

Job Satisfaction as A Mediating Factor Between Competence, Training, and Turnover Intention Employee

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ABSTRACT

The high desire of employees to change jobs is a serious challenge for companies because it can disrupt operational smoothness and reduce productivity. The purpose of this research is to evaluate how skills and training affect employee turnover, using job satisfaction as an intermediary factor among full-time staff in the CLC operational division. A quantitative approach was applied by distributing Likert-scale questionnaires, using a technical census to all permanent employees of the operational division as respondents. The gathered information was analyzed utilizing a Structural Equation Modeling (SEM) method that focuses on Partial Least Squares (PLS), facilitated by the SmartPLS application. Employee desire to leave the company is often reduced by enhancing competence and offering effective training, according to findings. It has also been demonstrated that job satisfaction is crucial in bridging the gap between training and skill and a high turnover rate. This emphasizes the importance of placing employees according to competence and developing more systematic training programs to increase job satisfaction and reduce turnover rates. Therefore, CLC is recommended to incorporate continuous competence development and training as part of a long-term strategy for employee retention.

ABSTRAK

Tingginya keinginan karyawan untuk berpindah kerja menjadi tantangan serius bagi perusahaan karena dapat mengganggu kelancaran operasional dan menurunkan produktivitas. Tujuan penelitian ini adalah untuk mengevaluasi bagaimana keterampilan dan pelatihan memengaruhi tingkat *turnover intention*, dengan menggunakan kepuasan kerja sebagai faktor perantara di antara staf penuh waktu di divisi operasional CLC. Pendekatan kuantitatif diterapkan melalui penyebaran kuesioner berskala Likert, menggunakan teknis sensus terhadap seluruh karyawan tetap bagian operasional sebagai responden. Informasi yang terkumpul dianalisis menggunakan metode *Structural Equation Modeling* (SEM) yang berfokus pada Partial Least Squares (PLS), yang difasilitasi oleh aplikasi SmartPLS. Menurut temuan, keinginan karyawan untuk meninggalkan perusahaan sering kali berkurang dengan meningkatkan kompetensi dan menawarkan pelatihan yang efektif. Telah dibuktikan pula bahwa kepuasan kerja sangat penting dalam menjembatani kesenjangan antara pelatihan dan keterampilan serta tingkat pergantian karyawan yang tinggi. Hal ini menegaskan pentingnya penempatan karyawan yang sesuai dengan kompetensi serta penyusunan program pelatihan yang lebih sistematis untuk meningkatkan kepuasan kerja dan menurunkan tingkat *turnover intention*. Oleh karena itu, CLC disarankan untuk menjadikan pengembangan kompetensi dan pelatihan berkelanjutan sebagai bagian dari strategi jangka panjang dalam mempertahankan karyawan.

1. Introduction

The existence of human resources is essential for overseeing organizational operations so that they can run in a directed and systematic manner, and support the company's growth and development through the strategic planning [1]. Human resources are valuable organizational assets because they serve as the primary driving force in achieving organizational objectives [2]. Therefore, companies need an effective human resource management system as a key supporting factor in achieving corporate goals, because failure to

manage human resources effectively can lead to various organizational problems, one of which is turnover intention.

Turnover intention is a serious problem in HR management because a high turnover rate can disrupt operational stability, reduce experienced workers, increase recruitment and training costs, and reduce the company's work effectiveness [3], [4]. This phenomenon also occurs at CLC, a shipyard company, where interviews revealed that permanent employees resign every year while the number of new employees

joining is not proportional. As a result, a number of positions become vacant so that other employees are forced to fill concurrent positions. The turnover rate of permanent employees at CLC has fluctuated over the past three years, standing at 33.98% in 2023, decreasing to 16.49% in 2024, and rising again to 19.21% in 2025. The ideal turnover intention figure is 10% within a one-year period. If this figure exceeds the set limit, it indicates a potential problem in human resource management [5].

Job satisfaction is one of the factors that influences turnover intention, employees with high job satisfaction tend to work diligently and responsibly, while dissatisfied employees tend to consider moving to a better workplace [6]. The result of the pre-survey showed that most assessed that the compensation received had not reached the 2025 Gresik Regency Regional Minimum Wage (UMR) of Rp4,874,133.00, so their income was only sufficient to meet basic needs without any surplus emergencies, they also felt that promotion opportunities had not been given fairly. This condition indicates that the level of job satisfaction of CLC employees still needs attention because it has the potential to trigger an increase in turnover intention.

