets, is a significant problem that negatively affects productivity, efficiency, and overall business performance. (Kaya & Abdioğlu, 2010).

Many factors drive turnover intention, including perceived organizational support and job satisfaction. In addition, according to research conducted by Laksono & Wardoyo (2019), work-life balance and work engagement are causes of Turnover Intention.

An employee's perceived organizational support can affect Turnover Intention. According to Chandra et al. (2017), perceived organizational support is the extent to which employees feel the organization values their contributions and cares about their welfare, which affects employees' support for the organization. Low perceived organizational support contributes to low employee productivity, which in turn increases turnover intention. This aligns with research by Fitria & Roza Linda (2019) and Intan et al. (2017), which found that perceived organizational support has a negative and significant influence on Turnover intention. However, this differs from Tambunan et al. (2019), which found that perceived organizational support had an insignificant positive effect on turnover intention.

The second factor that can cause Turnover intention is work-life balance. According to Gragnano et al. (2020), work-life balance refers to an individual's perspective on whether their work and personal life are balanced and support their priorities and growth. If employees cannot find a good balance between work and time with family or friends, this can trigger Turnover intention. Research on work-life balance and turnover intention was conducted by Geofanny et al. (2022) and Fitria & Roza Linda (2019), who found that work-life balance has a negative and significant effect on Turnover intention. Meanwhile, Novitasari & Dessyarti (2022) found that work-life balance does not have a significant effect on turnover intention.

The third factor affecting turnover intention is Work Engagement. According to Pri & Zamralita (2017), work engagement refers to a state of positive motivation characterized by strong passion (strength), dedication, and absorption in one's work.

Low employee motivation to do their work affects employees and, as a result, tends to increase Turnover intention. This is supported by a study by Setyo Wicaksono (2020), which states that work engagement influences turnover intention. Moreover, research by Muchtadin (2022) finds a negative relationship between Work Engagement and Turnover intention. However, the latest research by Muchtadin & Sundary (2023) found that Work engagement does not affect turnover intention.

The fourth factor that causes Turnover intention is Job Satisfaction. Individuals tend to stay working in a company if they are satisfied with their jobs. On the other hand, those who are dissatisfied with their jobs tend to decide to leave the company and look for other alternatives. According to Robbins & Judge (2017), Job Satisfaction is employees' overall attitude toward their jobs, including their perception of the difference between the benefits they receive and the rewards they believe they should receive.

This issue is particularly relevant in the manufacturing industry, where employees operate within structured work systems and are required to maintain productivity, quality, and operational continuity. Manufacturing employees may also face work demands that differ from those

experienced in other organizational settings, including production targets, standardized procedures, work schedules, coordination between operational units, and the need to maintain consistent performance. These characteristics may influence how employees perceive organizational support, balance work and personal life, engage with their work, and evaluate their job satisfaction. Consequently, relationships between these factors and turnover intention that are commonly reported in the literature may not necessarily produce the same results in a manufacturing context.

In such a manufacturing environment, retaining employees relates not only to individual employment preferences but also to organizational continuity and the preservation of employee knowledge and experience. This makes turnover intention a relevant issue to investigate within the Bogasari Division.

These differences indicate that the relationship between work engagement and turnover intention requires further examination in specific organizational contexts.

Previous studies therefore show that the relationships among perceived organizational support, work-life balance, work engagement, job satisfaction, and turnover intention are not entirely consistent. In particular, differences in findings concerning work-life balance and work engagement suggest that contextual factors may influence employees' responses to their work environment. Manufacturing organizations provide a distinctive setting because employees must simultaneously respond to organizational expectations, operational demands, work schedules, and the requirements of maintaining productivity and continuity. These characteristics provide a rationale for examining whether established relationships between these variables and turnover intention remain consistent among manufacturing employees.

2. Literature Review and Hypothesis

Social Exchange Theory

The relationship between perceived organizational support, job satisfaction, and turnover intention can be explained through Social Exchange Theory (SET). Social Exchange Theory proposes that relationships between employees and organizations develop through reciprocal exchanges, in which favorable treatment received by one party tends to generate an obligation to reciprocate with positive attitudes and behaviors. In the organizational context, when employees perceive that the organization values their contributions and cares about their well-being, they may feel more obligated and more positive toward the organization. Perceived organizational support can therefore contribute to employees' positive work experiences, including greater job satisfaction, while reducing their intention to leave the organization.

