

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Mediating Role of Job Satisfaction in the Effects of Human Resource Planning and Competency-Based Recruitment on Turnover Intention

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ABSTRACT

Turnover intention remains a strategic human resource concern in dynamic private-sector labor markets. This study examines how human resource planning and competency-based recruitment are associated with turnover intention through job satisfaction among 200 employees of private companies in Indonesia. A quantitative cross-sectional explanatory design was employed, and the data were analyzed using PLS-SEM in SmartPLS. Competency-based recruitment was positively associated with job satisfaction ($\beta = 0.786$, $t = 11.808$, $p < 0.001$), as was human resource planning ($\beta = 0.198$, $t = 2.973$, $p = 0.003$). Contrary to the hypothesized negative direction, job satisfaction showed a very strong positive association with turnover intention ($\beta = 0.946$, $t = 143.500$, $p < 0.001$); therefore, the directional hypothesis for this path was not supported. Significant indirect effects were also observed for competency-based recruitment through job satisfaction ($\beta = 0.744$, $t = 11.956$, $p < 0.001$) and human resource planning through job satisfaction ($\beta = 0.188$, $t = 2.958$, $p = 0.003$). Because the measurement model also shows exceptionally high interconstruct correlations, these results should be interpreted cautiously and should not be treated as causal evidence. The study highlights the importance of competency alignment and workforce planning while identifying a theoretically anomalous satisfaction–turnover pattern that warrants replication, coding verification, and stronger discriminant-validity assessment.

Keywords: Competency-Based Recruitment, Human Resource Planning, Job Satisfaction, Turnover Intention, Human Resource Management.

JEL Code: M12, M51, M54

I. Introduction

Employee turnover intention remains a consequential organizational issue because it is associated with replacement costs, loss of firm-specific knowledge, workflow disruption, and reduced continuity (Hom et al., 2017). Contemporary meta-analytic evidence continues to show a substantial relationship between work attitudes and employees' intention to leave, although the magnitude varies across occupations and regions (Ozkan, 2021, 2022; Madigan & Kim, 2021). In Indonesia, recent studies likewise report that turnover intention is shaped by job satisfaction, person–job fit, work-life conditions, and employee engagement across banking, manufacturing, SMEs, and other private-sector settings (Nugraha, 2022; Afandi et al., 2022; Wulandari et al., 2023). These findings establish turnover intention not merely as a conceptual concern but as an empirically documented retention challenge in the Indonesian employment context. This study focuses on employees of private companies in Indonesia because private-sector employment is characterized by heterogeneous industries, performance-based employment practices, competition for skilled labor, and relatively fluid career opportunities. Indonesian evidence shows that fit between employees and their jobs can be associated with job satisfaction and turnover-related outcomes, while organizational conditions and work-life arrangements also shape employees' willingness to remain (Arum,

2022; Masykuroh & Muafi, 2021; Mulang, 2022). Evidence published in the Golden Ratio of Human Resource Management further demonstrates that job satisfaction and turnover intention can exhibit context-dependent patterns, including insignificant or even positive relationships in particular samples (Mawardi, 2022; Yusuf et al., 2023). This contextual variability strengthens the need to examine how upstream HR practices operate through job satisfaction in Indonesian private organizations.

The proposed model connects two organizational HR practices with an employee attitudinal mechanism. Human resource planning concerns how workforce needs, placement, and development are aligned with organizational requirements, whereas competency-based recruitment emphasizes matching applicants' knowledge, skills, abilities, and behavioral requirements to the job. These practices can be interpreted jointly through person–job fit and social exchange perspectives: competency alignment should improve perceived fit, while coherent organizational HR practices can signal support and reciprocity. Job satisfaction is therefore positioned as a psychological mechanism through which HR practices may be associated with employees' turnover intention (Kerse et al., 2022; Nugraha, 2022; Masykuroh & Muafi, 2021). The literature nevertheless reveals three specific gaps. First, Indonesian studies have commonly examined person–job fit, job satisfaction, engagement, work-life balance, or organizational justice as separate antecedents of turnover intention, rather than integrating human resource planning and competency-based recruitment in the same structural model (Arum, 2022; Mulang, 2022; Wulandari et al., 2023). Second, prior evidence on job satisfaction is not uniform across samples: meta-analyses generally report a negative association with turnover intention (Ozkan, 2021, 2022; Madigan & Kim, 2021), whereas some Indonesian studies report weak, insignificant, or context-dependent relationships (Mawardi, 2022; Yusuf et al., 2023). Third, mediation arguments are often inferred from general HRM theory without explicitly integrating fit-based and exchange-based mechanisms. These gaps justify testing whether job satisfaction transmits the associations of workforce planning and competency-based recruitment with turnover intention while also evaluating whether the observed direction is consistent with dominant retention theory.

Accordingly, this study contributes by integrating human resource planning and competency-based recruitment as complementary upstream HR practices and by positioning job satisfaction as the attitudinal mechanism linking these practices with turnover intention. The model extends established research by connecting person–job fit logic to social exchange logic: recruitment quality addresses capability–job alignment, while human resource planning represents the consistency and support embedded in organizational HR systems. The study does not claim causal identification because the data are cross-sectional; rather, it estimates theoretically specified associations and indirect effects. The objectives are to examine the associations of human resource planning and competency-based recruitment with job satisfaction, assess the association between job satisfaction and turnover intention, and evaluate the indirect effects through job satisfaction.

II. Literature Review and Hypothesis Development

2.1. Human Resource Planning

Human resource planning is most useful when understood as part of an integrated HR system rather than as a stand-alone administrative forecast. System-level HRM research emphasizes that coherent practices shape employee experiences by clarifying roles, allocating people to appropriate positions, and creating credible development pathways (Boon et al., 2019; Albrecht et al., 2023). In a private-sector context, such planning may influence job satisfaction because employees evaluate not only their immediate tasks but also whether staffing, placement, and development decisions signal organizational support and future opportunity. From a social exchange perspective, well-implemented workforce planning can be interpreted as an organizational investment that employees reciprocate with more favorable work attitudes. However, the strength of this relationship is likely to depend on how strategically the planning process is implemented. Recent evidence suggests that work attitudes are shaped by bundles of organizational conditions rather than by isolated practices, which means that human resource planning should be evaluated alongside recruitment quality and perceived fit rather than assumed to have a uniformly strong direct effect (Albrecht et al., 2023; Wulandari et al., 2023). In this study, human resource planning is defined as the process of planning workforce needs in accordance with organizational goals. The indicators used include workforce planning, job placement, and employee development.

