

ABSTRACT

Turnover intention is a strategically crucial aspect for the sustainability of both profit and non-profit organizations. A high retention rate contributes to operational efficiency, organizational stability, and cost savings in recruitment and training. Therefore, understanding the factors that influence the intention to leave a job (turnover intention) is essential.

The objective of this study is to provide an overview of the conditions of employee engagement, job satisfaction, and turnover intention at PT Telkomedika, as well as to analyze the influence of employee engagement on turnover intention, the influence of employee engagement on job satisfaction, and the influence of employee engagement on turnover intention with job satisfaction as a mediating variable in the workplace environment of PT Telkomedika.

This study was conducted using a quantitative approach, where data were collected through questionnaires distributed to a sample of 100 permanent employees of PT Telkomedika. The collected data were then analyzed using path analysis based on Structural Equation Modeling–Partial Least Square (SEM-PLS).

The descriptive results of the study indicate that employee engagement among permanent employees at PT Telkomedika is at a very high level, job satisfaction is at a very satisfied level, and the turnover intention of respondents is categorized as low. Furthermore, the verification analysis using SmartPLS software shows that employee engagement has a positive and significant effect on job satisfaction, and a negative and significant effect on turnover intention. However, the effect of job satisfaction on turnover intention was not statistically significant, although the direction of the relationship aligns with theoretical expectations. Likewise, job satisfaction did not play a significant mediating role in the relationship between employee engagement and turnover intention. This indicates that the direct influence of engagement on turnover intention is stronger than its indirect influence through job satisfaction among PT Telkomedika employees.

From a managerial perspective, the findings of this study emphasize the importance of strategies to enhance employee engagement through empowerment, recognition, and creating meaningful work in order to reduce turnover intention effectively and sustainably.

Keywords: *turnover intention, employee engagement, job satisfaction, Structural Equation Modeling-Partial Least Squares*