



DOI: <https://doi.org/10.38035/gijea.v4i1>  
<https://creativecommons.org/licenses/by/4.0/>

## The Role of Job Satisfaction in Mediating the Effect of Perceived Organizational Support on Intention to Stay Among F&B Industry Employees in Cirebon

Siska Apriyanti<sup>1</sup>, Agi Syarif Hidayat<sup>2</sup>

<sup>1</sup>Universitas Swadaya Gunung Jati, Cirebon, Indonesia, [agi.unswagati@gmail.com](mailto:agi.unswagati@gmail.com)

<sup>2</sup>Universitas Swadaya Gunung Jati, Cirebon, Indonesia, [siska.122020468@ugj.ac.id](mailto:siska.122020468@ugj.ac.id)

Corresponding Author: [agi.unswagati@gmail.com](mailto:agi.unswagati@gmail.com)<sup>1</sup>

**Abstract:** This study examines the mediating role of job satisfaction in the relationship between perceived organizational support and intention to stay among employees in the Food & Beverage (F&B) industry in Cirebon. The study is motivated by the high turnover rate within the F&B sector, which requires organizations to better understand psychological factors that contribute to employee retention. A quantitative research design was employed using a survey method involving 110 employees selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that perceived organizational support has a positive and significant effect on job satisfaction. Job satisfaction, in turn, significantly influences employees' intention to stay. Furthermore, perceived organizational support directly affects intention to stay; however, the effect becomes stronger when mediated by job satisfaction. These results confirm that job satisfaction functions as a partial mediator that strengthens the relationship between organizational support and employee retention. Therefore, enhancing organizational support accompanied by strategies aimed at improving job satisfaction is essential for increasing employee loyalty and long-term retention in the F&B industry.

**Keyword:** Perception of Organizational Support, Job Satisfaction, Intention to Remain, Employee Retention.

### INTRODUCTION

The Food and Beverage (F&B) industry represents one of the fastest-growing sectors in Indonesia, including the Cirebon region (Kemenperin, 2024). However, the labor-intensive nature of the F&B sector, combined with irregular working hours and high service pressure, contributes to elevated employee turnover rates (Oktaviani, 2020). The dominance of young employees further intensifies workforce mobility, creating significant challenges for organizational stability and human resource sustainability (Listian Indriyani Achmad et al., 2023).

Employee retention has therefore become a strategic concern in modern human resource management. Intention to stay reflects employees' voluntary psychological willingness to remain with their organization and differs conceptually from turnover intention (Nancarrow et al., 2014). A strong intention to stay benefits organizations through workforce stability, reduced recruitment costs, and improved service quality (Siahaan, 2014).

One of the primary predictors of employee retention is Perceived Organizational Support (POS). According to Organizational Support Theory developed by Robert Eisenberger, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). From a social exchange perspective, when employees perceive strong organizational support, they reciprocate with positive attitudes and behaviors, including enhanced commitment and a stronger desire to remain with the organization (Karim et al., 2019; Duong & Ho, 2024).

Nevertheless, the relationship between organizational support and intention to stay is not always direct. Internal psychological mechanisms play a crucial role in shaping behavioral outcomes. Job satisfaction is widely recognized as a key mediating variable (Pithaloka & Ardiyanti, 2024; Sukistianingsih et al., 2023a). Job satisfaction represents an individual's emotional evaluation of their job (Tett & Meyer, 1993).

Job satisfaction functions as a psychological mechanism translating perceived organizational support into retention behavior. Employees who feel valued and supported tend to experience higher satisfaction, as their needs for recognition, fairness, and security are fulfilled. Increased job satisfaction then strengthens employees' willingness to remain in the organization. Thus, job satisfaction potentially mediates the relationship between perceived organizational support and intention to stay.