2.2. Competency-Based Recruitment

Competency-based recruitment is a selection approach that focuses on the match between job requirements and applicants' relevant knowledge, skills, abilities, and behavioral competencies. Its theoretical value lies less in the label of the recruitment technique than in the quality of the resulting person–job fit. Contemporary empirical studies show that stronger person–job fit is generally associated with more favorable job attitudes and lower turnover-related tendencies, although effect sizes differ across organizational settings (Nugraha, 2022; Kerse et al., 2022; Afandi et al., 2022). The person–job fit mechanism also provides a bridge between recruitment decisions and post-entry satisfaction. When employees perceive that their capabilities fit the demands of the position, they are more likely to experience competence, role comfort, and meaningful task alignment. Indonesian evidence supports this mechanism in banking, retail, manufacturing, and service settings, where person–job fit has been linked to job satisfaction and turnover-related outcomes (Nugraha, 2022; Masykuroh & Muafi, 2021; Arum, 2022). This evidence provides a stronger empirical basis for treating competency-based recruitment as an antecedent of job satisfaction. In this study, competency-based recruitment is defined as a recruitment process that focuses on the alignment between individual competencies and job requirements. The indicators used include knowledge, skills, and abilities.

2.3. Job Satisfaction

Job satisfaction represents employees' overall evaluative response to their work and is shaped by the interaction of job content, environment, rewards, relationships, and development opportunities. Rather than functioning only as an outcome, job satisfaction can serve as an attitudinal mechanism through which organizational practices are translated into behavioral intentions. Meta-analytic evidence generally identifies job satisfaction as negatively associated with turnover intention (Ozkan, 2021, 2022; Madigan & Kim, 2021), although Indonesian studies show that the relationship can be weaker or context dependent (Mawardi, 2022; Yusuf et al., 2023). This variability is theoretically important for the present model. Person–job fit predicts that competency alignment should improve satisfaction, while social exchange theory suggests that coherent HR practices can improve attitudes when employees perceive organizational investment and reciprocity. Together, these theories imply a sequential mechanism from HR practices to job satisfaction and then to turnover intention. However, because cross-sectional data cannot establish temporal order, the mediation model is interpreted as a theory-consistent indirect association rather than proof of a causal process. In this study, job satisfaction is defined as the level of employee satisfaction with their job. The indicators used include satisfaction with the job, work environment, and compensation.

2.4. Turnover Intention

Turnover intention is an employee's conscious tendency to consider leaving an organization or searching for alternative employment. It is commonly treated as a proximal predictor of actual turnover and therefore provides an important early indicator for retention management (Hom et al., 2017). Recent Indonesian evidence confirms that turnover intention is associated with fit, satisfaction, engagement, work-life balance, and organizational conditions across multiple private-sector contexts (Afandi et al., 2022; Mulang, 2022; Wulandari et al., 2023). The dominant theoretical expectation is that higher job satisfaction is associated with lower turnover intention. Meta-analytic studies continue to support this negative relationship across occupational groups and regions (Ozkan, 2021, 2022; Madigan & Kim, 2021). Nevertheless, contextual studies have reported weaker, insignificant, or atypical patterns, including evidence in Golden Ratio of Human Resource Management that job satisfaction does not always reduce turnover intention in a statistically significant manner (Mawardi, 2022; Yusuf et al., 2023). This inconsistency makes the direction of the satisfaction–turnover relationship an empirical issue that should be tested rather than presumed. Barkhuizen and Gumede (2021) also show that talent management practices are related to job satisfaction and voluntary turnover intention. Meanwhile, Sinisterra et al. (2024), through a systematic review, explain that talent management, employee engagement, and turnover intention have an important relationship in the context of employee retention. In this study, turnover intention is defined as employees' tendency to leave the organization. The indicators used include intention to leave the organization and job search behavior.

2.5. Hypothesis Development

a. The Effect of Human Resource Planning on Job Satisfaction

Human resource planning plays an important role in increasing job satisfaction because effective HR planning can create clarity regarding workforce needs, role clarity, appropriate job placement, and career development direction. Employees who work in organizations with well-directed HR planning tend to have positive perceptions of their jobs because they perceive their work as clearer, more stable, and aligned with organizational needs. From the perspective of strategic human resource management, structured HR practices can shape employee work attitudes. Boon et al. (2019) explain that an integrated HRM system can influence employees' perceptions and work experiences. Jiang and Messersmith (2018) also emphasize that strategic HR practices play a role in shaping employee attitudes and behavior through systematically designed organizational mechanisms. Based on the explanation above, the better the human resource planning implemented by an organization, the higher the job satisfaction perceived by employees. Effective HR planning can make employees feel that they are placed appropriately, have clear work direction, and receive suitable development opportunities.

H1: Human resource planning has a positive effect on job satisfaction.

b. The Effect of Competency-Based Recruitment on Job Satisfaction

Competency-based recruitment affects job satisfaction because a recruitment process based on competencies enables organizations to select employees who are suitable for job requirements. When employees possess competencies that match their jobs, they tend to be more capable of completing tasks, more confident, and more comfortable in carrying out their responsibilities. This relationship can be explained through person-job fit theory. Kristof-Brown et al. (2005) explain that the fit between individuals and jobs is related to job satisfaction and other work outcomes. Campion et al. (2011) also state that competency modeling can help organizations design a more accurate selection system because the competencies required by a job can be clearly identified. Based on the explanation above, the better the competency-based recruitment implemented by an organization, the higher the employees' job satisfaction. Competency-based recruitment makes employees feel that their jobs are aligned with the knowledge, skills, and abilities they possess.

H2: Competency-based recruitment has a positive effect on job satisfaction.

c. The Effect of Job Satisfaction on Turnover Intention

Job satisfaction is one of the important factors that influences turnover intention. Employees who are satisfied with their jobs tend to have stronger attachment to the organization, whereas dissatisfied employees are more likely to consider leaving or seeking another job. In general, the relationship between job satisfaction and turnover intention is negative. Tett and Meyer (1993) explain that job satisfaction has a negative relationship with turnover intention and actual turnover. This means that the higher the level of job satisfaction, the lower the tendency of employees to leave the organization. Hom et al. (2017) also emphasize that turnover intention is an important part of turnover theory because the intention to leave often becomes the initial stage before actual turnover occurs. Based on the explanation above, job satisfaction is expected to have a negative effect on turnover intention. Employees who are satisfied with their jobs are less likely to have the intention to leave the organization.

