

Research Article

The Effect of Job Satisfaction on the Turnover Intention of PT Berkas Mandiri Expedisi

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Abstract: This study examines the effect of job satisfaction on employee turnover intention at PT Berkas Mandiri Expedisi using a descriptive quantitative method with a randomly selected sample of 104 employees. Simple linear regression analysis shows that job satisfaction has a significant influence on turnover intention, with a regression coefficient of -0.450, a significance value of 0.000, and a t-value of -5.294, which is smaller than -t-table (-1.659). Additionally, the standardized coefficient (Beta) of -0.350 indicates that job satisfaction contributes to reducing turnover intention. These findings confirm that the higher the job satisfaction, the lower the employees' intention to leave the company. Therefore, the company should focus on improving employee well-being, better reward systems, and a supportive work environment to reduce turnover rates. Further research is needed to explore other factors that also contribute to turnover intention, such as work pressure, career opportunities, and work-life balance.

Keywords: Job Satisfaction, PT Berkas Mandiri Expedisi, Turnover Intention

1. Background

Script Fierce competition in the service sector, especially in the field of logistics and daily freight forwarding services, requires companies to be ready to face various challenges. One of the key factors in maintaining competitiveness is the effective management of human resources (HR). HR plays an important role in business operations, as a company's success depends heavily on the quality and stability of its workforce. One of the main challenges faced by many companies, including PT Berkas Mandiri Expedisi, is the high turnover intention or initial motivation of employees to leave the company. This phenomenon has a significant impact on the company's operational stability and performance, so it is an issue that needs serious attention.

According to a report by the Ministry of Manpower in 2023, the average employee turnover rate in the logistics sector in Indonesia reaches 18% per year (Ministry of Manpower, 2023). Dissatisfaction with their jobs is one of the main causes of high turnover. Job satisfaction plays a crucial role in determining employee loyalty to the company (Santosa et al., 2022). Factors that affect job satisfaction include financial well-being, a conducive work environment, career development opportunities, and recognition of employee performance. Therefore, companies should ensure that employees with high professional qualifications feel valued and supported, so that they are not encouraged to leave the company.

From a regulatory perspective, the Manpower Law No. 13 of 2003 Article 86 states that every employee has the right to decent working conditions. This provision affirms the importance of the company's role in shaping a workplace that creates employee well-being

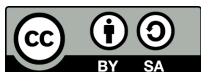
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and satisfaction. An ideal work environment includes harmonious working relationships, a fair reward system, career development opportunities, and facilities that support productivity. When the company pays attention to these aspects, workers will feel appreciated and motivated to contribute optimally.

Furthermore, a conducive work environment plays an important role in increasing job satisfaction and employee loyalty. On the other hand, if workplace conditions do not meet expectations, such as excessive work pressure, lack of recognition for achievements, or lack of opportunities for self-development, then employee turnover intention tends to increase. In this context, the role of the company becomes very crucial. By implementing policies that are aligned with labor regulations, companies can establish a mutually beneficial working relationship between employees and management. This not only helps reduce turnover intention, but also improves the company's reputation as a desirable workplace, so that it can attract the best talent in the future.

Tingginya turnover intention dalam berbagai sektor industri sering kali disebabkan oleh ketidakpuasan karyawan terhadap beberapa aspek pekerjaan, seperti kompensasi inappropriate, a less supportive work environment, or a lack of career development opportunities. In addition, the lack of recognition of employee contributions and excessive work pressure are also the main factors that trigger the desire to change jobs.

In the logistics sector, the courier profession is one of the jobs with a high turnover rate. The cause of this is due to heavy workloads, such as strict delivery targets and long working hours. In addition, couriers face dynamic and risky work environments, such as extreme weather and poor road conditions, which can increase stress levels. The lack of rewards in the form of incentives and competitive salaries also lowers employee motivation. In addition, the monotonous nature of the job and high physical demands, such as lifting heavy items and traveling long distances, often lead to fatigue and burnout.

The results of the Tower Watson survey (2013) cited by Dyastuti & Sarsono (2020) show that as many as 80% of employees who resign do so for non-financial reasons. These factors include poor relationships with employers, customers, or co-workers, limitations in career development, an unsupportive work environment, and a lack of attractive job challenges. Therefore, companies that want to reduce turnover rates must pay attention not only to financial factors, but also to non-financial aspects that affect employee job satisfaction.

