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The Effect Of Training, Organizational Support, And Job Satisfaction On Turnover Intention Of Internship Students In The Special Region Of Yogyakarta

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Abstract

This study investigates the impact of training, organizational support, and job satisfaction on turnover intention among intern students in the Special Region of Yogyakarta. The research focuses on Millennials, who make up over 50% to 70% of the workforce and pose unique challenges in recruitment and retention due to generational differences. Using quantitative methods, the study surveyed 260 respondents, with data analyzed through SmartPLS (v.3.2.9). The findings reveal that training does not significantly impact turnover intention or job satisfaction but positively influences organizational support. Organizational support reduces turnover intention and enhances job satisfaction, which in turn decreases turnover intention. Companies need to improve training and support to increase employee satisfaction and retention.

Keyword: ***Training, Organizational Support, Job Satisfaction, Turnover Intention***

INTRODUCTION

Human resource management plays an important role in dealing with workforce issues, because humans are the main drivers of an organization. The people who work in it are part of this management (Irvianti & Verina, 2015). Currently, more than 50% to 70% of the workforce consists of the Millennial Generation (born 1981-1996), who are experiencing a transition period in the world of work. Companies often face challenges in recruiting and retaining millennial employees because of the difference in perspective with Generation X as their predecessors. The 2018 Deloitte Millennial Survey showed

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that only 28% of millennials plan to stay more than five years at their company, while 43% plan to leave within two years.

Haryo Utomo Suryosumarto, founder and director of Headhunter Indonesia, stated that in order for companies to survive in the future, they must understand the characteristics of the millennial generation. Based on a Headhunter Indonesia survey of 217 Millennials in Java, some of the main reasons for the inability of the millennial generation to last long in a company are the lack of training and self-development. During a press conference at the Sheraton Hotel Surabaya, East Java, Thursday (2/5/2019), Haryo said, "Millennials feel they are not getting enough training and self-development. They assume that the way to develop their potential is to move to a better workplace." In addition, millennials feel they do not have an understanding of the principles and goals of the company, and feel they do not get the trust of senior managers. These concerns are also reflected in the views of employers and young students over the past decades, stating that higher education does not adequately prepare graduates for the demands of the job (Cheng & Waldenberger, 2013; Higdon, 2016; Oraison et al., 2019; Tynjälä et al., 2006). Research on graduate employability also shows that generations Y and Z struggle in the workplace due to a lack of general skills (Zenner-Höffkes et al., 2021).

Eisenberger et al. (1990) argued that training can reduce employee turnover intentions, but Lin et al.'s (2023) research found that effective training actually increases the desire to leave the job. Every human resource management system has an important role in training that helps organizational strategy by adjusting employee abilities and skills (Noe, 2020). Specific and general skills are usually improved through training (Christenko et al., 2020; Streeck, 2011), and companies often offer training such as communication skills and time management to new graduates (Zenner-Höffkes et al., 2021). According to HR theory, although general skills training increases employability, it also increases turnover (Becker, 1993; Campbell et al., 2012; Chatterjee, 2017). Researchers continue to debate the benefits of training, with Becker (1993) arguing that general skills increase employee productivity across companies, while specific skills are only useful in one company. Organizational support theory assumes that training should reduce turnover intentions by increasing employee engagement (Koster et al., 2011). However, some studies have shown that training actually increases turnover intentions, because employees perceive training as an organizational responsibility rather than a real support for their personal development (Cheng & Waldenberger, 2013).

In the era of globalization, competition in the workplace is getting tighter, so companies need to retain quality employees to remain loyal and productive. Human

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resource management (HRM) practices play an important role in demonstrating the company's commitment, which increases employee loyalty (Alhajaj & Ahmad, 2023). Low turnover intention, or the initial intention of employees to leave, is an indicator of the company's success. Turnover intention is important because high employee turnover rates can have a negative impact on productivity. According to Staffelbach in Irvianti & Verina (2015), turnover intention is the initial stage before employees actually move. Research by Pinnington et al. (2023) found that job satisfaction, organizational support, and training had a significant effect on turnover intention. This study highlights the importance of understanding individual differences, especially in Generation Z who value training more than Generation Y. Focusing on student interns in Yogyakarta, this study examines the effect of training, organizational support, and job satisfaction on turnover intention, considering that student interns are potential workers who are important for companies in the future.