H3: Job satisfaction has a negative effect on turnover intention.

d. The Mediating Role of Job Satisfaction in the Effect of Human Resource Planning on Turnover Intention

Human resource planning can influence not only job satisfaction directly but also turnover intention through job satisfaction. Effective HR planning can create role clarity, job security, and appropriate job placement. These conditions can increase employee job satisfaction. When employees are satisfied, their intention to leave the organization tends to decrease. This relationship can be explained using social exchange theory. Cropanzano and Mitchell (2005) explain that the relationship between employees and organizations can be understood as a form of social exchange. When organizations provide effective HR practices, employees will respond through positive attitudes and behaviors, including increased job satisfaction and reduced intention to leave the organization. Based on the theoretical

reasoning above, human resource planning is expected to increase job satisfaction, which in turn is expected to reduce turnover intention. The hypothesis therefore concerns not only statistical mediation but also the direction of the indirect mechanism.

H4: Job satisfaction mediates the effect of human resource planning on turnover intention.

e. The Mediating Role of Job Satisfaction in the Effect of Competency-Based Recruitment on Turnover Intention

Competency-based recruitment can influence turnover intention through job satisfaction. When organizations conduct recruitment based on competencies, the employees hired tend to have better alignment with their jobs. This alignment can increase their sense of capability, comfort, and satisfaction at work. Increased job satisfaction can then reduce employees' intention to leave the organization. Theoretically, this relationship is strengthened by person-job fit theory and social exchange theory. Person-job fit explains that the alignment between individuals and jobs can increase job satisfaction, while social exchange theory explains that organizational practices perceived positively will encourage positive responses from employees. Kristof-Brown et al. (2005) emphasize the importance of individual-job fit for work outcomes, whereas Cropanzano and Mitchell (2005) explain that employees reciprocate organizational treatment through relevant work attitudes and behaviors. Accordingly, competency-based recruitment is expected to increase job satisfaction, which is then expected to reduce turnover intention. The hypothesized mediation is therefore directional rather than merely a test of whether an indirect product differs from zero.

H5: Job satisfaction mediates the effect of competency-based recruitment on turnover intention.

III. Research Method

This study employs a quantitative, cross-sectional explanatory design to estimate theoretically specified associations and indirect effects among human resource planning, competency-based recruitment, job satisfaction, and turnover intention. PLS-SEM was selected because the model includes multiple latent constructs and simultaneous direct and indirect relationships. Because the observations were collected at one point in time, the design cannot establish temporal precedence or causal effects; accordingly, causal language is avoided in interpreting the empirical results. Furthermore, this study utilizes Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The SEM-PLS method is chosen due to its advantages in analyzing complex research models involving multiple latent variables and its ability to simultaneously test both direct and indirect relationships. Additionally, SEM-PLS does not require strict multivariate normality assumptions and can be applied to relatively moderate sample sizes, making it highly suitable for this study (Hair et al., 2021). Thus, this approach enables the researcher to obtain comprehensive analytical results regarding the relationships among human resource planning, competency-based recruitment, job satisfaction, and turnover intention.

3.1. Research Location and Time

This study was conducted on private employees working in various private companies in Indonesia. The selection of this research context is based on the characteristics of the private sector, which is marked by high labor dynamics and a greater tendency toward turnover intention compared to other sectors. In addition, the private sector in Indonesia faces challenges in maintaining alignment between employee competencies and job demands, making it relevant to examine the role of human resource planning and competency-based recruitment. The study was conducted during. This information is intentionally left as a verification point rather than being fabricated from the manuscript file. The verified period should cover the actual questionnaire administration and data-collection stage; data processing and manuscript preparation may be reported separately if needed.

3.2. Population and Sample

a. Population

The population of this study consists of all private employees working in private companies in Indonesia. This population was selected due to its strong relevance to the research objective, which is to examine factors influencing turnover intention in the context of dynamic and competitive private sector organizations. The private sector in Indonesia is characterized by high labor mobility, flexible work systems, and relatively high-performance pressure compared to other sectors. These conditions make turnover intention a prominent issue worthy of in-depth investigation. Furthermore, the diversity of private companies in terms of scale, industry type, and HR management systems makes this population representative in capturing employee behavior related to job satisfaction and intention to leave the organization.

b. Sample

The sampling technique used in this study is non-probability sampling with a purposive sampling approach. This method is selected because the researcher determines specific criteria that must be met by respondents to ensure relevance and accuracy of the data (Sekaran & Bougie, 2016). The inclusion criteria were revised to correspond with the respondent profile actually reported in the dataset: (1) currently working for a private company in Indonesia, (2) willing to participate voluntarily, and (3) providing a sufficiently complete questionnaire for analysis. Length of service was retained as a respondent characteristic rather than an exclusion criterion because the final sample includes 20 employees with less than one year of service.

- 1) Employees working in private companies
- 2) Having a minimum of one year of work experience
- 3) Willing to participate in the study

This correction resolves the inconsistency between the earlier one-year minimum-service statement and the descriptive profile. It also prevents post hoc exclusion of valid cases that were already part of the analyzed sample. Length of service remains analytically informative as a demographic characteristic but is not presented as an eligibility requirement. Sample-size adequacy was evaluated using a power-oriented rationale rather than the imprecise 10-times rule, which is not recommended as a stand-alone justification for PLS-SEM (Kock & Hadaya, 2018). For the most demanding endogenous equation in the proposed model, an a priori multiple-regression benchmark with two predictors, a medium effect size ($f^2 = 0.15$), $\alpha = 0.05$, and statistical power of 0.95 requires approximately 107 observations. The final sample of 200 therefore exceeds this benchmark and provides an adequate basis for estimating the specified model, while the unusually high construct correlations are treated separately as a measurement-validity concern rather than a sample-size issue. The sample of 200 should therefore be interpreted as adequate for model estimation, but not as automatically representative of all private-sector employees in Indonesia because purposive non-probability sampling limits population-level generalization.