The high turnover rate of employees at PT. Thanks to Mandiri Expedition in 2022 which reached 18.18%, and is still quite high in 2023 at 15.65%, it shows that there are serious problems in human resource management. This phenomenon cannot be separated from various interrelated factors. One of them is low job satisfaction, where employees feel that the tasks they are carrying out are not challenging, the reward for hard work is lacking, and the work atmosphere is unpleasant. In addition, the lack of career development opportunities is also the main trigger, because employees do not see clear career prospects within the

company. Less harmonious relationships between superiors and subordinates, ineffective communication, and a lack of respect further reinforce the desire to go out. On the other hand, competitive labor market conditions and the attractiveness of other companies that offer better salaries and benefits also influence the employee's decision to relocate. An unbalanced workload and a less supportive work environment also negatively impact employee mental well-being. This is in line with the results of research by Nurfitra and Suherman (2024) which shows that the work environment, both physical and non-physical, has a significant effect on employee performance. Thus, the high turnover rate in those years is a reflection of a combination of various internal and external factors that have not been optimally handled by the company.

Job satisfaction has an important role in determining the turnover rate. According to Ulfa & Muchlis (2021), job satisfaction reflects the alignment between individual expectations and the rewards received. This is reflected in employees' attitudes towards their work, such as interactions with superiors and colleagues, as well as meeting performance standards. Job satisfaction is influenced by several components such as salary, work schedule, communication with superiors, and working conditions can influence an employee's decision to keep or relinquish their job. Couriers who feel rewarded with fair compensation and support from the company tend to be more loyal, while dissatisfaction can worsen turnover intention.

This phenomenon of job satisfaction is particularly relevant in the courier profession, where factors such as excessive workload, lack of recognition, or a less supportive work environment can increase turnover. High turnover among couriers can disrupt the company's operational stability and increase recruitment costs. Therefore, the Company must consider courier job satisfaction, such as providing a better work environment, providing appropriate incentives, and ensuring a balance between workload and employee well-being to reduce turnover rates and improve operational efficiency.

The results of the pre-study regarding courier job satisfaction at PT. Thanks to Mandiri Expedition, with a focus on six main aspects. In terms of salary and benefits, 40% of employees agree that the compensation they receive is adequate, while 25% disagree and 15% are neutral, indicating dissatisfaction with compensation. On the aspect of flexible work schedules, 40% of employees feel that work schedules are not burdensome, but 25% disagree. Meanwhile, co-worker relationships received the most positive responses, with 70% of employees agreeing that their working relationship is harmonious, and only 15% disagreeing.

In addition, support from superiors also plays an important role in job satisfaction, with 50% of employees feeling supported by their superiors, while 10% disagree, indicating that there is room for improvement in communication and managerial leadership. In terms of facilities and work equipment, 60% of employees feel that the facilities provided are adequate, although there are still 10% who express dissatisfaction. One of the aspects with the lowest

level of satisfaction is career development opportunities, where only 30% of employees agree that the company provides opportunities for growth, while 15% express dissatisfaction. This proves that limitations still exist in career opportunities, and are a factor that triggers turnover intention.

Overall, this reflects the variation in job satisfaction levels among couriers. The aspect of the relationship between colleagues and work facilities is relatively more adequate, while the aspect of salary and career development opportunities still requires more attention. However, many previous studies have tended to ignore the relationship between job satisfaction and turnover intention, particularly in the context of the logistics industry. This research gap is the basis for further research to examine the effect of the job satisfaction component on turnover intention at PT Berkat Mandiri Expedition. It can be concluded that the topic in this study is how job satisfaction factors affect turnover intention as well as steps that companies can take to improve employee retention.

2. Literature Review

2.1 Job Satisfaction

According to Luthans (in Indrasari, 2017), job satisfaction is an emotional condition experienced by an employee, which arises when there is or is no match between the employee's contribution and the value received, both in the form of financial and non-financial rewards. In other words, job satisfaction is created when employees feel that the efforts and services they provide are proportionately rewarded, either through material compensation such as salary, benefits, or bonuses, or in the form of non-material rewards such as recognition, career development opportunities, or positive employment relationships.

Jex and Britt (in Kaswan, 2017) add that job satisfaction can be defined as how a person's view sees their work. This attitude includes an emotional evaluation, both positive and negative, of various aspects of work, such as tasks, work environment, or social interactions in the workplace. This evaluation reflects how an employee feels about his or her work as a whole. Thus, job satisfaction depends on the subjective perception of individuals, which can differ based on individual experiences, expectations, and needs.

Luthans (in Indrasari, 2017) shows that job satisfaction covers six dimensions. Here is the explanation:

- a. Salary/wages
- b. The work itself
- c. Career development
- d. Co workers
- e. Valuation

Job satisfaction is a reflection of the extent to which an individual's expectations for his or her job are met by the reality experienced. When expectations about income, work

environment, and interpersonal relationships are in line with reality, job satisfaction will increase. Conversely, a mismatch between expectations and reality can lead to dissatisfaction. Because they are individual and influenced by a variety of internal and external factors, it is important for organizations to understand the needs of employees in order to create a work environment that supports overall satisfaction.