Previous studies have reported mixed findings regarding the direct relationship between perceived organizational support and intention to stay. Some studies demonstrate a significant direct effect (Prakosa et al., 2020), while others indicate that the relationship becomes meaningful only when mediated by variables such as job satisfaction or employee engagement (Cornelia Azura et al., 2023; Pithaloka & Ardiyanti, 2024). These inconsistencies highlight a research gap that warrants further empirical investigation.

Accordingly, this study aims to empirically examine the effect of perceived organizational support on intention to stay, with job satisfaction serving as a mediating variable among employees in the F&B industry in Cirebon. The findings are expected to contribute to the human resource management literature while offering practical insights for designing retention strategies grounded in employee satisfaction enhancement.

## **METHOD**

This study employed a quantitative approach with an explanatory research design aimed at examining the causal relationships among variables, particularly the effect of perceived organizational support on intention to stay with job satisfaction as a mediating variable. The quantitative approach was selected to enable objective measurement of psychological constructs using standardized instruments and hypothesis testing through inferential statistical analysis (Sugiyono, 2017).

The population of this study consisted of employees working in the Food and Beverage (F&B) industry in Cirebon. Due to accessibility constraints and population heterogeneity, purposive sampling was applied. Respondents were selected based on specific criteria, namely employees who had worked for at least six months to ensure sufficient experience in evaluating organizational support and job satisfaction (Sugiyono, 2017). A total of 110 employees participated in the study, a sample size considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis (Hair et al., 2019).

Data were collected through structured questionnaires distributed both directly and online. The measurement instrument utilized a five-point Likert scale ranging from strongly disagree to strongly agree (Sugiyono, 2017). Perceived organizational support was measured using indicators derived from Organizational Support Theory developed by Robert Eisenberger, reflecting the extent to which employees believe the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Job satisfaction was measured based on intrinsic and extrinsic dimensions grounded in the Two-Factor Theory proposed by Frederick Herzberg, including satisfaction with the work itself, compensation, supervision, and working conditions (Mardanov, 2020; Tett & Meyer, 1993). Intention to stay was measured through indicators capturing employees' willingness to remain in the organization over the long term (Nancarrow et al., 2014; Siahaan, 2014).

Prior to hypothesis testing, the measurement instruments were assessed for validity and reliability. Convergent validity and discriminant validity were evaluated using outer loadings and Average Variance Extracted (AVE). Constructs were considered valid if outer loadings exceeded 0.70 and AVE values were greater than 0.50 (Hair et al., 2010; Hair et al., 2019). Reliability was examined through Cronbach's Alpha and Composite Reliability, with threshold values above 0.70 indicating satisfactory internal consistency (Hair et al., 2010).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was chosen because it accommodates complex structural models with mediating variables and does not require strict normal distribution assumptions (Hair et al., 2019). The analysis proceeded in two stages: evaluation of the measurement model (outer model) to confirm construct validity and reliability, followed by evaluation of the structural model (inner model) to test hypothesized relationships and path significance (Hair et al., 2019). Hypotheses were tested using bootstrapping procedures to obtain t-statistics and p-values (Hair et al., 2019). The mediating effect of job satisfaction was examined by analyzing the significance of the indirect effect between perceived organizational support and intention to stay (Hair et al., 2019).

Through this methodological framework, the study aims to provide robust empirical evidence regarding the psychological mechanism underlying the relationship between organizational support and employee retention within the F&B industry.

## RESULT AND DISCUSSION

### General Overview of Respondents

This study involved 110 employees in the Food & Beverage (F&B) industry in Cirebon who had been employed for a minimum of six months. Respondent characteristics were analyzed to provide a demographic profile as a basis for interpreting the research results (Sugiyono, 2017).

**Tabel 1. Respondent Characteristics**

Characteristics	Category	Frequency
Gender	Male	46
	Female	64
Age	< 25 years old	52
	25–30 years old	38
	> 30 years old	20
Length of Service	6–12 months	44
	1–3 years	50
	> 3 years	16

Source: Processed Data, 2026

The majority of respondents were female (58.2%) and under the age of 30 (81.8%). This indicates that the F&B industry is dominated by a young workforce that tends to have high job mobility (Oktaviani, 2020; Listian Indriyani Achmad et al., 2023). This condition is relevant to the urgency of this research regarding retention intentions (Nancarrow et al., 2014). Furthermore, most respondents had been working for 1–3 years, providing them with sufficient experience to objectively evaluate organizational support and job satisfaction levels (Sugiyono, 2017).