3.3. Data Sources

This study utilizes two types of data sources, namely primary data and secondary data, which complement each other in supporting the analysis. Primary data were obtained directly from respondents through questionnaire distribution. These data reflect employees' perceptions and experiences related to human resource planning, competency-based recruitment, job satisfaction, and turnover intention. Secondary data were obtained from various literature sources such as academic journals, books, and other relevant publications. These data were used to strengthen the theoretical foundation and support the interpretation of research findings. The use of both data types aims to enhance the validity and depth of the research analysis.

3.4. Data Collection Technique

Primary data were collected through a structured questionnaire distributed online and offline. The questionnaire operationalized the four constructs using domains established in prior literature: workforce planning, placement, and development for human resource planning; knowledge, skills, and abilities for

competency-based recruitment; job, environment, and compensation evaluations for job satisfaction; and intention-to-leave and job-search behavior for turnover intention (Campion et al., 2011; Hom et al., 2017; Armstrong & Taylor, 2020; Chen et al., 2023). The response format used a five-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Measurement in the questionnaire used a Likert scale ranging from 1 to 5. The Likert scale is considered effective for measuring attitudes, perceptions, and individual evaluations quantitatively and facilitates statistical analysis (Sekaran & Bougie, 2016). The questionnaire was distributed both online and offline to increase response rates and data diversity.

3.5. Research Instrument

The instrument contains reflective indicators developed from the construct domains cited above rather than a claim that one complete proprietary scale was reproduced verbatim. The supplied research record does not preserve a verifiable item-by-item adaptation log, translation protocol, or separate pilot-test report; therefore, those procedures are not retrospectively invented in this revision. Measurement quality is instead reported transparently from the final sample through outer loadings, internal consistency, AVE, and discriminant-validity diagnostics. Future replication should preserve an item-source matrix and document translation, expert content review, and pilot testing before field deployment. Before being used in the study, the instrument was tested for validity and reliability using the SEM-PLS approach. The validity test aims to ensure that the indicators accurately measure the intended constructs, while the reliability test ensures consistency among indicators within each variable (Hair et al., 2021). Thus, the instrument used in this study can be considered reliable for generating accurate data.

3.6. Operational Definition of Variables

Table 1. Operational Definition of Variables

Variable	Operational Definition	Indicators
Human Resource Planning (X1)	A systematic process of planning workforce needs in alignment with organizational goals	Workforce planning, job placement, employee development
Competency-Based Recruitment (X2)	A recruitment process that emphasizes the alignment between individual competencies and job requirements	Knowledge, skills, abilities
Job Satisfaction (Z)	The level of individual satisfaction toward their job	Job satisfaction, work environment, compensation
Turnover Intention (Y)	An individual's intention to leave the organization	Intention to leave, job search behavior

3.7. Data Analysis Technique

Data analysis in this study was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. This technique was chosen due to its ability to analyze complex relationships among latent variables simultaneously and its flexibility in handling data without strict distributional assumptions. Measurement-model evaluation followed contemporary PLS-SEM practice by examining indicator loadings, internal consistency, convergent validity, and discriminant validity. Outer loadings above 0.70 and AVE above 0.50 were used as evidence of convergent validity, while discriminant validity was assessed using the Fornell–Larcker matrix and interpreted conservatively in light of the exceptionally high interconstruct correlations. Structural-model assessment included R^2 , path coefficients, bootstrapped t-statistics and p-values, indirect effects, and f^2 . Statistical significance was interpreted together with direction, effect magnitude, and measurement quality rather than treated as sufficient evidence by itself. Furthermore, the evaluation of the structural model is conducted to assess the strength of relationships among latent variables. This includes examining R-square values to determine the explanatory power of independent variables on dependent variables, as well as testing the significance of relationships using the bootstrapping technique. In this stage, t-statistics and p-values are used to determine the significance of relationships. Additionally, effect size (f^2) is evaluated to determine the contribution of each independent variable to the dependent variable.

Hypothesis testing is conducted by comparing t-statistics and p-values obtained from the bootstrapping results. A hypothesis is accepted if the t-statistic is greater than 1.96 and the p-value is less than 0.05, indicating a significant effect. In addition, this study conducts a mediation analysis to examine the role of job satisfaction in mediating the relationship between independent variables (human resource planning and competency-based recruitment) and the dependent variable (turnover intention). Mediation is considered significant if the p-value of the indirect effect is less than 0.05 (Hair et al., 2021). This analysis allows for a more comprehensive understanding of the mechanisms underlying the relationships among variables.

IV. Result and Discussion

4.1. Results

a. Respondent Characteristics

The characteristics of respondents in this study are presented to provide an overview of the profile of the research subjects who serve as the source of data. The presentation of these characteristics aims to ensure that the respondents involved are truly representative of the research population, namely private employees working in private companies in Indonesia. In addition, respondents' demographic characteristics are important for understanding the social and professional context that may influence their perceptions of the research variables, particularly job satisfaction and turnover intention. The total number of respondents analyzed in this study was 200 individuals who met the research criteria. The respondents' characteristics were classified based on gender, age, education level, length of service, and job position, as presented in Table 2 below.

Table 2. Respondent Characteristics

No	Characteristics	Category	Frequency	Percentage (%)
1	Gender	Male	110	55.0
		Female	90	45.0
2	Age	< 20 years	10	5.0
		21–30 years	110	55.0
		31–40 years	60	30.0
		> 40 years	20	10.0
3	Education	High School/Vocational	40	20.0
		Diploma	30	15.0
		Bachelor's Degree	110	55.0
		Master's Degree	20	10.0
4	Length of Service	< 1 year	20	10.0
		1–3 years	90	45.0
		4–6 years	50	25.0
		> 6 years	40	20.0
5	Position	Staff	130	65.0
		Supervisor	50	25.0
		Manager	20	10.0

Based on Table 2, it can be observed that the respondents in this study are predominantly male, accounting for 55.0%, while female respondents represent 45.0%. This composition indicates a relatively balanced gender distribution, reflecting the general workforce condition in the private sector. In terms of age, the majority of respondents fall within the 21–30 years age group (55.0%), followed by those aged 31–40 years (30.0%). This indicates that most respondents are within the productive age range, representing early to mid-career stages, where individuals tend to exhibit higher job mobility and are more active in evaluating job satisfaction and career opportunities. Regarding education level, most respondents hold a Bachelor's degree (55.0%), followed by high school/vocational education (20.0%), diploma (15.0%), and Master's degree (10.0%). This suggests that the majority of respondents have a relatively high educational background, which aligns with the competency demands in the private sector workforce.