Objectives

Based on the research background, the purpose of this study is to analyze several factors that influence turnover intention. This study aims to examine the effect of training on turnover intention, organizational support, and job satisfaction. In addition, this study also seeks to evaluate how organizational support affects turnover intention and job satisfaction. Finally, this study will examine the effect of job satisfaction on turnover intention, with the hope of providing deeper insight into the factors that play a role in employee retention.

THEORETICAL FRAMEWORK

Training

According to Gadi (2018), training is part of an organizational strategy that aims to improve individual and group performance in the work environment, through learning, employee development, and human resource development. Training focuses on improving the ability to carry out tasks by enriching the skills, knowledge, and behaviors needed. Skills acquired through training can be specific, which are only useful for one company, or general, which can be applied across companies (Becker, 1993). Training is a planned effort by the company to facilitate learning related to work competencies, knowledge, skills, and behaviors that help employees master and apply them in their daily tasks (Noe, 2020).

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According to Ertan & Şeşen (2022), training has a negative impact on turnover intention, with training support reducing employee turnover intention. Ahn & Huang (2020) also found that general and specific training reduced turnover intention, thanks to the improvement of skills that were considered reciprocal. Albtoosh et al. (2022) reported a negative relationship between training and turnover intention, indicating that training participant satisfaction reduced turnover intention. Pangau et al. (2023) stated that job training significantly reduced turnover intention at PT. Angkasa Pura I, and Fifaldyovan & Supriyanta (2022) emphasized the need for effective training practices to reduce turnover intention.

H1: There is a negative influence of training on turnover intention

According to Pinnington et al. (2023), training has a positive relationship with organizational support, because individual perceptions of the support they receive affect HR practices such as training. Ismail et al. (2024) found that support from leaders increased the motivation of trainees to learn new competencies and achieve job goals. Rawashdeh & Tamimi (2019) showed a strong relationship between perceptions of available training and supervisor support, with supervisor support motivating employees to participate in training. Muliadi et al. (2023) revealed that positive training influenced organizational support at the South Sulawesi Regional Police SPN, with increased training directly proportional to organizational support. Dinianti (2024) concluded that organizational support can strengthen the positive effects of training, increase its effectiveness, and have a positive impact on employee performance at PT Kereta Api Indonesia (Persero) Daop 8 Surabaya.

H2: There is a positive influence of training on organizational support

According to Rahayu et al. (2019), training has a positive and significant effect on job satisfaction, especially in training methods that are highly perceived by employees of the Jambi Provincial Secretariat (SETDA). Aktar (2023) found that the selected training and development methods significantly increased job satisfaction in commercial banks in Bangladesh, with informal training also having a positive impact. Mampuru et al. (2024) revealed that training and development in general increased job satisfaction, with respondents feeling more satisfied thanks to this motivational element. Resnadita (2020) showed that training had a significant positive impact on job satisfaction, helping to achieve company goals. Nanda & Namora (2020) reported that training significantly increased job satisfaction at PT Bumisari Prima, because training is considered a long-term investment in developing company value.

H3: There is a positive influence of training on job satisfaction

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Organizational Support

Organizational support is defined as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1990). This support reflects members' understanding of the extent to which the organization appreciates their contributions and cares about their well-being (Eisenberger et al., 2002). Pratiwi & Muzakki in Fitriani et al. (2022) explain that organizational support is a form of support felt by employees in accordance with the norms and expectations that apply in the company. Untariet al., in Fitriani et al. (2022), added that organizational support includes appreciation of employee contributions to the progress of the company, as well as attention to their lives and needs.