Job satisfaction can also act as mediator between competence and turnover intention. Competence does not always have a direct influence on turnover intention, but rather depends heavily on the extent to which competence creates job satisfaction for employees [7]. In other words, employees who feel their competence is not well-accommodated by the company tend to feel dissatisfied, thus increasing their intention to leave the company.

One of the factors influencing turnover intention is employee competence, particularly the level of knowledge and ability in carrying out work [4]. Based on interviews with company leaders, vacancies in a number of technical positions at CLC resulted in the placement of employees from other divisions whose competencies were not fully appropriate, so that some operational employees carried out technical task such as welding and assembly without adequate skills and knowledge, which resulted in difficulties in carrying out work procedures, operating equipment, and meeting the company's technical specifications. This condition shows that competency gaps that are not immediately addressed have the potential to increase work discomfort and encourage employees to leave the company.

Furthermore, job satisfaction can also act as a mediator between training and turnover intention. Training is expected to improve employee competence and confidence in completing their work, ultimately increasing perceived job satisfaction [8]. These findings indicate that effective training not only improves employee performance but also job satisfaction, indirectly reducing turnover intention.

Another factor that influences turnover intention is training, defined as a process aimed at improving and developing individual work skills related to carrying out tasks within an organization [1]. At CLC, training is still dominated by on-the-job training through mentoring by senior employees without a structured program or continuous evaluation, so that when the company acquired to learn them independently. This results in a competency gap between divisions, as reflected in company data that only 47 employees, or around 39% participated in training throughout 2025 indicating that limited access and uneven training structures have the potential to reduce employee work readiness and encourage increased turnover intention.

Several previous studies have examined the relationship between these variables in various contexts, where research shows that competence has a negative and significant effect on turnover intention [7], [9], but also found different results that competence actually contributes significantly to increasing turnover intention [10]. A similar thing was also found in the training variable, which has a negative and significant effect on turnover intention [3], [11], although there were also findings that training actually increases turnover intention [12], while other studies show that job satisfaction can mediate the effect of competence and training on turnover intention [7], [8]. Based on the gap in research results, the author is interested in further studying "Job Satisfaction as A Mediating Factor Between Competence, Training, and Turnover Intention Employee"

2. Research Method

This research was developed utilizing a quantitative method to analyze how skills and training affect turnover intention through employee satisfaction among those working in operational roles. The information gathered consisted of two categories primary data collected straight from participants via surveys, and secondary data drawn from organizational records, publications, academic journals, and earlier findings that pertain to the subject of the study.

The study population included all 107 permanent employees of the CLC operational division. The selection of the sample was carried out through non-probability sampling employing a saturated sampling approach, allowing the complete population to serve as the research sample. Information gathering occurred through a survey utilizing a Likert scale.

The competency variable was measured through indicators of self-concept, knowledge, and skills [13]. The training variable was measured through indicators of the relevance of training materials, training participant involvement, and training evaluation with job needs [14]. The job satisfaction variable was measured through indicators of salary, the work itself, and promotion [15]. The turnover intention variable

was measured through indicators of thinking of quitting, intention to search for alternatives, and intention to quit [16].

Data analysis was performed utilizing the Partial Least Square (PLS) technique with the assistance of SmartPLS3 program. The phases of analysis involved evaluating the measurement model (outer model) which included tests for validity and reliability, in addition to examining the structural model by assessing the path coefficient, R-square values, and both direct and indirect effects to investigate the connections among variables and the mediating function of job satisfaction.

3. Result and Discussion

3.1. Respondent Characteristics

The majority of respondents were permanent male employees of CLC's operational division, totaling 107 respondents or 100% of the sample, indicating that operational work in the company demands greater physical strength and technical field, which naturally results in male dominance in this division. In terms of age, most respondents fell within the 26–30-year range, suggesting that the majority of employees are within a productive age group characterized by strong physical capacity, work enthusiasm, and learning ability, thereby supporting the optimal executing of operational

task. Regarding educational background, the majority of respondents were Vocational High School (SMK), which indicates that entry into operational positions is relatively accessible since the company does not impose strict educational requirements had worked for more than two years, reflecting that majority of employees possess considerable work experience, consequently, a stronger understanding of work procedures, job responsibilities, and the company's organizational culture.