Furthermore, based on length of service, most respondents have worked for 1–3 years (45.0%), indicating that they are in the early stages of their careers. This condition suggests that respondents have sufficient experience to evaluate their work conditions but are still in a career exploration phase, making them more susceptible to turnover intention. From the perspective of job position, respondents are predominantly in staff roles (65.0%), followed by supervisors (25.0%) and managers (10.0%). This reflects the organizational structure of private companies, which are generally dominated by operational-level employees. Staff positions are also more vulnerable to turnover intention due to higher work pressure and limited involvement in strategic decision-making. Overall, the characteristics of respondents in this study show a diverse and representative distribution in describing the condition of private employees in Indonesia. This provides a strong foundation for subsequent analysis and enhances the external validity of the study in explaining turnover intention phenomena in the private sector.

b. Data Analysis

1) Assessment of the Outer Model (Measurement Model)

In the application of data analysis using SmartPLS, the evaluation of the outer model is based on three main criteria: convergent validity, discriminant validity, and composite reliability. These criteria are used to ensure that the indicators are able to accurately reflect the constructs, clearly distinguish between constructs, and demonstrate internal consistency among indicators within each latent variable.

2) Convergent Validity

Convergent validity in the measurement model with reflective indicators is evaluated based on the strength of the correlation between item scores or component scores generated by SmartPLS and the corresponding constructs. A reflective indicator is considered to have good convergent validity if its loading value exceeds 0.70. This indicates that the indicator is capable of adequately explaining the latent variable, as its contribution to the construct is strong and consistent.

Table 3. Outer Loadings (Measurement Model)

Indicator	Competency-Based Recruitment (X2)	Human Resource Planning (X1)	Job Satisfaction (Z)	Turnover Intention (Y)
X1.1		0.916		
X1.2		0.935		
X1.3		0.933		
X1.4		0.944		
X1.5		0.929		
X1.6		0.944		
X2.1	0.929			
X2.2	0.943			
X2.3	0.943			
X2.4	0.916			
X2.5	0.942			
X2.6	0.944			
Y.1				0.894
Y.2				0.903
Y.3				0.913
Y.4				0.907
Y.5				0.894
Y.6				0.894
Z.1			0.936	
Z.2			0.939	
Z.3			0.934	
Z.4			0.933	
Z.5			0.931	
Z.6			0.887	
Z.7			0.954	

The results of the SmartPLS analysis presented in Table 3 show that all indicators have loading factor values above 0.70, indicating that the relationship between indicators and their respective constructs meets the criteria for convergent validity. Therefore, the adjusted measurement model can be considered to have good convergent validity, as all indicators consistently reflect the intended constructs.

3) Discriminant Validity

Discriminant validity testing is conducted to ensure that each construct within the latent variables is truly distinct and does not overlap with other constructs. A model is considered to have good discriminant validity when each indicator has a higher loading on its respective construct compared to its loadings on other constructs. The results of the discriminant validity test are presented as follows:

Table 4. Discriminant Validity (Fornell–Larcker Criterion)

Construct	Competency-Based Recruitment (X2)	Human Resource Planning (X1)	Job Satisfaction (Z)	Turnover Intention (Y)
Competency-Based Recruitment (X2)	0.936			
Human Resource Planning (X1)	0.985	0.934		
Job Satisfaction (Z)	0.982	0.972	0.931	
Turnover Intention (Y)	0.937	0.970	0.946	0.901

Table 4 indicates a serious discriminant-validity concern. Although the square roots of AVE appear on the diagonal, several interconstruct correlations are extremely high and in some cases exceed the corresponding diagonal values (for example, the correlation between competency-based recruitment and human resource planning is 0.985, compared with diagonal values of 0.936 and 0.934). The same pattern is visible for job satisfaction and other constructs. Therefore, the Fornell–Larcker criterion is not fully satisfied, and the constructs should not be described as empirically distinct without qualification. This overlap may arise from closely related HR-content domains, common-source measurement, item wording similarity, coding issues, or a sample-specific response pattern. It is therefore inappropriate to treat the very high structural coefficients as unqualified evidence of strong predictive relationships. Instead, they are reported as results that require cautious interpretation and independent replication. Accordingly, the structural results are retained because they represent the observed analysis, but conclusions are explicitly bounded by this measurement limitation. Future research should verify HTMT values from the original SmartPLS output, review item wording and coding, and consider re-specifying or refining constructs if discriminant-validity thresholds are not met.

4) Composite Reliability

Construct validity and reliability can also be evaluated through construct reliability values and the Average Variance Extracted (AVE) for each construct. A construct is considered to have adequate reliability if its reliability value is at least 0.70 and its AVE exceeds 0.50. This indicates that the construct is not only consistent in measuring what it is intended to measure but also capable of explaining the majority of the variance in its indicators, thereby serving as a valid representation of the underlying concept.

Table 5. Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Competency-Based Recruitment (X2)	0.972	0.972	0.977	0.876
Human Resource Planning (X1)	0.970	0.971	0.976	0.871
Job Satisfaction (Z)	0.974	0.974	0.978	0.866
Turnover Intention (Y)	0.954	0.955	0.963	0.811

Referring to Table 5, it can be concluded that all constructs meet the reliability criteria. This is indicated by composite reliability values exceeding 0.70 and AVE values above 0.50, in accordance with the recommended thresholds for validity and reliability testing.

5) Structural Model Evaluation (Inner Model)

The evaluation of the inner model, or structural model, aims to assess the relationships among constructs, the level of significance, and the R-square values of the proposed model. The structural model is evaluated by examining the R-square values of the endogenous constructs, as well as testing the t-statistics and significance levels of the path coefficients that link the latent variables.