From a Social Exchange Theory perspective, job satisfaction can also represent an important psychological outcome of employees' exchange relationships with their organization. When employees perceive that the organization provides adequate support, recognition, rewards, and favorable working conditions, they are more likely to evaluate their jobs positively and experience greater satisfaction. Higher job satisfaction may then strengthen employees' willingness to stay with the organization, reducing their turnover intention. Conversely, when employees perceive an unfavorable exchange relationship with the organization and their expectations are not adequately met, dissatisfaction may develop and increase their intention to leave.

Therefore, Social Exchange Theory explains why perceived organizational support and job satisfaction may be associated with turnover intention. Employees who perceive a positive exchange relationship with their organization are more likely to develop favorable attitudes toward their work and organization. In contrast, unfavorable exchange relationships may increase the likelihood of withdrawal intentions. This theoretical perspective provides a basis for examining the relationships between perceived organizational support, job satisfaction, and turnover intention among employees of PT Indofood Sukses Makmur Tbk, Bogasari Flour Mills Division.

Turnover Intention
Turnover intention is a common organizational problem characterized by an individual's tendency to quit their job. Turnover intention in an organization reflects reduced employee loyalty to the company (Ksama & Wibawa, 2016). A high turnover rate significantly affects a company's income because it increases costs related to recruitment, training, and filling vacant positions (Khan & Du, 2014). Based on previous studies' definitions of turnover intention, turnover intention is an employee's intention to leave their current job and affects the organization's productivity and costs.

Perceived Organizational Support
Perceived Organizational Support will cause employees to develop a positive work environment and a positive work environment gradually (Zuanda & Dalimunthe, 2019). When employees have more positive psychological traits, their work performance, self-confidence, and commitment increase, while their lack of self-control decreases (Neysyah et al., 2023). Employees who feel they have strong organizational support can turn that support into hope. By setting goals, employees can complete organizational tasks.

Work Life Balance
Work-life balance (WLB) describes the interaction and impact between work and family responsibilities, with satisfaction in one or both areas as the 'core consequences' (Brough et al., 2014). However, the results can be positive or negative depending on whether balance or imbalance is achieved. Research conducted by Aga (2023) shows that variables related to stress include work-related stress, anxiety, depression, and social influence.

Work Engagement
Memon et al. (2017), work engagement is a positive, satisfying and work-related mental state characterized by vigor, dedication and absorption. Kim & Hyun (2017) define work engagement as a pleasant and satisfying condition experienced by people while working in a company. Positive experiences arise from pleasant interactions between employees and between employees and leaders. Pattnaik & Panda (2020) define work engagement as the emotional closeness employees feel when working in a company.

Job Satisfaction
Job satisfaction is essentially an individual problem. Each individual has a different level of satisfaction based on their value system. The higher the assessment of an activity that is considered in accordance with the individual's desires, the higher their satisfaction with the activity. Therefore, satisfaction is an assessment of an individual's feelings and attitudes toward pleasure or displeasure, or satisfaction or dissatisfaction with their work. (Zainal et al., 2017).

Research Concept Framework
In this study, the dependent variable is Turnover Intention, while the independent variables are Perceived Organizational Support, Work-Life Balance, Work Engagement and Job Satisfaction. Based on the explanation, the research model is shown in Figure 1:

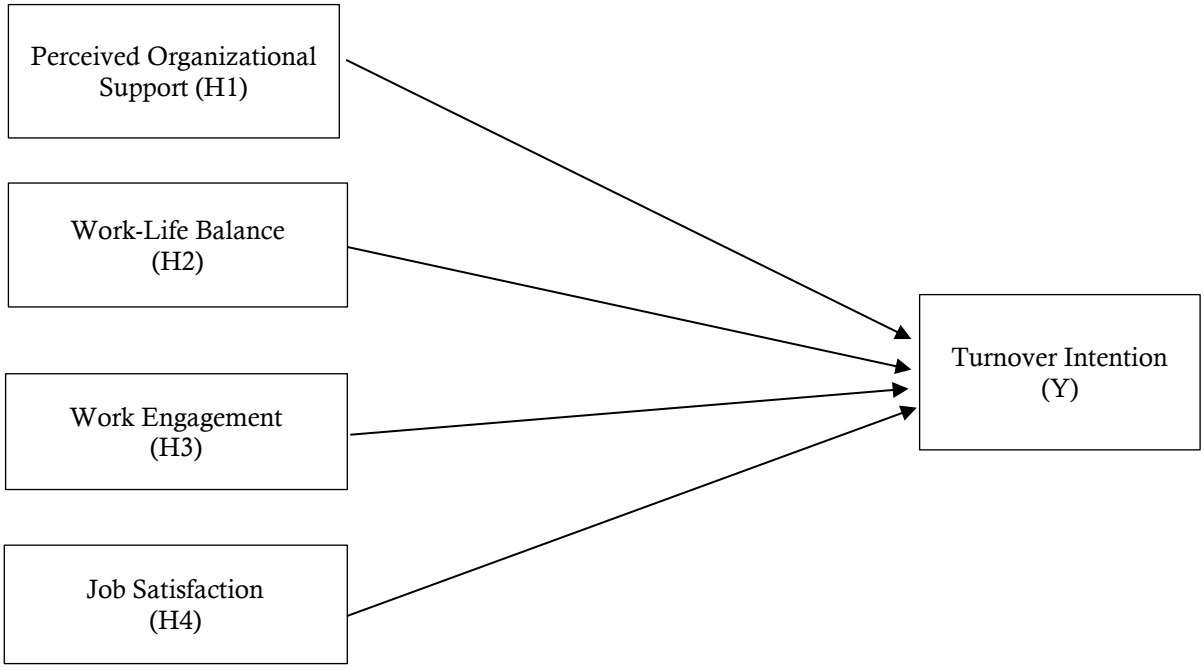

Figure 1. Research Concept Framework

Research Hypothesis

The Influence of Perceived Organizational Support on Turnover Intention

Perceived Organizational Support is employees' perceptions of the extent to which their contributions to the organization are valued, which implies that their related well-being is given full consideration and can create a feeling of happiness towards work within employees (Maan et al., 2020). This opinion aligns with research by Suryagita et al. (2016), Who Found That Perceived organizational support has a negative and significant effect on turnover intention. Musthofa & Lestari (2023) show that perceived organizational support has a negative and significant effect on turnover intention; similarly, YW Wong & Wong (2017) and the same effect.

From the perspective of Social Exchange Theory, employees who perceive that the organization values their contributions and cares about their well-being are likely to develop a stronger sense of obligation and reciprocity toward the organization. Positive organizational support can strengthen employees' attachment to the organization and create more favorable attitudes toward their employment. As a result, employees who perceive higher organizational support are less likely to consider leaving. Therefore, perceived organizational support is expected to have a negative effect on turnover intention.

H1: Perceived Organizational Support has a negative and significant effect on Turnover Intention.

The Influence of Work-Life Balance on Turnover Intention

Fauzi et al. (2023) find that work-life balance is a person's ability to adjust work obligations with personal needs. People who can effectively balance their tasks despite obligations and responsibilities in two different roles, both inside and outside the company. Work-life balance refers to organizational efforts to reduce work-life conflict and help employees be more productive in various roles. Previous research by Hafid & Prasetio (2017) shows that work-life balance has a negative and significant effect on turnover intention. Research by Abdien (2015) also found that work-life balance has a negative and significant effect on turnover intention. However, further understanding is needed on the most effective work-life balance practices for reducing employees' intention to quit.

Work-life balance can influence employees' intention to remain in an organization by shaping how well they can manage work responsibilities without excessively interfering with their personal lives. When employees perceive that their work allows sufficient time and resources to fulfill personal and family responsibilities, they are more likely to experience positive psychological conditions and satisfaction with their employment. In contrast, persistent conflict between work and personal responsibilities may create stress and dissatisfaction, which can encourage employees to consider leaving the organization. Therefore, better work-life balance is expected to reduce employees' turnover intention.