Pinnington et al. (2023) found that organizational support has a negative impact on turnover intention, where the higher the support perceived by new employees, the lower their intention to leave. Songén and Seng (2022) added that strong organizational support triggers employee appreciation and improves relationships with the organization, which in turn reduces turnover intention. Zhu et al. (2023) confirmed that organizational support significantly reduces turnover intention, especially in the nursing context, by improving hospital management and reducing nurse stress. Hidayah & Litfiana (2024) also showed that good organizational support significantly reduces turnover intention, confirming its role in reducing turnover rates. Merlysabella & Subiyanto (2022) reported that organizational support serves as a major predictor of reducing employee intentions to leave the organization.

H4: There is a negative influence of organizational support on turnover intention

Pinnington et al. (2023) found that perceived organizational support by new employees significantly increased their job satisfaction, making them feel cared for and satisfied with their superiors. KaraaliOğlu & Karabulut (2019) showed that in the energy sector, perceptions of organizational support had a direct positive impact on job satisfaction, with organizational support contributing to a better relationship between employees and the organization. To & Huang (2022) added that perceived organizational support had a significant impact on job satisfaction, reflecting a reciprocal relationship between support and job satisfaction. Hidayah & Litfiana (2024) also reported that good organizational support contributed to increased job satisfaction. Merlysabella & Subiyanto (2022) emphasized that organizational support, both in the form of financial and non-financial rewards, increased employee job satisfaction, which then positively affected their performance.

H5 : There is a positive influence of organizational support on job satisfaction

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Job Satisfaction

According to Husein Umar (2001), job satisfaction is a person's feelings and assessments of their work, including the extent to which the work meets their expectations, needs, and desires. In other words, job satisfaction reflects a pleasant psychological condition for employees because their needs are well met. Ellickson and Logsdon in Suryani (2022) define job satisfaction as a sense of satisfaction that someone feels in completing their work. Meanwhile, Barbara Sypniewska in Suryani (2022) describes job satisfaction as the comfort felt by employees due to support from their work environment, including good interpersonal relationships, such as relationships with coworkers and superiors, and effective communication within the organization.

Pinnington et al. (2023) showed that high job satisfaction can reduce turnover intention in new employees, because this satisfaction makes them feel comfortable and reluctant to leave the organization. Ladelsky & Lee (2023) added that low job satisfaction is a major predictor of turnover intention, so managers need to pay attention to job satisfaction to prevent employees from leaving. Maharani & Tamara (2024) also found that job satisfaction had a significant negative effect on turnover intention, with high levels of job satisfaction reducing the desire to leave. Hidayah & Litfiana (2024) confirmed that good job satisfaction significantly reduced turnover intention, showing a major contribution of job satisfaction in reducing turnover. Merlysabella & Subiyanto (2022) emphasized that high job satisfaction helps attract and retain employees, as well as reduce turnover intention, thereby supporting the achievement of organizational goals.

H6: There is a negative influence of job satisfaction on turnover intention

Turnover Intention

Yücel (2012) defines turnover intention as a mediating factor between the desire to leave and the actual act of leaving a job carried out by an employee. Signs indicating an employee's intention to leave their job include increased violations of work regulations, decreased work morale, increased absenteeism, protests against superiors, and unusual behavior. Based on this understanding, it can be concluded that turnover intention is an employee's desire to voluntarily leave an organization or company in order to find a job that is considered better.