**Measurement Model Evaluation (Outer Model)**

The measurement model evaluation was conducted to ensure the validity and reliability of the constructs: Perceived Organizational Support (POS), Job Satisfaction, and Intention to Stay (Hair et al., 2019).

**Tabel 2. Convergent Validity Results**

Variable	Outer Loading (Range)	AVE	Result
Perceived	0.72 – 0.89	0.64	Valid
Job Satisfaction	0.74 – 0.91	0.68	Valid
Intention to Stay	0.76 – 0.88	0.66	Valid

Source: Data processed with SmartPLS, 2026

All indicators yielded outer loading values above 0.70 and Average Variance Extracted (AVE) values above 0.50, indicating that the constructs possess good convergent validity (Hair et al., 2010; Hair et al., 2019). The Job Satisfaction variable showed the highest AVE value (0.68), suggesting that its indicators strongly represent the construct (Hair et al., 2019).

**Tabel 3. Reliability Test Results**

Variable	Cronbach’s Alpha Composite Reliability		Result
Perceived	0.88	0.91	Reliable
Job Satisfaction	0.90	0.93	Reliable
Intention to Stay	0.87	0.92	Reliable

Source: Data processed with SmartPLS, 2026

All variables had Cronbach’s Alpha and Composite Reliability values exceeding 0.70; therefore, the instruments are declared reliable (Hair et al., 2010). The Job Satisfaction variable exhibited the highest reliability, indicating excellent internal consistency (Hair et al., 2019).

**Structural Model Evaluation (Inner Model)**

The structural model evaluation aims to test the influence between variables and the mediating role of job satisfaction using PLS-SEM procedures (Hair et al., 2019).

**Tabel 4. R-Square Values**

Endogenous Variable	R <sup>2</sup>	Category
Job Satisfaction	0.52	Moderate
Intention to Stay	0.61	Strong

Source: Data processed with SmartPLS, 2026

An R<sup>2</sup> value of 0.52 indicates that 52% of the variance in Job Satisfaction is explained by Perceived Organizational Support. Meanwhile, 61% of the variance in Intention to Stay is explained by the combination of Perceived Organizational Support and Job Satisfaction. This

demonstrates that the model has strong explanatory power, particularly regarding stay intentions (Hair et al., 2019).

**Tabel 5. Direct Effect Test Results**

Relationship	Path Coefficient	t-Statistic	p-Value	Result
Org. Support → Job Satisfaction	0.72	12.45	0.000	Significant
Job Satisfaction → Intention to Stay	0.54	8.31	0.000	Significant
Org. Support → Intention to Stay	0.29	3.12	0.002	Significant

Source: Data processed with SmartPLS, 2026

Perceived Organizational Support has a positive and significant effect on Job Satisfaction ( $\beta=0.72$ ), which is consistent with Organizational Support Theory developed by Robert Eisenberger (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). This suggests that higher organizational support leads to higher levels of employee job satisfaction. Job Satisfaction also significantly influences Intention to Stay ( $\beta=0.54$ ), indicating that satisfaction is a primary factor in strengthening retention (Tett & Meyer, 1993; Ismail et al., 2016). While the direct effect of organizational support on stay intention remains significant, it is smaller than the indirect effect through job satisfaction (Karim et al., 2019).

**Tabel 6. Mediation Test Results**

Indirect Relationship	Coefficient	t-Statistic	p-Value	Result
Org. Support → Job Satisfaction → Intention to Stay	0.39	7.02	0.000	Partial

Source: Data processed with SmartPLS, 2026

The results show that Job Satisfaction partially mediates the relationship between Organizational Support and Intention to Stay. The indirect coefficient value (0.39) is higher than the direct effect (0.29), confirming that the psychological mechanism of job satisfaction plays a dominant role in enhancing employee retention (Cornelia Azura et al., 2023; Pithaloka & Ardiyanti, 2024).