2.2 Turnover Intention

Turnover intention is one of the significant issues faced by companies in Indonesia, because its impact can affect various aspects of the organization, such as decreased productivity, low work motivation, lack of discipline, decreased work morale, and increased risk of work accidents (Rony, 2017). Turnover itself is defined as the process of moving a person, in which employees leave the company and the company must find a replacement to fill the position left behind (Zahara, 2016).

Meanwhile, turnover intention refers to the motivation or willingness of employees to leave the company and look for a new place of work. This problem is not just a small problem for companies, in general but also has a big impact on certain sectors, such as manufacturing companies in Indonesia (Rony et al., 2021). According to Wisantyo and Madiistriyatno (2015), turnover intention reflects the level of employee entry and exit, which is when employees leave the organization and must be replaced by other individuals. Here are some indicators of turnover (Halimah, Fathoni and Minarsih, 2016):

- a. Thinking about going out
- b. Looking for alternative jobs
3. Have the intention to go out

To reduce turnover intentions, companies need to identify internal and external factors that affect them, such as job satisfaction, relationships with employers, career opportunities, and labor market conditions. Efforts such as creating a positive work environment, providing career development, and building effective communication are key to retaining employees and maintaining the stability of quality human resources.

3. Research Method

This study uses a descriptive quantitative design that aims to test the influence between certain variables and employee job satisfaction and its impact on turnover intention at PT Berkat Mandiri Expedition, with data obtained from a questionnaire survey distributed to all employees of the company totaling 104 people who have worked for at least one year. The entire population was sampled using the total sampling technique to make the research results representative and minimize bias, while data was collected through an anonymous questionnaire that measured the dimensions of work, job satisfaction, and intention to leave work. The data source consisted of primary data from questionnaire results and secondary data such as the company's annual report and the Ministry of Manpower report, while the

data analysis was carried out by multiple linear regression using statistical software such as SPSS to determine the effect of job satisfaction on turnover intention

4. Results and Discussion

This study was conducted to analyze the influence, job satisfaction, and turnover intention on employees of PT Berkat Mandiri Expedition. Data for this study was collected through a questionnaire sent to 104 respondents, all of whom were active employees of the company. The focus of the research in this questionnaire includes questions related to three main variables. The following are the characteristics of the respondents in this study:

Table 1 Characteristics of Respondents by Gender

Gender	Frekuensi	Persentase
Man	48	46%
Woman	56	54%
Sum	104	100%

Source: SPSS 2025 Results

Table 2 Characteristics of Respondents by Age

Age	Frekuensi	Persentase
19-24	44	42%
25-29	55	53%
30-34	5	5%
Total	104	100%

Source: SPSS 2025 Results

Tabel 3 Uji Statistik Deskriptif

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	104	54	130	81,19	8,442
<i>Turnover intention</i>	104	62	125	79,57	7,754

Source: SPSS 2025 Results

Based on the descriptive statistics generated, the Job Satisfaction variable, the average score obtained was 81.19, with a range between 54 to 130 and a standard deviation of 8.442, which indicates that the majority of employees feel quite satisfied with their working conditions, despite differences in satisfaction levels between individuals. Meanwhile, the Turnover intention variable showed an average of 79.57, with a minimum value of 62 and a maximum of 125, as well as a standard deviation of 7.754, which indicates that there is a fairly varied exit intention among employees.

4.1 Classic Assumption Test

4.1.1 Normality Test

The research data was then tested with a normality test to see that the distribution nature of the data obtained from the observation results was normal. This is done to determine whether the data can be used in the regression model.

Table 4 Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Job Satisfaction	0,089	104	0,200	0,976	104	0,082
Turnover Intention	0,091	104	0,185	0,980	104	0,095

Source: SPSS 2025 Results

In the normality test, both variables were depicted with a significance value above 0.05 in the Kolmogorov-Smirnov and Shapiro-Wilk tests. This indicates that the research data is normally distributed, so it can then be continued with parametric statistical analysis.

4.1.2 Simple Linear Regression Test

Table 5 Simple Linear Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	77.934	7.422		10.500
	Job Satisfaction	-.450	.085	-.350	-5.294

a. Dependent Variable: Turnover Intention

This table shows the results of a simple linear regression that links Job Satisfaction to Turnover Intention. The constant of 77.934 indicates the prediction of Turnover Intention if Job Satisfaction is zero. A regression coefficient of -0.450 means that every one unit increase in Job Satisfaction reduces Turnover Intention by 0.450 units. A t-value of -5.294 and a significance of 0.000 indicate a significant relationship between Job Satisfaction and Turnover Intention, having a negative influence, namely the increase in Job Satisfaction, the less the intention of the worker to quit his job.