3.2. Outer Model

Validity assessment is employed to evaluate both the accuracy and reliability of the items presented in a research instrument, thereby ensuring the collection of valid data [17]. A questionnaire is considered valid if its questions effectively measure what they are intended to measure. Validity was assessed through convergent validity by analyzing the outer loading value exceeds 0.70 a higher outer loading value indicates a stronger capacity of the indicator to reflect the construct being measured. In addition, the AVE value is considered valid when it is at least 0.050 or more of the variances in the indicator can be explained by their latent variable. Based on findings presented in Table 1, all indicators met the predefined criteria, indicating that each indicator is valid and reliable for use in the research instrument.

Table 1. Result of Validity Test

Indicator	Competence	Training	Turnover Intention	Job Satisfaction	AVE	Conclusion
X1.1	0.853	0.312	-0.440	0.413	0.747	Valid
X1.2	0.869	0.266	-0.465	0.305		
X1.3	0.872	0.256	-0.430	0.323		
X2.1	0.355	0.857	-0.594	0.461	0.787	Valid
X2.2	0.219	0.908	-0.460	0.392		
X2.3	0.267	0.896	-0.471	0.393		
Y1	-0.500	-0.502	0.930	-0.462	0.905	Valid
Y2	-0.490	-0.577	0.965	-0.588		
Y3	-0.481	-0.576	0.958	-0.561		
Z1	0.447	0.512	-0.626	0.867	0.711	Valid
Z2	0.211	0.291	-0.331	0.819		
Z3	0.287	0.316	-0.316	0.843		

In this research, reliability was assessed using two measures Composite Reliability and Cronbach's Alpha. A construct is deemed reliable if both scores exceed 0.70 [18]. The Composite Reliability score functions as the upper benchmark, while the Cronbach's Alpha score represents the lower benchmark for evaluating a

construct's internal consistency. According to Table 2, every value surpasses the recommended minimum threshold of 0.70, confirm that each variable exhibits a high degree of internal consistency and qualifies as a reliable measurement tool.

Table 2. Result of Reliability Test

Variable	Composite Reliability	Cronbach's Alpha	Conclusion
Competence (X1)	0.899	0.831	Reliable
Training (X2)	0.917	0.866	Reliable
Turnover Intention (Y)	0.966	0.947	Reliable
Job Satisfaction (Z)	0.881	0.812	Reliable

3.3. Inner Model

According to the information in Table 3, the R-square metric for the turnover intention variable (Y) is deemed moderate at 0.515. This indicates that 51.5% of the

turnover intention variable can be accounted for by the competency variable (X1), training(X2), and job satisfaction (Z), while the remaining 48.5% being affected by additional variables not covered in this analysis. The R² statistic for job satisfaction (Z) as a

mediating factor is 0.294, which is considered weak, suggesting that only 29.4% of the changes in job satisfaction are explained by the competency variable (X1) and training (X2), while other unspecified variables affect the remainder.

Table 3. Result of R-Square

Variable	R-Square
Job Satisfaction (Z)	0.294
Turnover Intention (Y)	0.515

Hypothesis testing involves analyzing the path coefficient alongside the P-value to assess the impact of variables X1 and X2 on Y. The hypothesis will be considered valid if the P-value is <0.05 . According to

the outcomes of the hypothesis evaluation shown in Table 4, the results concluded were as follows:

- Competence (X1) on turnover intention (Y) yielded a path coefficient of -0.285 with a P value of 0.000. This value is below the established significance threshold of $\alpha = 0.05$, so hypothesis H1 is accepted.
- Training (X2) on turnover intention (Y) yielded a path coefficient of -0.355 with a P value of 0.000. This value is below the established significance threshold of $\alpha = 0.05$, so hypothesis H2 is accepted.