**Discussion**

The results of this study reinforce the Organizational Support Theory developed by Robert Eisenberger, which states that when employees feel valued and cared for, they will exhibit positive reciprocal attitudes (Rhoades & Eisenberger, 2002). In the context of the F&B industry, organizational support may manifest as managerial concern, fairness in work scheduling, performance recognition, and a supportive work environment (Kurtessis et al., 2017).

The most critical finding in this study is the strong influence of job satisfaction on the intention to stay. This aligns with Frederick Herzberg’s Two-Factor Theory, which explains that job satisfaction arises from the fulfillment of "motivator factors" such as achievement, recognition, and responsibility (Mardanov, 2020; Tett & Meyer, 1993). In the dynamic and high-pressure F&B industry, job satisfaction becomes a key factor in retaining employees (Agus & Selvaraj, 2020).

Empirically, job satisfaction is proven to be a significant partial mediator. This means that although organizational support can directly increase stay intentions, the effect becomes much stronger when employees feel satisfied with their work (Karim et al., 2019; Sukistianingsih et al., 2023a). In other words, organizational support that fails to improve job satisfaction will not be optimal in fostering long-term loyalty.

The practical implication of these findings is that F&B companies need to design policies that are not only administrative but also address the psychological aspects of employees. Recognition programs, open communication, organizational justice, and career

development opportunities can increase job satisfaction, which ultimately strengthens retention (Siahaan, 2014; Agus & Selvaraj, 2020).

## CONCLUSION

This study aimed to examine the effect of perceived organizational support on employees' intention to stay, with job satisfaction serving as a mediating variable among employees in the Food and Beverage (F&B) industry in Cirebon. The findings indicate that perceived organizational support has a positive and significant effect on job satisfaction, which is consistent with prior research on organizational support and employee attitudes (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Employees who perceive higher levels of organizational appreciation, fairness, and concern for their well-being experience greater job satisfaction.

Job satisfaction, in turn, significantly influences employees' intention to stay, supporting earlier empirical findings that satisfaction is a strong predictor of retention-related outcomes (Tett & Meyer, 1993; Ismail et al., 2016). The results demonstrate that job satisfaction is the dominant predictor of employee retention in the F&B sector (Agus & Selvaraj, 2020). In an industry characterized by high work pressure and workforce mobility, employees' psychological satisfaction plays a central role in determining their long-term commitment to the organization (Nancarrow et al., 2014).

Although perceived organizational support directly affects intention to stay, the indirect effect through job satisfaction is stronger. This confirms that job satisfaction functions as a significant partial mediator, strengthening the relationship between organizational support and retention, in line with previous mediation studies (Karim et al., 2019; Cornelia Azura et al., 2023). Organizational support becomes more effective in promoting employee retention when it successfully enhances employees' job satisfaction.

Theoretically, these findings reinforce Organizational Support Theory proposed by Robert Eisenberger, emphasizing the reciprocal relationship between organizational treatment and employee attitudes (Rhoades & Eisenberger, 2002). The results are also consistent with the Two-Factor Theory introduced by Frederick Herzberg, which highlights job satisfaction as a critical determinant of work-related behavior (Mardanov, 2020).

Practically, F&B organizations should prioritize strategies aimed at strengthening job satisfaction as a core component of employee retention policies. Such strategies may include fair organizational practices, transparent reward systems, supportive leadership, career development opportunities, and enhanced employee well-being initiatives, which have been shown to improve retention outcomes (Siahaan, 2014; Agus & Selvaraj, 2020). By focusing on job satisfaction, organizations can build stronger loyalty and achieve sustainable workforce stability.