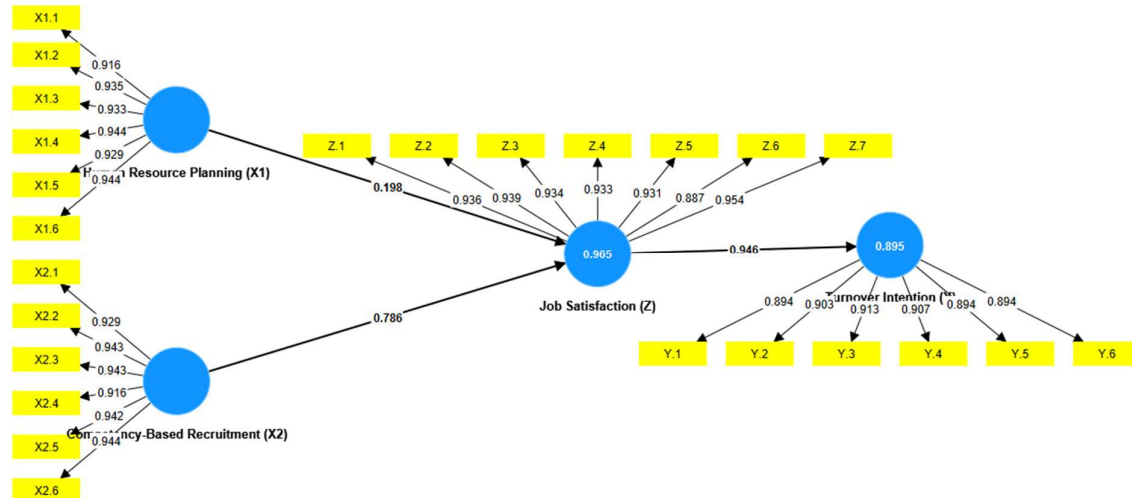


Figure 1. Tested Structural Model

In assessing the model using PLS, the evaluation begins by examining the R-square values for each endogenous latent variable. Table 6 presents the R-square estimation results obtained using SmartPLS.

Table 6. R-Square Values

Variable	R-square	Adjusted R-square
Job Satisfaction (Z)	0.965	0.964
Turnover Intention (Y)	0.895	0.894

The R^2 value of 0.965 for job satisfaction indicates that competency-based recruitment and human resource planning jointly account for a very large proportion of variance in the sample. Given the exceptionally high correlations among the predictors and job satisfaction, this value should not be interpreted as evidence of broad population-level predictive accuracy; it may partly reflect construct overlap or common-method variance. Turnover intention has an R^2 of 0.895. Although this denotes high in-sample explanatory power, the positive and unusually large job satisfaction coefficient and the discriminant-validity concerns substantially limit substantive interpretation. The model should therefore be viewed as statistically strong but diagnostically problematic, requiring replication and measurement verification before claims of robust prediction are made.

6) Hypothesis Testing Results

a) Direct Effects (Partial Effects)

Table 7. Results of Direct Effects Hypothesis Testing

No	Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STDEV)	T-Statistic	P-Value	Decision
1	Competency-Based Recruitment (X2) → Job Satisfaction (Z)	0.786	0.788	0.067	11.808	0.000	Supported

2	Human Resource Planning (X1) → Job Satisfaction (Z)	0.198	0.197	0.067	2.973	0.003	Supported
3	Job Satisfaction (Z) → Turnover Intention (Y)	0.946	0.946	0.007	143.500	0.000	Not supported (opposite direction)

The direct-effect results show statistically significant coefficients for all three estimated paths, but statistical significance is not equivalent to hypothesis support when the observed direction contradicts the hypothesized direction. First, the effect of competency-based recruitment on job satisfaction shows a path coefficient of 0.786, with a t-statistic of 11.808, which is substantially higher than the t-table value of 1.96, and a p-value of 0.000, which is below 0.05. These results indicate that competency-based recruitment has a positive and significant effect on job satisfaction. This implies that the more appropriate the recruitment process based on the alignment of employees' competencies, knowledge, and skills with job requirements, the higher the level of job satisfaction experienced by employees, as they feel capable of performing their tasks effectively and in accordance with organizational expectations. Second, the effect of human resource planning on job satisfaction shows a path coefficient of 0.198, with a t-statistic of 2.973, exceeding the t-table value of 1.96, and a p-value of 0.003, which is below 0.05. This finding demonstrates that human resource planning has a positive and significant effect on job satisfaction. It suggests that effective HR planning—such as workforce planning, appropriate placement, and clear role definition and career development—can enhance employees' job satisfaction by creating certainty, fairness, and clear work direction. Job satisfaction was positively associated with turnover intention ($\beta = 0.946$, $t = 143.500$, $p < 0.001$). This direction is opposite to H3, which predicted a negative relationship. H3 is therefore not supported despite statistical significance. The magnitude is also unusually large and must be interpreted in conjunction with the discriminant-validity concerns, potential coding direction, common-source measurement, and the cross-sectional design. The result should not be interpreted as causal evidence that increasing job satisfaction increases employees' desire to leave.

b) Mediation Effect

Indirect effects were assessed using bootstrapped coefficients and p-values. A statistically significant indirect effect indicates that the product of the constituent paths differs from zero; however, the substantive meaning also depends on whether the signs of those paths are consistent with the theorized mediation mechanism.

Table 8. Results of Mediation Effect Testing

No	Indirect Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STDEV)	T-Statistic	P-Value	Result
1	Competency-Based Recruitment (X2) → Job Satisfaction (Z) → Turnover Intention (Y)	0.744	0.745	0.062	11.956	0.000	Significant indirect effect; hypothesized directional mechanism not supported
2	Human Resource Planning (X1) → Job Satisfaction (Z) → Turnover Intention (Y)	0.188	0.186	0.063	2.958	0.003	Significant indirect effect; hypothesized directional mechanism not supported

Based on Table 8, the results can be explained as follows:

- The indirect association from competency-based recruitment to turnover intention through job satisfaction was positive and significant ($\beta = 0.744$, $t = 11.956$, $p < 0.001$). Thus, a statistical indirect

effect is present. However, because the job satisfaction → turnover intention path is positive rather than the hypothesized negative direction, the proposed retention-oriented mediation mechanism is not supported in its expected direction. The result is retained as an observed indirect effect but interpreted as theoretically anomalous.

- The indirect association from human resource planning to turnover intention through job satisfaction was likewise positive and significant ($\beta = 0.188$, $t = 2.958$, $p = 0.003$). Again, this provides evidence of an indirect statistical pathway, but not of the hypothesized mechanism in which improved job satisfaction should reduce turnover intention. Both mediation findings therefore require cautious interpretation and verification of construct coding and discriminant validity.