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Research Framework

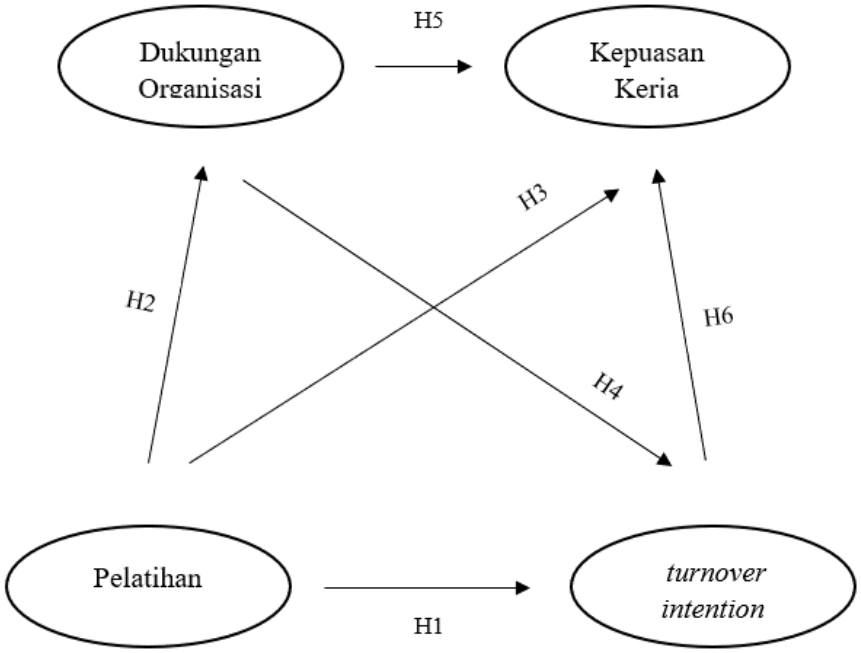


Figure 2. Research Framework

RESEARCH METHOD

This study uses a quantitative approach with a data collection method through a questionnaire distributed online using Google Forms, focusing on intern students in the Special Region of Yogyakarta as the research population. Sampling was carried out using a purposive sampling technique, targeting intern students who are relevant to this study. The data analysis method involves Structural Equation Modeling - Partial Least Squares (SEM-PLS) to evaluate the relationship between variables, with a sample size calculated at 260 respondents based on the Hair formula (2017). The research variables consist of exogenous variables such as training, organizational support, and job satisfaction, as well as endogenous variables, namely turnover intention. Validity and reliability tests were carried out to ensure the accuracy of the instrument, with validity tested using the Heterotrait-Monotrait ratio (HTMT) and convergent validity through loading factors. Data analysis includes path coefficient tests, determination coefficients (R^2), effect sizes (f^2), predictive relevance (Q^2), and Standardized Root Mean Residual (SRMR) to evaluate model fit and the strength of the relationship between variables.

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RESULT

Based on the total number of 260 respondents obtained, then the validity and reliability test of the research instrument was carried out. after that the research hypothesis test was carried out as follows:

Statistics Analysis

Measurement Model Analysis (Outer Model)

In the outer model, there are several important components. First, Loading Factor measures the correlation between the indicator and its construct, where a value > 0.7 is expected. Indicators with low loading values indicate that the indicator is less functional in the model. Second, Cross Loading is used to measure discriminant validity, and indicators are expected to have higher loading values on the construct being measured than other constructs. Third, Composite Reliability (CR) shows internal consistency, with a value > 0.7 indicating good consistency between indicators in measuring the construct. Here are the results of the analysis.

Convergent Validity

Tabel 1. Convergent Validity

Variable	Item	*Loading Factor*	AVE	Results
Training	PL1	0,914	0,747	Valid
	PL2	0,886		Valid
	PL3	0,881		Valid
	PL4	0,710		Valid
	PL5	0,849		Valid
	PL6	0,927		Valid
Organizational Support	DO1	0,922	0,842	Valid
	DO2	0,911		Valid
	DO3	0,922		Valid
	DO4	0,912		Valid
	DO5	0,919		Valid
	DO6	0,919		Valid
Job Satisfaction	KK1	0,919	0,833	Valid
	KK2	0,904		Valid
	KK3	0,915		Valid
	KK4	0,911		Valid
	KK5	0,917		Valid
	KK6	0,918		Valid

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Variable	Item	*Loading Factor*	AVE	Results
	KK7	0,902		Valid
	KK8	0,913		Valid
Turnover Intention	TI1	0,916	0,836	Valid
	TI2	0,913		Valid
	TI3	0,913		Valid
	TI4	0,914		Valid
	TI5	0,916		Valid
	TI6	0,913		Valid

An indicator is said to be valid if the loading factor of an indicator has a positive value and is greater than 0.7 and the AVE value is more than 0.5. The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor indicates that the indicator is the strongest (dominant) measure of the variable.