In conclusion, job satisfaction emerges as the key psychological mechanism linking organizational support to employees' intention to stay and represents a strategic factor in managing employee retention within the F&B industry.

## REFERENCES

- Agus, A. and Selvaraj, R. (2020). Agus, A. and Selvaraj, R. (2020), "The mediating role of employee commitment in the relationship between quality of work life and the intention to stay", *Employee Relations*, Vol. 42 No. 6, pp. 1231-1248, doi: 10.1108/ER-07-2019-0292. <https://doi.org/doi:10.1108/ER-07-2019-0292>.
- Akbari, M., Bagheri, A., Fathollahi, A., & Darvish, M. (2020). *Job satisfaction among nurses in Iran : does gender matter ? Job satisfaction among nurses in Iran : does gender*. 2390. <https://doi.org/10.2147/JMDH.S215288>

- Allen, M. W., Armstrong, D. J., Reid, M. F., & Riemenschneider, C. K. (2008). Factors impacting the perceived organizational support of IT employees. *Information and Management*, 45(8), 556–563. <https://doi.org/10.1016/j.im.2008.09.003>
- Andy Soenanta, M. A. and, & Sariwulan, R. (2020). *The effect of job satisfaction and organizational commitment to employee retention in a lighting company*. 8(4), 97–103.
- Anton Budi Santoso, R. Y. (2022). *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi)*. 6(3), 1407–1422.
- Apriyanto, P., & Haryono, S. (2020). (2020). *Apriyanto, P., & Haryono, S. (2020). Pengaruh tekanan kerja, beban kerja dan lingkungan kerja terhadap intensi turnover: Peran mediasi kepuasan kerja*. *Manajemen Dewantara*, 4(1), 33-45.
- Boa, F., Devry, V., Machado, C., Ramalho, D., Paula, S. L. De, Maria, L., & Oliveira, B. De. (2025). *Organizational commitment, job satisfaction and their possible influences on intent to turnover*. (October). <https://doi.org/10.1108/REGE-12-2017-008>
- Ciptadi, et al. (2021a). Pengaruh Job Satisfaction Dan Career Development Terhadap Intention To Stay Dengan Organizational Commitment Sebagai Variabel Mediasi. *Jurnal Social Science*, (1), 1–23.
- Ciptadi, et al. (2021b). Pengaruh Job Satisfaction Dan Career Development Terhadap Intention To Stay Dengan Organizational Commitment Sebagai Variabel Mediasi. *Jurnal Social Science*, (1), 1–23.
- Cornelia Azura, T., Wirawan Irawanto, D., & Susilowati, C. (2023). The role of job satisfaction in mediating the effect of transactional leadership and organizational commitment on intention to stay. *International Journal of Research in Business and Social Science (2147- 4478)*, 12(9), 218–228. <https://doi.org/10.20525/ijrbs.v12i9.3019>
- Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270–278. <https://doi.org/10.1016/j.emj.2020.09.001>
- Darmika, N. K. A. P., & Sriathi, A. A. A. (2019). Pengaruh Pengembangan Karier, Komitmen Organisasional Dan Perceived Organizational Support Terhadap Retensi Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(7), 4153. <https://doi.org/10.24843/ejmunud.2019.v08.i07.p06>
- Diao, Y. H., & Chen, C. S. (2020). *Diao, Y. H., & Chen, C. S. (2020). Research on the Relationship Between Job Competence and Job Well-Being in Service Industry—Based on the Mediating Effect of Job Insecurity*. *International Business Research*, 13(1), 1-10. <https://ideas.repec.org/a/ibn/ibrjnl/v13y2020i1p1-10.html>
- Duong, C. H., & Ho, Y. H. (2024). Perceived organizational support and its impact on employee's intention to stay: Dataset from the electronics industry in Vietnam. *Data in Brief*, 54. <https://doi.org/10.1016/j.dib.2024.110428>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate Data Analysis (7th ed.)*. Pearson. <https://scholar.google.com/scholar?oi=bibs&cluster=9407465695043545110&btnI=1&hl=id>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Handayani, S. P., Azhmy, M. F., & Aditi, B. (2022). Commitment Organization Ditinjau Dari Work Life Balance, Perceived Organizational Support, Dan Development Career Melalui Job Satisfaction Sebagai Variabel Intervening Pada PT Global Indonesia Asia Sejahtera Medan. *Jurnal Ekonomi Bisnis Digital*, 1(2), 126–136. <https://doi.org/10.59663/jebidi.v1i2.12>