H2: Work-life balance has a negative and significant effect on Turnover Intention.

The Influence of Work Engagement on Turnover Intention

Kim & Hyun (2017) define work engagement as a positive experience that employees have when working in a company. Positive experiences are seen in positive interactions between employees and leaders, and between employees and other coworkers. Employees feel that they have found their full meaning, are motivated to work, or receive positive support from others and can work effectively and efficiently in their work environment, so that employees can commit to the organization both emotionally and intellectually. Employees who feel positive emotions at work are less likely to seek alternative jobs (Park & Johnson, 2019). The results of the study (Parengkuan, 2020) stated that work engagement has a significant and negative relationship with turnover intention. Steffens et al. 2018) showed that work engagement has a significant and negative effect on turnover intention. According to Malik & Khalid (2016), work engagement has a significant and negative relationship with turnover intention.

Work engagement can reduce turnover intention because highly engaged employees tend to experience greater psychological involvement, energy, and dedication toward their work. Employees who feel energetic, dedicated, and absorbed in their work are more likely to perceive their work as meaningful and maintain a stronger connection with their organization. This positive psychological attachment can reduce employees' tendency to seek alternative employment. Conversely, employees with low work engagement may feel less attached to their work and organization, making them more likely to intend to leave. Therefore, higher work engagement is expected to reduce turnover intention.

H3: Work Engagement has a negative and significant effect on Turnover Intention.

The Influence of Job Satisfaction on Turnover Intention

The more an activity is perceived as aligned with an individual's desires, the more satisfied they are with the activity. Employees who are satisfied with their company will develop a strong sense of loyalty, which decreases their likelihood of looking for a new job. Previous studies have shown that job satisfaction has a negative and significant effect on turnover intention (Hidayat, 2018). Huang & Su (2016) also found that job satisfaction has a negative effect on turnover intention. This aligns with Alam & Asim (2019), who stated that job satisfaction has a negative and significant effect on turnover intention.

Based on Social Exchange Theory, employees' positive evaluation of their employment relationship can encourage them to maintain their relationship with the organization. When employees experience satisfaction with their job, including the work itself, rewards, relationships, and working conditions, they are more likely to develop positive attitudes toward the organization and a stronger willingness to remain. In contrast, dissatisfaction may lead employees to evaluate alternative employment opportunities and increase their intention to leave. Thus, higher job satisfaction is expected to reduce turnover intention.

H4: Job Satisfaction has a negative and significant effect on Turnover Intention.

3. Data and Method

Types of research

In descriptive research, several models are often used, including correlation and survey. In this study, the researcher specifically identified the social phenomenon, which will be referred to as the

research variable. The variables to be measured are described in variable indicators using an Ordinal scale. Then, these indicators are used as a basis for producing instrument items, which can be statements or questions.

Data collection
This study uses subject data, in the form of employee opinions, attitudes, experiences, or characteristics of employees of PT Indofood Sukses Makmur, Bogasari Division, who were selected as respondents. The data source in this study was obtained using primary data, namely research questionnaires administered to respondents. The primary data source used in this study was employees of PT Indofood Sukses Makmur, Bogasari Division.

Data collection technique
In this study, data were collected using a survey method with a questionnaire administered directly to employees of PT Indofood Sukses Makmur, Bogasari Division via Google Form, containing several written statements for respondents to answer.

Population and sample
The population in this study consisted of 1,418 employees working at PT Indofood Sukses Makmur, Bogasari Division. The minimum sample size was determined using GPower to obtain an adequate sample for the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. The sample size calculation was based on a power analysis for a multiple regression model with four predictors. The analysis considered a significance level (α) of 0.05, statistical power of 0.80, and an effect size of 0.15. Based on these parameters, the minimum required sample size was determined using GPower. This study obtained 90 employees as respondents, exceeding the minimum sample requirement determined through the power analysis. Therefore, this study included 90 employees of PT Indofood Sukses Makmur, Bogasari Division, as respondents.