Based on table 1 above, it is known that the loading factor value produced by each indicator is more than 0.7 and the AVE value is more than 0.5. Thus, these indicators are declared valid as a measure of their latent variables.

Discriminant Validity

Table 2. Fornell Lacker Criterion

Variable	Organizational Support	Job Satisfaction	Training	Turnover Intention
Organizational Support	0,918			
Job Satisfaction	0,572	0,913		
Training	0,372	0,236	0,864	
Turnover Intention	-0,535	-0,621	-0,222	0,914

Table 3. Cross Loading

Item	Organizational Support	Job Satisfaction	Training	Turnover Intention
DO1	0,922	0,536	0,371	-0,516
DO2	0,911	0,492	0,321	-0,482
DO3	0,922	0,539	0,340	-0,482
DO4	0,912	0,522	0,355	-0,455
DO5	0,919	0,518	0,356	-0,496
DO6	0,919	0,540	0,307	-0,513

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Item	Organizational Support	Job Satisfaction	Training	Turnover Intention
KK1	0,529	0,919	0,246	-0,567
KK2	0,535	0,904	0,228	-0,544
KK3	0,518	0,915	0,207	-0,586
KK4	0,503	0,911	0,219	-0,552
KK5	0,536	0,917	0,200	-0,551
KK6	0,534	0,918	0,209	-0,602
KK7	0,486	0,902	0,210	-0,567
KK8	0,530	0,913	0,207	-0,560
PL1	0,360	0,219	0,914	-0,164
PL2	0,331	0,187	0,886	-0,191
PL3	0,350	0,224	0,881	-0,191
PL4	0,240	0,189	0,710	-0,232
PL5	0,292	0,172	0,849	-0,172
PL6	0,344	0,228	0,927	-0,206
TI1	-0,487	-0,557	-0,182	0,916
TI2	-0,506	-0,603	-0,225	0,913
TI3	-0,504	-0,551	-0,212	0,913
TI4	-0,480	-0,554	-0,197	0,914
TI5	-0,507	-0,588	-0,192	0,916
TI6	-0,446	-0,547	-0,209	0,913

Based on tables 2 and 3, the cross loading value on each item has a value > 0.70, and also each item has the largest value when connected to its latent variable compared to when connected to other latent variables. This shows that each variable in this study has correctly explained its latent variable and proves that the discriminant validity of all items is valid.

Heterotrait-Monotrait Ratio (HTMT)

Table 4. HTMT Ratio

Variable	**Organizational Support**	**Job Satisfaction**	**Training**	***Turnover Intention***
Organizational Support				
Job Satisfaction	0,591			
Training	0,391	0,248		
Turnover Intention	0,555	0,642	0,236	

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The Heterotrait-Monotrait Ratio values in table 4 are not above 0.9, so it can be said that the research model formed from the four variables above is valid.

Reliability (Composite Reliability)

Table 5. Reliability Testing Results

Variable	*Cronbach's Alpha*	*Composite Reliability*
Organizational Support	0,963	0,970
Job Satisfaction	0,971	0,975
Training	0,931	0,946
Turnover Intention	0,961	0,968

Based on table 5 above, it can be seen that the composite reliability value of all research variables is > 0.7 and Cronbach Alpha > 0.7. These results indicate that each variable has met the composite reliability and Cronbach alpha so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by examining the goodness of fit model by evaluating the inner model.

Structural Model Analysis (Inner Model)

The inner model is a structural model used to predict causal relationships (cause-and-effect relationships) between latent variables or variables that cannot be measured directly. The structural model (inner model) describes the causal relationship between latent variables that have been built based on the substance of the theory. In the structural model test (inner model) using the help of the Bootstrapping and Blindfolding procedures in SMART PLS. Tests on the structural model are carried out to test the relationship between latent constructs. There are several tests for the structural model, such as:

R-Square (R^2)

Table 6. R-Square (R^2) Value

Variable	***R-Square***	***R-Square Adjusted***
Organizational Support	0,139	0,135
Job Satisfaction	0,327	0,322
Turnover Intention	0,434	0,427

Based on table 6, the R-Square value shows that the Organizational Support variable can be explained by 13.9% by the independent variable, while 86.1% is explained

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by other factors. The Job Satisfaction variable is explained by 32.7% by the independent variable, with 67.3% explained by other variables, and the Turnover Intention variable is explained by 43.4% by the independent variable, while 56.6% is explained by other variables.