- Handoko. (2014). *Handoko, T. H. (2014). Manajemen Personalia & Sumber Daya Manusia. Yogyakarta: BPFE.*
- Haniyah, I., & Al, E. (2025). *Pengaruh Lingkungan Kerja Non Fisik, Kompensasi, Beban Kerja terhadap Turnover Intention Gen Z.* 3(2), 133–152.
- Hidayat, A. S. (2018a). *Pengaruh kepuasan kerja terhadap komitmen organisasi dan turnover intention.* 11(1), 51–66.
- Hidayat, A. S. (2018b). *Pengaruh kepuasan kerja terhadap komitmen organisasi dan turnover intention.* 11(1), 51–66.
- Ismail, A., Ridwan, M., & Razak, A. (2016). Effect Of Job Satisfaction On Organizational Commitment. *Management and Marketing*, 14(1), 25–40.
- Karim, et al. (2019). *Karim, D. N., Baset, M. A., & Rahman, M. M. (2019). The effect of perceived organizational support on intention to stay: The mediating role of job involvement. The Jahangirnagar Journal of Business Studies*, 8(1), 21–30. [https://www.researchgate.net/profile/Dewan-Karim-4/publication/338066326\\_The\\_Effect\\_of\\_Perceived\\_Organizational\\_Support\\_on\\_Intention\\_to\\_Stay\\_The\\_Mediating\\_Role\\_of\\_Job\\_Involvement/links/5e042324299bf10bc3797032/The-Effect-of-Perceived-Organizational-Support](https://www.researchgate.net/profile/Dewan-Karim-4/publication/338066326_The_Effect_of_Perceived_Organizational_Support_on_Intention_to_Stay_The_Mediating_Role_of_Job_Involvement/links/5e042324299bf10bc3797032/The-Effect-of-Perceived-Organizational-Support)
- Kemenperin. (2024). *Kemenperin Klaim Industri Makanan dan Minuman Tumbuh Signifikan.* <https://www.idxchannel.com/economics/kemenperin-klaim-industri-makanan-dan-minuman-tumbuh-signifikan/2>
- Kemie, S. S., Studi, P., & Industri, M. (2023). *Pengaruh Kepuasan Kerja Passion Kerja Dan Motivasi.*
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 43(6), 1854–1884. <https://doi.org/10.1177/0149206315575554>
- Lane KA, et al. (2010). *Lane KA, Esser J, Holte B, McCusker MA (2010). A study of nurse faculty job satisfaction in community colleges in Florida. Teach. Learn. Nurs.*, 5: 16-26.
- Listian Indriyani AchmadA, NoermijatiB, RofiatyC, D. W. I. A. (2023). *JOB SATISFACTION AND EMPLOYEE ENGAGEMENT AS MEDIATORS OF THE RELATIONSHIP BETWEEN TALENT DEVELOPMENT AND INTENTION TO STAY IN GENERATION Z WORKERS Article history : Keywords : Job Satisfaction ; Employee Engagement ; Intention to Stay ; Talent Development.* 1–19.
- Mardanov, I. (2020). *Intrinsic and extrinsic motivation , organizational context , employee contentment , job satisfaction , performance and intention to stay.* <https://doi.org/10.1108/EBHRM-02-2020-0018>
- Nancarrow, S., Bradbury, J., Pit, S. W., & Ariss, S. (2014). Intention to stay and intention to leave: Are they two sides of the same coin? A cross-sectional structural equation modelling study among health and social care workers. *Journal of Occupational Health*, 56(4), 292–300. <https://doi.org/10.1539/joh.14-0027-OA>
- Nimitha Aboobaker, Manoj Edward, Z. K. A. (2019). *International Journal of Educational Management.*
- Oktaviani. (2020). *TURNOVER INTENTION (NIAT BERPINDAH) KARYAWAN BERDASARKAN LINGKUNGAN KERJA FISIK DAN LINGKUNGAN KERJA NON FISIK.* 2, 196–204. <https://doi.org/https://doi.org/10.31539/jomb.v2i2.686>
- Pithaloka, D. A., & Ardiyanti, N. (2024). The Effect of Perceived Organizational Support on Intention to Stay Mediated by Employee Engagement and Job Satisfaction. *Jurnal Aplikasi Manajemen*, 22(2), 476–491. <https://doi.org/10.21776/ub.jam.2024.022.02.13>