Data Analysis Methods
To calculate and analyze the data, this study used WarpPLS 8.0. The data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The analysis was conducted in two stages. First, the measurement model (outer model) was evaluated to assess the validity and reliability of the research constructs through convergent validity, discriminant validity, and internal consistency reliability. Second, the structural model (inner model) was evaluated to examine the relationships among the constructs and test the proposed hypotheses. The structural model assessment included the coefficient of determination (R^2), predictive relevance (Q^2), and hypothesis testing based on the significance of the path coefficients.

Outer Model Evaluation
Before testing the structural model, the measurement model (outer model) was evaluated to ensure that the research instruments adequately measured their respective constructs. The outer model evaluation consisted of tests of convergent validity, discriminant validity, and construct reliability. Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE) values. An outer loading of ≥ 0.70 indicates an indicator has adequate validity, while an AVE of ≥ 0.50 indicates the construct explains at least 50% of the variance in its indicators.

Discriminant validity was assessed to ensure each construct was empirically distinct from the others in the research model. This assessment was conducted using the Heterotrait-Monotrait (HTMT) ratio, with a recommended value below 0.90 indicating adequate discriminant validity.

The reliability of the constructs was evaluated using Cronbach's Alpha and Composite Reliability (CR). A value of ≥ 0.70 was used as the general criterion for establishing adequate internal consistency reliability. These outer model assessments were conducted before evaluating the structural model and testing the research hypotheses.

4. Results

Structural Model Evaluation

Table 1. Structural Model Evaluation Results

Evaluation Size	Criteria Rules	Model Test Results
R-Square	≤ 0.25 weak, 0.26-0.45 moderate, 0.46-0.70; strong, ≥ 70 very strong	R2= 0.447
Q^2 predictive relevance	$Q^2 > 0$ = the model has predictive relevance, $Q^2 < 0$ = the model lacks predictive relevance.	Q2= 0.446
Tenenhaus Goodness of fit (GoF)	Small if ≥ 0.1, medium ≥ 0.25, large ≥ 0.36	(GoF) = 0.556

Source: Processed Data (2024)

Based on Table 1 above, the study's coefficient of determination (R^2) is 0.447, meaning that perceived organizational support (POS), work-life balance, job satisfaction, and work engagement together explain 44.7% of turnover intention. This value indicates moderate explanatory power. In addition, the predictive relevance (Q^2) value of 0.446 indicates that the model has relevant predictive ability. Thus, the four variables can be used to predict employee intentions to leave the organization.

Research Hypothesis Testing

Table 2. Results of Research Hypothesis Testing

Variable Relationship	Coefficient	P-Value	Information
H1 Perceived Organizational Support→Turnover Intention	-0.516	<0.001	Significant
H2 Work Life Balance→Turnover Intention	0.084	0.209	Not Significant
H3 Work Engagement→Turnover Intention	-0.068	0.257	Not Significant
H4 Job Satisfaction→Turnover Intention	0.200	0.024	Significant

Source: Processed Data (2024)

Based on Table 2 and the hypothesis test results, perceived organizational support has a negative and significant effect on turnover intention (coefficient = -0.516; $p < 0.001$), meaning that the higher the organizational support, the lower the employee's intention to leave. Job satisfaction also has a significant effect (coefficient = 0.200; $p = 0.024$), but the effect is positive. Meanwhile, work-life balance and work engagement do not significantly affect turnover intention because their p-values are above 0.05.

5. Discussion

The Influence of Perceived Organizational Support on Turnover Intention

Based on Table 2, Perceived Organizational Support (POS) has a negative and significant effect on Turnover Intention among employees of PT Indofood Sukses Makmur, Bogasari Division. This finding indicates that employees who perceive greater organizational support tend to have lower intentions to leave their jobs. Conversely, when employees perceive that their contributions are not sufficiently valued and their well-being is not adequately considered, their intention to leave may increase.

This finding can be explained through Social Exchange Theory, which emphasizes the principle of reciprocity in the relationship between employees and organizations. When employees perceive that the organization values their contributions, provides support, and demonstrates concern for

their welfare, they are more likely to develop a positive perception of the employment relationship. This favorable exchange can encourage employees to reciprocate through positive attitudes, stronger attachment, and a greater willingness to remain with the organization. Therefore, organizational support can help reduce employees' intention to leave.