Predictive Relevance (Q-Square/Q^2)

Table 6. Predictive Relevance

Variable	Q^2 (=1-SSE/SSO)	Results
Organizational Support	0,114	Has predictive relevance value
Job Satisfaction	0,271	Has predictive relevance value
Turnover Intention	0,358	Has predictive relevance value

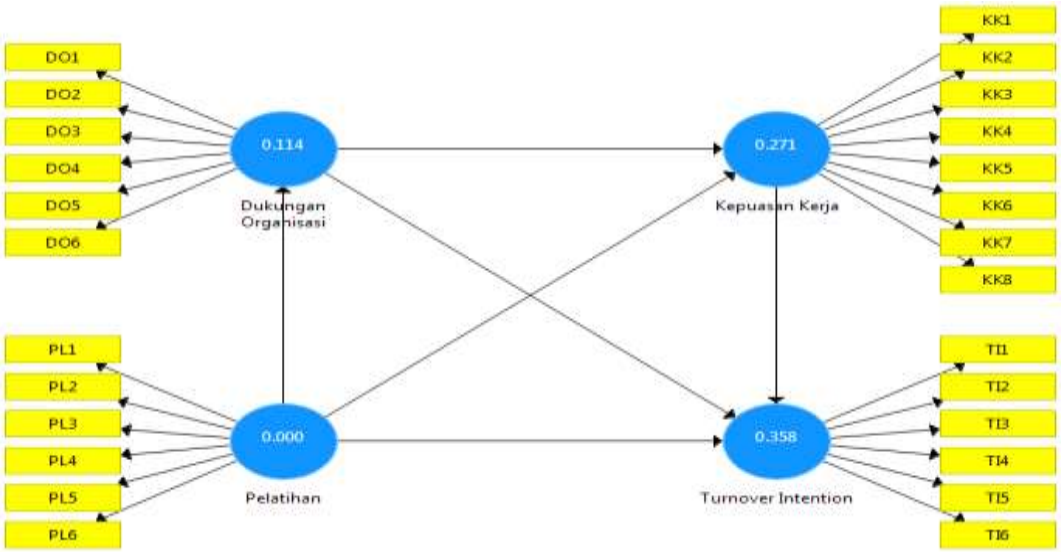


Figure 2. Predictive Relevance

Based on the data presented in the table above, it can be seen that the Q square value on the dependent variable is > 0. By looking at this value, it can be concluded that this study has a good observation value because the Q square value is > 0 (zero).

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Model Fit Testing

Table 7. Predictive Relevance

Variabel	Saturated Model	Estimated Model
SRMR	0,032	0,032
d_ULS	0,349	0,349
d_G	0,582	0,582
Chi-Square	793,317	793,317
NFI	0,903	0,903

From table 7 above, it can be seen that the SRMR value is 0.032 so that the model is appropriate or has met the goodness of fit model criteria.

DISCUSSION

The Influence of Training on Turnover Intention

The results of the H1 test show that training does not have a negative effect on turnover intention, with a coefficient value of -0.014, a p-value of 0.796 (greater than 0.05), and a t-statistic of 0.259 (less than 1.960). This study is in line with the findings of Bangko (2021) and Daiva & Rahardjo (2020) which show that training does not significantly affect turnover intention. Training that is considered irrelevant or does not provide substantial skill improvement often does not affect employee job satisfaction or decisions to stay. However, several studies such as Mon & Mulyadi (2021) show that training can increase employee intentions to seek other opportunities if it is considered to improve their competence.