7) Effect Size (f^2)

Effect size (f^2) is used to assess the magnitude of the specific effect of independent variables on the predictive ability of the dependent variables. The evaluation is conducted by comparing changes in the R^2 value when an independent variable is removed from the model. The interpretation of f^2 values is as follows:

- $f^2 < 0.02$ indicates a very small or insignificant effect
- $0.02 \leq f^2 < 0.15$ indicates a small effect
- $0.15 \leq f^2 < 0.35$ indicates a medium effect
- $f^2 \geq 0.35$ indicates a large effect

Based on the analysis results, the effect size values for each variable are presented as follows:

Table 9. Effect Size (f^2)

No	Relationship	f^2 Value	Effect Size Category
1	Competency-Based Recruitment (X2) → Job Satisfaction (Z)	0.534	Large
2	Human Resource Planning (X1) → Job Satisfaction (Z)	0.034	Small
3	Job Satisfaction (Z) → Turnover Intention (Y)	8.489	Very Large

Based on Table 9, the results can be explained as follows:

- First, the effect of competency-based recruitment on job satisfaction has an effect size (f^2) value of 0.534, which falls into the large effect category. This indicates that competency-based recruitment makes a very strong contribution to the predictive ability of job satisfaction. In other words, removing this variable from the model would result in a significant decrease in the R^2 value of job satisfaction, suggesting that it is a dominant factor in explaining employees' job satisfaction.
- Second, the effect of human resource planning on job satisfaction has an effect size (f^2) value of 0.034, which is categorized as a small effect. This finding indicates that while human resource planning contributes to job satisfaction, its specific influence on improving the model's predictive ability is relatively limited. Nevertheless, it still plays a supporting role in shaping job satisfaction, particularly in creating role clarity, appropriate placement, and job certainty for employees.
- The f^2 value of 8.489 for the job satisfaction → turnover intention path is far above conventional benchmarks and should be treated as a diagnostic warning rather than celebrated as substantive strength. In combination with $\beta = 0.946$ and very high interconstruct correlations, this magnitude suggests possible construct overlap, shared-method inflation, or coding/measurement problems. The result is reported transparently, but strong causal or managerial claims are avoided.

4.2. Discussion

a. The Effect of Competency-Based Recruitment on Job Satisfaction

Competency-based recruitment was positively associated with job satisfaction, indicating that better alignment between employee capabilities and job requirements corresponds with more favorable work evaluations. This pattern is consistent with person–job fit research in Indonesia and other emerging-market contexts, where perceived fit has been linked to job satisfaction and turnover-related outcomes (Nugraha, 2022; Masykuroh & Muafi, 2021; Kerse et al., 2022). The finding is also consistent with the logic of competency modeling: selection systems that clarify the competencies required for a role can improve the probability of capability–demand alignment (Campion et al., 2011). However, the magnitude of the present

association must be interpreted conservatively because competency-based recruitment is itself highly correlated with human resource planning and job satisfaction in the measurement model.

In the Indonesian context, these results suggest that recruitment quality may be experienced by employees not merely as an entry-stage HR process but as evidence that the organization places people in roles that fit their capabilities. Similar Indonesian studies have shown that person–job fit contributes to satisfaction and turnover-related attitudes (Nugraha, 2022; Afandi et al., 2022; Arum, 2022). The present study extends that line of reasoning by treating competency-based recruitment as an upstream organizational practice, while acknowledging that the constructs require stronger discriminant separation in future measurement. However, some studies report different results. Jiang and Messersmith (2018) suggested that the impact of HR practices on job satisfaction is not always direct, but rather influenced by other factors such as organizational culture and leadership. These differences may be attributed to variations in organizational contexts. In this study, the strong effect observed indicates that the private sector in Indonesia places significant emphasis on competency alignment as a primary factor in enhancing job satisfaction. Compared to previous studies, this research contributes by emphasizing that, within the context of a highly competitive private sector, competency-based recruitment serves as a dominant factor in shaping employee job satisfaction.

b. The Effect of Human Resource Planning on Job Satisfaction

The results of this study indicate that human resource planning has a significant effect on job satisfaction, although its influence is relatively smaller compared to competency-based recruitment. This finding suggests that human resource planning acts as a supporting factor in fostering job satisfaction through role clarity, job stability, and clear career development direction. Human resource planning showed a smaller positive association with job satisfaction than competency-based recruitment. This difference is theoretically plausible because workforce planning is more distal from employees' daily task experience, whereas competency fit is immediately experienced in the match between capabilities and job demands. Integrated HR-system research similarly suggests that employees respond to the combined consistency of HR practices rather than to formal planning in isolation (Boon et al., 2019; Albrecht et al., 2023). The Indonesian private-sector context may further moderate this pattern. Studies of Indonesian employees show that fit, engagement, work-life conditions, and organizational justice can have more proximal relationships with turnover-related attitudes than broad administrative HR arrangements (Mulang, 2022; Wulandari et al., 2023). Therefore, the relatively small f^2 for human resource planning should not be read as irrelevance; rather, it indicates that its unique contribution is limited once competency-based recruitment is included in a model with highly correlated constructs.

This result also reinforces the need to distinguish strategic workforce planning from routine staffing administration. If employees do not directly perceive planning quality, its effect on satisfaction may operate through role clarity, development opportunities, or perceived organizational support. Future models should test these intermediate mechanisms explicitly rather than assuming a uniformly direct relationship. These differences suggest that, in the context of private companies in Indonesia, human resource planning may not yet be fully strategic and tends to be more administrative in nature. As a result, its impact on job satisfaction remains limited compared to other HR practices. The most theoretically important result is the positive association between job satisfaction and turnover intention ($\beta = 0.946$), which directly contradicts H3 and the dominant retention literature. Meta-analytic evidence generally shows that higher job satisfaction is associated with lower intention to quit (Ozkan, 2021, 2022; Madigan & Kim, 2021). Accordingly, H3 is not supported, and the observed positive coefficient should be treated as an anomalous finding rather than reframed as confirmation of established theory.

