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THE EFFECT OF JOB SATISFACTION AND TURNOVER INTENTION ON EMPLOYEE PERFORMANCE IN THE PRODUCTION DIVISION OF PT X IN SEMARANG CITY

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Abstract

This study aims to analyze the influence of Job Satisfaction and Turnover Intention on Employee Performance in the Production Division of PT X in Semarang City. The study used a quantitative approach with a purposive sampling technique on 100 respondents. Data were collected through a questionnaire with a Likert scale and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with the help of SmartPLS 4. The results showed that Job Satisfaction had a positive and significant effect on Employee Performance, while Turnover Intention had a negative and significant effect on Employee Performance. These results indicate that increasing Job Satisfaction can support Employee Performance, while increasing Turnover Intention is related to decreasing Employee Performance.

Keywords: Job Satisfaction, Turnover Intention, Employee Performance

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INTRODUCTION

Human resources are a crucial factor in the sustainability of company operations, particularly in the manufacturing sector, which faces high production targets and work demands. Employee performance is a crucial aspect because it is related to the quality, quantity, timeliness, and achievement of company targets. Darmawan et al. (2023) stated that human resource management plays a role in supporting company performance and achieving company goals. One company whose production activities depend on employee performance is PT X in Semarang City, which operates in the agribusiness sector, specifically the production and distribution of agricultural inputs.

Employee performance in the Production Division of PT X in Semarang City can be seen in the achievement of the 2025 production target. The production target was 78,191,700 kg, while the actual production only reached 74,781,395 kg, or 95.64%, resulting in a gap of 3,410,305 kg, or 4.36%. This situation indicates that production achievement is not optimal and serves as an important basis for examining factors related to employee performance.

One factor suspected of being related to employee performance is job satisfaction. Robbins and Judge (2022) explain that job satisfaction is related to an individual's evaluation of their work. This phenomenon, supported by the study of job satisfaction, is evident in the 2025 absence data, which showed 57 absences, or 31.49%, with 22 unexplained (alpha) absences, or 38.60%. These data do not directly indicate that absenteeism is caused by job satisfaction, but they can be a supporting phenomenon for assessing job satisfaction among Production Division employees, who require attendance and continuity of the production process.

In addition to job satisfaction, turnover intention is also a factor suspected of being related to employee performance. Turnover intention is the tendency or desire of employees to leave the company voluntarily (Kusumah et al., 2022). At PT X in Semarang City, the turnover rate in 2025 was 50.83%, with 92 employees leaving and 62 employees joining. The high number of employee departures may be related to the continuity of the production process, division of labor, and coordination between employees, making turnover intention important to study in relation to employee performance.

Previous research has shown inconsistent results. Fajri et al. (2022), Laily et al. (2023), Prastya et al. (2024), Ramadhani and Kustini (2024), and Halawa and Yokanan (2024) found that job satisfaction had a positive and significant effect on employee performance, while Supartina and Muttaqin (2023) found a negative

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and insignificant result. Regarding the relationship between turnover intention and employee performance, Syaifudin and Kustini (2024) and Priliana and Hidayat (2025) found a negative and significant effect, while Kusumah et al. (2022) found a positive and significant effect. These differences in results indicate a research gap that still needs to be explored, particularly in the context of the Production Division of a manufacturing company.

Based on these phenomena and differences in previous research results, this study aims to analyze the influence of job satisfaction and turnover intention on employee performance in the Production Division of PT X in Semarang City.

LITERATURE REVIEW

Job satisfaction

Job satisfaction is the positive feelings employees have about their work as a result of evaluating various job characteristics (Robbins & Judge, 2022). Job satisfaction reflects the extent to which employees feel happy and comfortable carrying out their work and interacting with their work environment. In this study, job satisfaction was measured through the work itself, promotion opportunities, supervisor supervision, and relationships with coworkers (Widodo in Priyatno & Yuliana, 2025).