Table 4. The Result of Path Coefficients

Hypothesis	Relationship	Original Sampel (O)	T-Statistics	P Values	Conclusion
H1	Competence $\rightarrow$ Turnover Intention	-0.285	4.071	0.000	Accepted
H2	Training $\rightarrow$ Turnover Intention	-0.355	4.722	0.000	Accepted

According to the outcomes of the hypothesis evaluation shown in Table 5, the results concluded were as follows:

- The role of job satisfaction (Z) as a mediating variable in the relationship between competence (X1) and turnover intention (Y) yielded an indirect effect of -0.080, with a T-statistic of 2.009, greater than 1.96, and a P-value of 0.023. These P-values were below the significance threshold of $\alpha = 0.05$, so hypothesis H3 was accepted.
- The role of job satisfaction (Z) as a mediating variable in the relationship between training (X2) and turnover intention (Y) yielded an indirect effect of -0.109, with a T-statistic of 2.871, greater than 1.96, and a P-value of 0.002. These P-values were below the significance threshold of $\alpha = 0.05$, so hypothesis H4 was accepted.

Table 5. The Result of Specific Indirect Effect

Hypothesis	Relationship	Original Sampel (O)	T-Statistics	P Values	Conclusion
H3	Competence $\rightarrow$ Job Satisfaction $\rightarrow$ Turnover Intention	-0.080	2.009	0.023	Accepted
H4	Training $\rightarrow$ Job Satisfaction $\rightarrow$ Turnover Intention	-0.109	2.871	0.002	Accepted

3.4. Discussion

3.4.1. The Effect of Competence on Turnover Intention

The study shows that having competence can affect how likely someone is to leave the CLC. So, the more skilled and capable the employees are, the less likely they are to quit their jobs at the company. This suggest that having competence is a key factor that can reduce the desire of employees to leave their jobs.

In this study, skills were found to be the most influential indicator in shaping competence, indicating that employees' ability to perform work in accordance with their respective fields plays a significant role in reducing turnover intention. In the shipyard industry operated by CLC, technical skills such as welding, fitting, electrical work, and other ship-related operational tasks are the primary skills required to complete work effectively and according to standards. The low competency possessed by CLC employees leads to increased turnover intention, as employees feel less capable of performing their work optimally, experience greater discomfort with job demands, and are more susceptible to burnout.

This finding is consistent with previous studies, which indicate that competence has a negative and significant effect on turnover intention [7], [9]. Employees with higher levels of competence are generally more capable of achieving their goals, working more efficiently, and making greater contributions to the organization, thereby reducing their inclination to leave [19]. In contrast, this finding diverges from previous research, which found that competence has a positive and significant effect on turnover intention [10]. This may be explained by the fact that employees with higher competence often possess greater bargaining power in the job market, which in turn contributes to higher turnover rate.

3.4.2. The Effect of Training on Turnover Intention

The research results show that training influences turnover intention at CLC. The indicates that as the quality of job training by the organization improves, employees' desire to leave the company decreases. This finding suggests that training is a crucial factor in suppressing turnover intention among employees. Training participant involvement is the most important aspect in developing effective training, because

through this involvement, employees gain direct work experience, understand new work procedures, and minimize errors in carrying out tasks, thereby increasing self-confidence and comfort at work while reducing the tendency to leave [12].

This situation is relevant to the phenomenon occurring at CLC, where some employees are still rotated between divisions without adequate training. The implementation of on-the-job training without a structured system results in varying levels of training by each employee, depending on the capabilities and availability of mentors in each division. Employees rotated without adequate training experience difficulty understanding new work procedures, require longer adaptation periods, lack a clear vision of future career development, and feel less confident in carrying out their jobs. This gradually weakens employee loyalty and increases the tendency to leave the company, indicating that CLC's training program has not been able to reach all employees evenly and sustainably, leaving those with inadequate training feeling under-supported by the company in facing the ever-evolving demands of their jobs.

These findings align with previous studies, which explain that training has a negative and significant effect on turnover intention, as employees who receive adequate training tend to feel that the company is paying attention to their skill development, thereby encouraging a stronger commitment to remaining with the organization [3], [11]. However, these findings differ from previous research, which found that training has a positive effect on the intention to leave an organization [12]. This suggests that, in some situations, improving skills through training actually opens up broader job opportunities, encouraging employees to move to other companies perceived as more advantageous.