This relationship may be particularly relevant in the manufacturing environment of Bogasari, where employees are required to maintain work performance, follow established procedures, and contribute to operational continuity. Adequate organizational support may help employees perceive that their efforts and responsibilities are recognized by the organization. Such perceptions can strengthen employees' willingness to maintain their employment relationship rather than seek alternative employment.

This study's results align with Suryagita et al. (2016) and Guna and Satrya (2021), who found that perceived organizational support has a negative and significant effect on turnover intention. Similar findings were also reported by Musthofa and Dwi Lestari (2023) and Zahirah and Satrya (2024). Collectively, these findings indicate that when employees perceive a supportive organizational environment, their intention to leave tends to decrease.

The Influence of Work Life Balance on Turnover Intention

Based on Table 2, Work Life Balance does not significantly affect Turnover Intention among employees of PT Indofood Sukses Makmur, Bogasari Division. Therefore, H2, which states that Work Life Balance has a negative and significant effect on Turnover Intention, is not supported. This result indicates that differences in employees' perceptions of their ability to balance work and personal responsibilities are not sufficient to influence their intention to leave the organization significantly.

This finding suggests that employees may base their decision to stay or leave the organization on factors other than work-life balance. Although managing work and personal responsibilities is important for employee well-being, it may not be the primary factor driving turnover intention. Employees may remain in the organization despite an imperfect work-life balance when other aspects of their employment relationship, such as organizational support, job stability, income, career opportunities, or work relationships, provide sufficient reasons to stay.

The manufacturing context may also contribute to this finding. Employees in manufacturing organizations generally operate within structured work systems and established operational requirements. Consequently, work schedules and job demands may be perceived as normal characteristics of the employment relationship rather than factors that independently determine employees' decisions to leave. Employees may therefore adapt to work demands and remain employed as long as the overall employment relationship remains acceptable.

This finding aligns with Javed et al. (2014) and Nurdin and Rohaeni (2020), who found that Work-Life Balance does not significantly affect turnover intention. Similar results were reported by Fadilla and Yuniawan (2023), Naini and Riyanto (2023), and Azhar and Khan (2024). These findings suggest that the influence of Work-Life Balance on turnover intention may depend on organizational and employee characteristics. Work-life balance may not always directly determine employees' intention to leave.

The Influence of Work Engagement on Turnover Intention

Based on Table 2, Work Engagement does not significantly affect Turnover Intention among employees of PT Indofood Sukses Makmur, Bogasari Division. Therefore, H3, which states that Work Engagement has a negative and significant effect on Turnover Intention, is not supported. This finding indicates that employees' energy, dedication, and absorption in their work do not significantly determine whether they intend to leave the organization.

The lack of a significant relationship suggests that work engagement does not necessarily mean an employee will have a strong intention to remain with the organization. Work engagement primarily

reflects the quality of an employee's psychological connection with the work itself, whereas turnover intention reflects an employee's consideration of leaving the organization. An employee may therefore remain highly engaged in performing their current responsibilities while simultaneously considering alternative employment opportunities. This distinction is important because employees can be committed to performing their work well without necessarily perceiving their current organization as the only place where their career objectives can be achieved.

At Bogasari, employees may maintain high engagement because their work requires responsibility, concentration, and consistent performance. However, such engagement may be directed toward completing tasks and achieving work objectives rather than toward maintaining a long-term employment relationship with the organization. Therefore, high work engagement may not automatically eliminate employees' consideration of alternative employment opportunities.

This finding aligns with Muchtadin and Sundary (2023) and Mora et al. (2023), who found that Work Engagement does not significantly affect turnover intention. This result differs from studies such as Parengkuan (2020), Steffens et al. (2018), and Malik and Khalid (2016), which reported a negative relationship between work engagement and turnover intention. These differences suggest that the relationship between work engagement and turnover intention may be influenced by the organizational and employment context in which employees work.