Turnover Intention

Turnover intention is an employee's tendency or desire to voluntarily leave a company and seek alternative employment (Kusumah et al., 2022). Turnover intention describes the thoughts and desires employees experience before making the decision to leave a company. In this study, turnover intention was measured using three indicators: thoughts of quitting, intention to search for alternative employment, and intention to quit (Mobley in Ello et al., 2024).

Employee performance

Employee performance is the work results achieved by employees in carrying out their duties and responsibilities in accordance with the standards set by the company (Yanti et al., 2025). Employee performance demonstrates the ability to produce work based on quality, the amount of work assigned, and the timeliness of work completion (Asrobi et al., 2025). In this study, Employee Performance was measured through quality, quantity, and timeliness (Robbins & Judge in Halawa & Yokanan, 2024).

The Influence of Job Satisfaction on Employee Performance

Job Satisfaction is one of the factors that can influence Employee Performance. Employees who feel satisfied with their work, promotion

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opportunities, supervisor supervision, and relationships with coworkers tend to have a positive attitude towards their work, which can support the implementation of tasks and the achievement of work results. Thus, the better the Job Satisfaction felt by employees, the better the resulting Employee Performance. This is supported by research by Fajri et al. (2022), Laily et al. (2023), Prastya et al. (2024), Ramadhani and Kustini (2024), and Halawa and Yokanan (2024), which show that Job Satisfaction has a positive and significant effect on Employee Performance. Based on this description, the proposed hypothesis is:

H1: Job satisfaction has a positive and significant effect on the performance of employees of the Production Division of PT X in Semarang City.

The Influence of Turnover Intention on Employee Performance

Turnover Intention indicates an employee's tendency to consider leaving the company and seeking alternative employment. When employees have high turnover intention, their attention to work and involvement in carrying out tasks can decrease, potentially lowering employee performance. Therefore, the higher the turnover intention, the lower the employee performance. This is supported by research by Syaifudin and Kustini (2024) and Priliana and Hidayat (2025), which shows that turnover intention has a negative and significant effect on employee performance. Based on this description, the following hypothesis is proposed:

H2: Turnover intention has a negative and significant effect on the performance of employees of the Production Division of PT X in Semarang City.

RESEARCH METHOD

This study uses a quantitative approach to analyze the influence of Job Satisfaction and Turnover Intention on Employee Performance in the Production Division of PT X in Semarang City. The study was conducted in 2026, with a population of 181 employees of the Production Division of PT X in Semarang City, based on 2025 data. Sampling used non-probability sampling with a purposive sampling technique, resulting in 100 respondents. Respondents in this study were permanent employees of the Production Division who had worked there for at least one year. Data were collected through a questionnaire with a Likert scale of 1–5, ranging from strongly disagree to strongly agree.

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS 4. Testing was carried out using a measurement model (outer model) and a structural model

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(inner model). The outer model included outer loading, Average Variance Extracted (AVE), Cronbach's Alpha, Composite Reliability, and cross-loading tests. Meanwhile, the inner model includes R-Square testing and hypotheses based on path coefficient values, t-statistics, and p-values.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1. Respondent Characteristics (n=100)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	88	88
	Female	12	12
Age	< 25 years	18	18
	25–35 years	42	42
	36–45 years	28	28
	> 45 years	12	12
Last education	Junior High School	8	8
	Senior High School/Vocational High School	70	70
	Diploma	8	8
	Bachelor's Degree	14	14

Source: Results of researcher data processing 2026

Respondents were mostly male, aged 25–35, and had a high school/vocational high school education. These characteristics indicate that most Production Division employees are of productive age and have educational backgrounds that align with the characteristics of operational work in production activities.