- Prakosa, M. M., Dewanti, N., & Purwanza, S. W. (2020). The Impact of Perceived Organizational Support (POS) for Increasing the Intention to Stay: A Systematic Review. *Jurnal Ners*, 14(3 Special Issue), 301–304. <https://doi.org/10.20473/jn.v14i3.17151>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Robbins dan Coulter, Mary. (2009). *Manajemen Jilid 1 dan 2 Edisi Kedelapan*. Jakarta PT Indeks.
- Shalihah, M., & Azzuhri, M. (2017). *Pengaruh Komitmen Organisasional dan Kepuasan Kerja terhadap Intention to Stay Relawan di Organisasi Non-Profit ( Studi pada TurunTangan Malang )*.
- Siahaan, Y. F. (2014). Pengaruh Human Resources Management Practice Terhadap Employee Intention To Stay Pada Pt Media Nusantara Informasi (Sindo). *Jurnal Manajemen*, 11(2), 155–170. <https://doi.org/10.25170/jm.v11i2.826>
- Siqueira. (2002). *Medidas do comportamento organizacional*. 7, 11–18.
- Sugiyono, P. D. (2017). *Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D*. Penerbit CV. Alfabeta: Bandung, 225(87), 48-61. [https://scholar.google.com/citations?view\\_op=view\\_citation&hl=id&user=MGOs5rkAAAIAAJ&citation\\_for\\_view=MGOs5rkAAAIAAJ:NaGl4SEjCO4C](https://scholar.google.com/citations?view_op=view_citation&hl=id&user=MGOs5rkAAAIAAJ&citation_for_view=MGOs5rkAAAIAAJ:NaGl4SEjCO4C)
- Sukistianingsih, R., Parimita, W., & Wolor, C. W. (2023a). the Influence of Perceived Organizational Support, Job Satisfaction, and Organizational Commitment on Intention To Stay in the Retail Industry in Jakarta. *Jurnal Comparative: Ekonomi Dan Bisnis*, 5(2), 114. <https://doi.org/10.31000/combis.v5i2.9318>
- Sukistianingsih, R., Parimita, W., & Wolor, C. W. (2023b). the Influence of Perceived Organizational Support, Job Satisfaction, and Organizational Commitment on Intention To Stay in the Retail Industry in Jakarta. *Jurnal Comparative: Ekonomi Dan Bisnis*, 5(2), 114. <https://doi.org/10.31000/combis.v5i2.9318>
- Sutanto, C. A., & Nugrahaningsih, T. H. (2025). *Pengaruh Employee Value Proposition Terhadap Retensi Karyawan yang Dimediasi Oleh Affective Commitment Pada Karyawan di Industri Food and Beverage*. 8(1). <https://doi.org/10.32877/eb.v8i1.2832>
- Tayyaba Iqbal, S. M. A. S. (2025). *Journal of political stability archive*. 3(2), 287–305.
- Tett, R.P.; Meyer, J. P. (1993). Tett, R.P.; Meyer, J.P. Job satisfaction, organization commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Pers. Psychol.* 1993, 40, 259–291.