Some Indonesian studies demonstrate that the satisfaction–turnover relationship can be weak, insignificant, or context dependent (Mawardi, 2022; Yusuf et al., 2023), but such evidence does not by itself explain a coefficient as large as 0.946. A more defensible interpretation is therefore diagnostic: the result may reflect reverse coding, construct overlap, common-method inflation, or a sample-specific response pattern. The Fornell–Larcker matrix strengthens this concern because several construct correlations approach or exceed the square roots of AVE. The possibility that satisfied employees simultaneously perceive attractive external opportunities may be considered only as a secondary interpretation, not as an empirically established explanation in the present data because external job opportunities were not measured. The study therefore avoids attributing the positive coefficient to labor-market opportunity without direct evidence. Substantively, the finding demonstrates why sign, magnitude, and measurement diagnostics must be considered together. Statistical significance alone cannot justify a claim that higher satisfaction increases turnover intention. Replication with clearer scale coding, stronger discriminant validity, temporal separation,

and preferably longitudinal data is necessary before this unexpected direction can be interpreted theoretically.

Recent research suggests that the relationship between job satisfaction and turnover intention is not always linear and may be influenced by external factors such as job opportunities and industry dynamics (Sinisterra et al., 2024). Therefore, job satisfaction cannot always be considered an absolute retention factor, particularly in the context of a highly competitive private sector. This study contributes by demonstrating that, in certain contexts, job satisfaction does not fully guarantee lower turnover intention. Consequently, it is important to consider external factors when explaining employee turnover behavior.

c. The Mediating Role of Job Satisfaction

Both indirect effects through job satisfaction were statistically significant, but they were positive because the job satisfaction → turnover intention coefficient was positive. Therefore, the results provide evidence of statistical mediation in the sense of significant indirect products, yet they do not support the originally theorized retention mechanism in which HR practices increase satisfaction and satisfaction then reduces turnover intention. Person–job fit and social exchange theory remain useful for explaining why competency-based recruitment and workforce planning may be associated with job satisfaction. However, the second stage of the proposed mechanism is not supported in the predicted direction. The theories should therefore not be presented as fully confirmed by the data. Instead, the study identifies a boundary condition or measurement problem that must be resolved before a coherent theoretical mediation claim can be made. Prior Indonesian evidence supports negative or context-dependent indirect relationships between fit-related variables, job satisfaction, and turnover intention (Nugraha, 2022; Masykuroh & Muafi, 2021; Wulandari et al., 2023). The divergence of the present results from that evidence is analytically important because it suggests that the unusually strong positive second-stage path is not a routine finding in comparable settings. Consequently, the mediation results are best interpreted as statistically significant but theoretically inconsistent indirect effects. This distinction strengthens the manuscript by preserving the observed results while avoiding post hoc rationalization. Future studies should verify item coding, obtain HTMT from the original SmartPLS output, and replicate the model with temporally separated or longitudinal measurements.

V. Conclusion

The study finds that competency-based recruitment ($\beta = 0.786$, $p < 0.001$) and human resource planning ($\beta = 0.198$, $p = 0.003$) are positively associated with job satisfaction. These results are consistent with the argument that capability–job alignment and coherent HR planning can correspond with more favorable employee evaluations. However, job satisfaction is positively associated with turnover intention ($\beta = 0.946$, $p < 0.001$), contrary to the negative direction specified in H3. H3 is therefore not supported. The indirect effects of competency-based recruitment ($\beta = 0.744$, $p < 0.001$) and human resource planning ($\beta = 0.188$, $p = 0.003$) through job satisfaction are statistically significant. Nevertheless, because the second-stage path from job satisfaction to turnover intention is opposite to the theorized direction, these indirect effects do not confirm the proposed retention-oriented mediation mechanism. They should be understood as significant but theoretically anomalous indirect associations. The principal contribution of the study is therefore twofold: it supports the relevance of competency alignment and workforce planning for job satisfaction, while also revealing that the satisfaction–turnover mechanism is not empirically reproduced in the expected direction in this sample. This anomaly, together with the exceptionally high correlations among constructs, constitutes a substantive boundary on the strength of the conclusions.

Theoretically, the findings provide partial rather than uniform support for the integrated framework. Person–job fit logic is consistent with the positive competency-based recruitment–satisfaction association, and social exchange logic remains plausible for the positive planning–satisfaction association. However, the data do not support the expected negative satisfaction–turnover path. The study therefore contributes by identifying an inconsistency that future research must explain rather than by claiming that established retention theory has been overturned. Practically, organizations should continue to improve competency matching, workforce placement, and development planning because these practices are positively associated with job satisfaction. Managers should not, however, infer from the anomalous positive coefficient that increasing satisfaction will raise turnover. The result requires measurement and replication checks before it can inform retention interventions. Retention decisions should therefore be based on a broader diagnostic of job satisfaction, external opportunities, compensation, career mobility, job

embeddedness, and actual turnover behavior. In this study, external opportunities were not measured, so explanations based on labor-market attractiveness remain propositions for future testing rather than established findings.

Several limitations materially constrain interpretation. First, the cross-sectional design cannot establish temporal precedence or causality. Second, purposive non-probability sampling limits population-level generalization to all private employees in Indonesia. Third, all focal constructs were measured through the same questionnaire, creating a risk of common-method inflation. Fourth, discriminant validity is a major concern because several interconstruct correlations are extremely high and some exceed the corresponding Fornell–Larcker diagonal values. Fifth, the job satisfaction → turnover intention coefficient and f^2 are unusually large and opposite to the hypothesized direction, so item coding and construct operationalization should be independently audited. Sixth, the supplied research record does not preserve a separate pilot-test/translation log or a verified fieldwork month, and this revision deliberately avoids inventing those procedural facts. Future research should prioritize resolving these measurement and design issues before extending the model. Specifically, researchers should verify item polarity and coding, report HTMT from the original analysis output, refine overlapping constructs, use marker or temporal-separation procedures to reduce common-method bias, and replicate the study with probability-based or industry-specific samples where feasible. Longitudinal or multi-wave designs are especially important for testing whether HR practices precede changes in job satisfaction and whether satisfaction subsequently predicts actual turnover behavior. Future models may also incorporate external job opportunities, job embeddedness, organizational commitment, compensation, and career mobility to test competing explanations for the anomalous satisfaction–turnover pattern. By doing so, future research is expected to develop more comprehensive models and contribute more significantly to the advancement of human resource management knowledge.

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