Measurement Model Evaluation (Outer Model)

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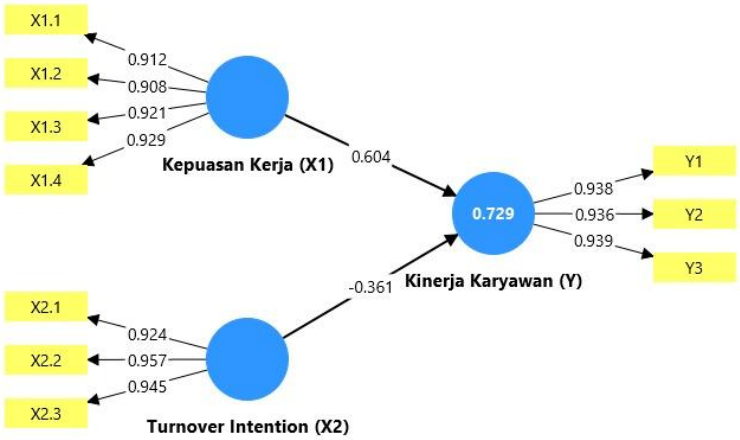


Figure 1. Outer Model

Source: SmartPLS data processing results, 2026.

Figure 1 presents the PLS structural model, which includes the outer loading values for each indicator, the path coefficients between variables, and the R-square values for the endogenous variables. The results of the outer model test indicate that all indicators in the three variables have outer loading values above 0.70, ranging from 0.908 to 0.957. Therefore, they meet convergent validity and are suitable for use in the next stage of analysis. The highest value for Job Satisfaction is found in the relationship with coworkers indicator (0.929), for Turnover Intention is found in the intention to search for alternative employment indicator (0.957), and for Employee Performance is found in the punctuality indicator (0.939), each of which is the most dominant aspect of its variable.

The Average Variance Extracted (AVE) values for the three constructs are also above 0.50, namely 0.842 for Job Satisfaction, 0.888 for Turnover Intention, and 0.879 for Employee Performance, indicating good convergent validity. The reliability test shows that the Cronbach's Alpha and Composite Reliability values of all variables are above 0.70, namely Job Satisfaction of 0.937 and 0.955, Turnover Intention of 0.937 and 0.960, and Employee Performance of 0.931 and 0.956, which indicates that the research instrument has good internal consistency and can be relied upon for hypothesis testing. The discriminant validity test through cross-loading also shows that all indicators have the highest cross-loading values on the measured variables compared to other variables, so that each indicator is able to distinguish its constructs appropriately and the research model is declared to have good discriminant validity.

Structural Model Evaluation (Inner Model)

Table 2. R-Square.

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Latent Variable	R-Square
Employee performance (Y)	0.729

Source: SmartPLS data processing results, 2026.

The R-Square value for the Employee Performance variable (Y) is 0.729, which means that 72.9% of the variation in employee performance can be explained by job satisfaction and Turnover Intention in this research model, while the remaining 27.1% is explained by other factors not included in the model.

Table 3. Path Coefficients (T-Statistics, P-Values).

Path of Influence	Original Sample (O)	T-Statistics	P-Values
Job Satisfaction (X1) → Employee Performance (Y)	0,604	9,597	0,000
Turnover Intention (X2) → Employee Performance (Y)	-0,361	5,636	0,000

Source: SmartPLS data processing results, 2026.

According to Table 3, Job Satisfaction (X1) has a positive and significant effect on Employee Performance (Y), with a T-Statistic of 9.597 (>1.645) and P-Values of 0.000 (<0.05), and an Original Sample value of 0.604, so that Hypothesis 1 is accepted. Turnover Intention (X2) has a negative and significant effect on Employee Performance (Y), with a T-Statistic of 5.636 (>1.645) and p-value of 0.000 (<0.05), and an Original Sample value of -0.361, so that Hypothesis 2 is accepted.

The Influence of Job Satisfaction on Employee Performance

Based on the research results, Job Satisfaction has a positive and significant effect on Employee Performance in the Production Division of PT X in Semarang City. Therefore, the first hypothesis (H1) is accepted. These results indicate that the better the employee's Job Satisfaction, the higher the resulting Employee Performance.

This finding is supported by the highest outer loading on the Job Satisfaction variable, namely the relationship with coworkers indicator, which reflects a good working relationship in carrying out work. This indicates that relationships with coworkers are the most dominant aspect reflecting employee Job Satisfaction in the Production Division of PT X in Semarang City.