4.1.3 Correlation Coefficient and Determination Test

Table 6 R Test and R² Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350 ^a	.123	.119	.450

a. Predictors: (Constant), Kepuasan Kerja

Source: SPSS 2025 Results

This table shows a moderate relationship between Job Satisfaction and Turnover Intention, as well as an R value of 0.350. An R Square value of 0.123 means that Job Satisfaction only explains the 12.3% variation in Turnover Intention. Meanwhile, the

Adjusted R Square of 0.119 indicates the model's adjustment taking into account the number of predictors. A Standard Error of the Estimate of 0.450 indicates a model average prediction error of 0.450 units. Although the relationship between the two variables is significant, the model is only able to explain a small percentage of the variation in Turnover Intention, so it is necessary to consider additional variables to improve the accuracy of the predictions.

4.1.4 Partial t-test

Table 7 T test

Functional Relationships	Pengujian Hipotesis		
	t hitung	signifikasi	t tabel
Job Satisfaction	0.221	0.000	1.659
Turnover Intention			

Source: SPSS 2025 Results

The results of the hypothesis test can be concluded that Job Satisfaction has a significant effect on Turnover Intention. The t-value of the calculated value is -5.294, which is smaller than the -t table (-1.659), indicating that the independent variable has a fairly strong influence on the dependent variable. In addition, a significance value of 0.000, which is below 0.05, suggests that this relationship is significant at a 95% confidence level. Thus, it can be concluded that job satisfaction has a negative impact on Turnover Intention, where the increase in Job Satisfaction

5. Discussion

Based on the results of the study, employee job satisfaction at PT Berkat Mandiri Expedisi has a significant impact on turnover intention. This discussion is in line with Luthans' theory (in Indrasari, 2017), which explains job satisfaction, which is the main factor in reducing employee motivation to look for another company as a replacement. This theory is also supported by research by Halimah, Fathoni, and Minarsih (2016), who explain that job satisfaction is negatively correlated with turnover intention. Furthermore, the regression results in this study showed a calculated t-value of -5.294, smaller than the -t table (-1.659), also a significance value of 0.000, far below 0.05. This proves the relationship between job satisfaction and turnover intention is significant, with the direction of the relationship negative, meaning that workers are more likely to stay in the company if they are more satisfied with their work.

This negative influence implies that job satisfaction plays an important role in reducing employee turnover intention. Research by Noeary, Purnomo, and Waruwu (2020) It shows that job satisfaction plays a significant mediating variable in the relationship between work stress and employee exit intentions. Although external factors such as work pressure and job opportunities outside the company influence exit intentions, job satisfaction remains a key factor that determines whether employees will stay or leave the organization. In the context

of PT Berkat Mandiri Expedition, increasing job satisfaction, such as through a more conducive work environment, a better reward system, and career development opportunities, can be an effective strategy to reduce turnover rates.

Furthermore, research by Setiawan and Harahap (2020) shows that job characteristics have a positive and significant influence on job satisfaction, which in turn affects turnover intention. The study highlights the importance of factors such as skill variation, autonomy, and feedback in increasing job satisfaction and reducing employee intent to leave the organization. This is also in line with the research of Gunawan and Andani (2020), which states that in the logistics industry, high job satisfaction can suppress employees' intention to leave, especially when combined with good work pressure management and work-life balance.

Thus, the results of this study confirm that job satisfaction has a significant and negative influence on the turnover intention of PT Berkat Mandiri Expedition employees. Therefore, companies need to continue to improve factors that can increase job satisfaction to reduce turnover rates. In addition, further research that considers other factors such as organizational culture, company policies, and career prospects is still needed to provide a more comprehensive understanding of the causes of turnover in these companies.

6. Conclusions And Suggestions

The results of this study can be concluded that job satisfaction has a significant and negative effect on employees' desire to leave the company at PT Berkat Mandiri Expedisi. With a calculated t-value of -5.294 and a significance of 0.000, it can be concluded that the more job satisfaction increases, the more employee motivation to leave the company decreases. These results are consistent with previous theories and research that emphasize the importance of job satisfaction in reducing turnover rates. Therefore, companies need to develop factors that contribute to job satisfaction, such as a conducive workplace, a fair reward system, and career development opportunities. Implicitly, company policies should be focused on improving employee well-being and motivation to maintain their loyalty. In addition, management needs to adopt a more proactive strategy in addressing other factors that can affect turnover intention, such as workload, organizational culture, and work-life balance. Further research is also needed to explore other external and internal factors that contribute to an employee's choice to keep or leave the company.

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