3.4.3. The Effect of Competence on Turnover Intention Through Job Satisfaction

It can be concluded from the results that job satisfaction serves as a mediating variable linking competence to turnover intention at CLC, meaning that employee competence can reduce turnover intention when supported by good job satisfaction. This finding is supported by Herzberg's Two Factor Theory, particularly, the hygiene factor of salary, which was found to be the most important element in shaping job satisfaction, as employees with adequate skills who can complete work according to operational standards tend to feel they deserve compensation equivalent to their contributions. When salary is perceived as appropriate, job satisfaction increases and the desire to leave the company decreases, whereas employees placed inconsistently with their competence tend to perception of salary fairness, lowers job satisfaction, and ultimately.

This situation is relevant to the phenomenon that occurred at CLC, where some employees performed technical tasks such as welding and assembly without adequate skills due to cross-divisional placement. A condition further worsened by employees' perception that their salaries were not commensurate with their job satisfaction and an increased tendency to leave. Employee competence also provides opportunities to develop professional skills and achieve desired career goals [20]. Thus, job satisfaction is shown to function as a mechanism bridging the effect of competence on turnover intention, whereby higher competence leads to greater job satisfaction and, consequently, a lower tendency to leave the company.

These findings align with those of, which found that job satisfaction mediates the relationship between competence and turnover intention, revealing that competence affect turnover intention negatively through job satisfaction [7]. This implies that as employees become more competent and this competence translates into greater job satisfaction, perceived turnover intention decreases, since strong competence aligned with task demands enhances job satisfaction by making employees feel capable of completing their assigned tasks. This condition fosters a sense comfort and enjoyment at work, enabling the company to retain an optimally competency workforce.

3.4.4. The Effect of Training on Turnover Intention Through Job Satisfaction

Based on the analysis, job satisfaction was found to mediate the relationship between training and turnover intention in CLC, meaning that job training provided by the company can reduce turnover intention when supported by Herzberg's Two Factor Theory, particularly the hygiene factor of salary, which was found to be the most important element in shaping job satisfaction, as employees actively involved in training acquire skills aligned with job demands, enabling them to work more productively and meet company targets, which in turn leads them to view their contributions as deserving of commensurate rewards, increasing job satisfaction, and decreasing the tendency to leave the company [12]. Conversely, employees who do not receive adequate training feel unable to complete work according to standards, perceive their contributions as suboptimal, and view their salary as disproportionate to their responsibilities, resulting in decreased job satisfaction and increased turnover intention.

This condition is relevant to the phenomenon that occurred at CLC, where the implementation of on-the-job training was not structured and evenly distributed, causing employees rotated between divisions not to always receiving adequate training tended to perceive their salaries as disproportionate to the responsibilities they faced, which weakened their salary satisfaction and, in turn, contributed to increased turnover intention. Thus, the better the training

provided by the company, the higher the job satisfaction experienced by employees, thereby lowering their tendency to leave the company.

The results of this study align with previous research, which found that job satisfaction mediates the effect of training on turnover intention in a negative direction, meaning that effective training can increase job satisfaction and thereby reduce employee turnover intention, as employees who receive company support through training tend to report higher levels of job satisfaction [8]. However, this study differs from previous research, which found that job satisfaction mediates the effect of training on turnover intention in a positive direction, indicating that increased training does not always reduce turnover intention [21].

4. Conclusion

The study shows that both competence and training have a strong negative effect on the desire of permanent employees in the operational division of CLC to leave their jobs. In other words, employees who possess stronger competencies and receive higher-quality training tend to show less inclination to resign. Furthermore, the results confirm that job satisfaction functions as a mediating variable linking competence and training to turnover intention, demonstrating that these two factors influence employees' intention to leave not merely through direct pathways, but also indirectly by enhancing their level of job satisfaction. In light of these results, it is recommended that companies assign staff to positions matching their skill sets, design fair and well-organized training programs applicable across all divisions while encouraging employees to actively participate in the learning process, and implement a transparent and equitable payroll system aligned with job responsibilities in order to boost job satisfaction and lower turnover intention. Future researchers are encouraged to extend this study to shipyard companies in other locations or to different industrial sectors, as well as to examine additional factors that may affect turnover intention.

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