This condition aligns with the characteristics of work in the Production Division, which requires coordination and cooperation among employees to complete tasks. Good working relationships can support communication,

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coordination, and mutual assistance in carrying out work. This condition is crucial because achieving production targets requires involvement among employees. The suboptimal achievement of the 2025 production target also demonstrates the importance of factors that can support Employee Performance in carrying out production activities. These results can be explained through the concept of Job Satisfaction proposed by Widodo in Priyatno and Yuliana (2025), who explained that Job Satisfaction relates to various aspects of work, such as the work itself, salary, supervision, and relationships with coworkers. When employees feel satisfied with these aspects, they tend to have positive feelings about their work, enabling them to better carry out their duties and responsibilities. Good relationships with coworkers can also create a comfortable work environment and support collaboration in completing work.

This finding is consistent with research by Fajri et al. (2022), Laily et al. (2023), and Prastya et al. (2024), which showed that Job Satisfaction has a positive and significant effect on Employee Performance. However, the results of this study differ from those of Supartina and Muttaqin (2023), who found a negative and insignificant effect. This difference indicates the variation in research findings regarding the relationship between Job Satisfaction and Employee Performance across different subjects. This study found that in the Production Division of PT X in Semarang City, Job Satisfaction has a positive and significant effect on Employee Performance.

The Influence of Turnover Intention on Employee Performance

Based on the research results, Turnover Intention has a negative and significant effect on Employee Performance in the Production Division of PT X in Semarang City. Therefore, the second hypothesis (H2) is accepted. These results indicate that the higher an employee's Turnover Intention, the lower their Employee Performance.

This finding is supported by the highest outer loading on the Turnover Intention variable, which is the indicator of the intention to search for alternative employment, reflecting employees' tendency to consider other jobs outside the company. This indicates that the intention to search for alternative employment is the most dominant aspect reflecting Turnover Intention among employees in the Production Division of PT X in Semarang City.

This condition aligns with the phenomenon in the research object, which showed a turnover rate of 50.83% in 2025, with 92 employees leaving and 62 employees joining. This condition can pose a challenge for the company in retaining its workforce and maintaining the continuity of production activities.

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Employee turnover can also lead to adjustments in job allocation and workforce requirements, particularly in production activities that require coordination between employees. When employees begin to develop the intention to search for alternative employment, their attention to their current work can decrease, which can be associated with decreased Employee Performance.

These results can be explained through the concept of Turnover Intention proposed by Mobley in Ello et al. (2024), which explains that Turnover Intention is a process that begins with the thought of leaving a job, continues with the desire to seek alternative employment, and ultimately leads to the intention to leave the company. When employees begin to consider alternative employment options outside the company, their attention and engagement with their current job can diminish. This condition can impact the implementation of employee duties and responsibilities, thus affecting employee performance.

These findings are consistent with research by Syaifudin and Kustini (2024) and Priliana and Hidayat (2025), which showed that Turnover Intention has a negative and significant effect on employee performance. However, these results differ from those of Kusumah et al. (2022), who found a positive and significant effect, and Jamal et al. (2022) and Yanti et al. (2025), who found a negative but insignificant effect. These differences indicate variations in research findings regarding the relationship between Turnover Intention and Employee Performance across different contexts. This study provides results that in the Production Division of PT X in Semarang City, Turnover Intention has a negative and significant effect on Employee Performance.

CONCLUSION

Based on the research results, Job Satisfaction has a positive and significant effect on Employee Performance, while Turnover Intention has a negative and significant effect on Employee Performance in the Production Division of PT X in Semarang City. These results indicate that the better the Job Satisfaction felt by employees, the higher the Employee Performance produced, while the higher the Turnover Intention, the lower the Employee Performance. Therefore, companies need to pay attention to aspects that can increase Job Satisfaction, especially in creating good working relationships between employees, as well as paying attention to Turnover Intention by creating working conditions that can retain employees and reduce the tendency to look for alternative jobs. These efforts are expected to support the improvement of Employee Performance and maintain the continuity of production activities.

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