The Influence of Job Satisfaction on Turnover Intention

Based on Table 2, Job Satisfaction has a positive and significant effect on Turnover Intention among employees of PT Indofood Sukses Makmur, Bogasari Division. Therefore, H4, which proposes that Job Satisfaction has a negative and significant effect on Turnover Intention, is not supported. The finding indicates that employees who report higher job satisfaction also show higher turnover intention. This result contradicts the commonly expected relationship, in which satisfied employees are assumed to be less likely to leave their organization.

This study's positive relationship can be explained by distinguishing satisfaction with the current job from the intention to pursue future career opportunities. Job satisfaction represents employees' positive evaluation of their current employment, whereas turnover intention reflects their consideration of future employment alternatives. Consequently, employees can be satisfied with their current jobs while still considering leaving the organization if they believe other organizations can offer greater career development, compensation, promotion opportunities, or new professional challenges.

From a Social Exchange Theory perspective, positive treatment from an organization generally encourages favorable employee attitudes and reciprocal behavior. However, the theory does not imply that positive employee attitudes must always result in permanent organizational retention. Employees may recognize the positive aspects of their current employment while simultaneously evaluating whether the organization can continue to fulfill their future expectations. As employees become more confident in their abilities and career prospects, they may see themselves as capable of securing better opportunities outside the organization.

This possibility may be especially relevant in manufacturing. Experienced employees with technical knowledge and organizational competencies may become increasingly valuable in the external labor market. As their experience and performance increase, they may become more confident in exploring alternative employment opportunities. Thus, job satisfaction may coexist with turnover intention when employees are satisfied with their present conditions but perceive greater potential for career advancement elsewhere.

Another possible explanation is that job satisfaction may relate to employees' achievement of current expectations rather than long-term career expectations. Employees may feel satisfied because their current job provides adequate working conditions, relationships, rewards, or recognition. However, once these needs are met, employees may seek additional challenges or career progression. In this situation, the intention to leave does not necessarily indicate

dissatisfaction with the current organization but may reflect employees' aspirations for professional growth.

This finding aligns with Rostandi and Senen (2021) and Setiawan and Harahap (2016), who also found a positive and significant relationship between Job Satisfaction and Turnover Intention. Nevertheless, this result differs from Hidayat (2018), Huang and Su (2016), and Alam and Asim (2019), who found that job satisfaction negatively affects turnover intention. These contradictory findings suggest that the relationship between job satisfaction and turnover intention may not be universal and can vary by organizational and employee characteristics.

Therefore, the positive relationship identified in this study should not be interpreted simply as evidence that job satisfaction causes employees to leave. Rather, it may indicate that satisfied employees possess stronger confidence in their capabilities and may be more willing to consider external career opportunities. Since this study does not directly measure career opportunities, perceived employability, compensation expectations, or career advancement, these explanations should be considered as possible interpretations of the finding. Future research could examine these factors to explain better the positive relationship between job satisfaction and turnover intention.

6. Conclusion

Based on the results of the analysis and discussion, it can be concluded that perceived organizational support (POS) at PT Indofood Sukses Makmur Bogasari Division has a negative and significant effect on turnover intention, which means that the higher the support felt by employees from the organization, the lower their desire to leave the company. Meanwhile, work-life balance (WLB) and work engagement did not significantly affect turnover intention. This indicates that the balance between work and personal life and the level of employee work engagement are not strong enough to influence their intention to leave the company.

The managerial implications of this study suggest that, to manage employee turnover intention effectively, management should focus on improving perceived organizational support and job satisfaction. Strong organizational support, such as appreciation for employee contributions, training, and open communication, has been shown to reduce turnover intention significantly. Although work-life balance and engagement did not have a significant effect in this study, creating work-life balance and increasing engagement are still important to create a healthy and productive work environment.

Recommendation

Based on the research findings, it is recommended that PT Indofood Sukses Makmur Divisi Bogasari develop an integrated HR management model, focusing on improving perceived organizational support, job satisfaction, work-life balance, and work engagement. Specifically, the company needs to strengthen perceived organizational support through reward programs, training, and open communication. Although work-life balance and work engagement are not significant predictors of turnover intention, both still need improvement to support employee well-being and engagement.

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