The Influence of Training on Turnover Intention

The results of the second hypothesis test show that training has a positive and significant effect on organizational support, with a coefficient value of 0.372, a p-value of 0.000 (less than 0.05), and a t-statistic of 6.706 (more than 1.960). This finding is supported by research by Rawashdeh & Tamimi (2019), which revealed the importance of supervisor support in training, as well as the study by Muliadi et al. (2023), which showed that increased training was related to increased organizational support. Suwitho (2024) also added that organizational support can strengthen the effectiveness of training, especially in the context of PT Kereta Api Indonesia (Persero) Daop 8 Surabaya.

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The Influence of Training on Job Satisfaction

The results of the H3 test show that training has a positive and significant effect on organizational support, with a coefficient value of 0.372, a p-value of 0.000 (less than 0.05), and a t-statistic of 6.706 (more than 1.960). This finding is supported by research by Rawashdeh & Tamimi (2019), which revealed the importance of supervisor support in training, as well as the study by Muliadi et al. (2023), which showed that increased training was related to increased organizational support. Suwitho (2024) also added that organizational support can strengthen the effectiveness of training, especially in the context of PT Kereta Api Indonesia (Persero) Daop 8 Surabaya..

The Influence of Organizational Support on Turnover Intentions

The results of the H4 test show that organizational support has a negative and significant effect on turnover intention, with a coefficient value of -0.263, p-value 0.000 (less than 0.05), and t-statistic 4.108 (more than 1.960), so the hypothesis that "Organizational Support Has a Negative and Significant Effect on Turnover Intention" is accepted. Research by Chandra (2018) and the study of Hidayah & Litfiana (2024) support this finding, showing that high organizational support can reduce employees' intention to leave the organization. Good organizational support strengthens employees' sense of membership and identity, reduces turnover rates, and is a major factor in predicting turnover intention (Merlysabella & Subiyanto, 2022).

The Influence of Organizational Support on Job Satisfaction

The results of the H5 test show that organizational support has a positive and significant effect on job satisfaction, with a coefficient value of 0.562, a p-value of 0.000 (less than 0.05), and a t-statistic of 8.675 (more than 1.960), so the hypothesis that "Organizational Support Has a Positive and Significant Effect on Job Satisfaction" is accepted. Good organizational support strengthens employees' beliefs that the organization values their contributions and cares about their well-being, which in turn increases job satisfaction. This finding is supported by research by Salinas & Giantari (2020), Hidayah & Litfiana (2024), and Merlysabella & Subiyanto (2022), all of which show that organizational support contributes significantly to increasing employee job satisfaction.

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The Influence of Job Satisfaction on Turnover Intentions

The results of the sixth H6 test show that job satisfaction has a negative and significant effect on turnover intention, with a coefficient value of -0.467, p-value 0.000 (less than 0.05), and t-statistic 7.341 (more than 1.960), so the hypothesis that "Job Satisfaction Has a Negative and Significant Effect on Turnover Intention" is accepted. The higher the employee's job satisfaction, the lower their level of intention to leave the company. Research by Chen et al. (2015), Putri & Anisa (2022), Sheraz et al. (2014), and Chen et al. (2015) supports this finding, showing that high job satisfaction can reduce employee turnover intentions, especially when employees feel satisfied and comfortable with their jobs.

CONCLUSION

Based on the results of the study, the main conclusions are as follows: First, training does not have a negative effect on turnover intention, so the first hypothesis is rejected. Second, training has a positive and significant effect on organizational support, which shows the importance of supervisor support in encouraging employee participation in training and skill application, so the second hypothesis is accepted. Third, training does not have a positive effect on job satisfaction, making the third hypothesis rejected. Fourth, organizational support has a negative and significant effect on turnover intention, with high perceptions of support reducing employees' desire to leave the company, so the fourth hypothesis is accepted. Fifth, organizational support has a positive and significant effect on job satisfaction, because good support from the organization increases employee job satisfaction, which results in the fifth hypothesis being accepted. Finally, job satisfaction has a negative and significant effect on turnover intention, indicating that the higher the job satisfaction, the lower the employee's intention to leave the company, so the sixth hypothesis is accepted.

RESEARCH LIMITATION

This study has several limitations, including: (1) The sample used only involved 260 respondents, which may not reflect the overall condition. (2) The focus of the study was limited to the variables of training, organizational support, and job satisfaction, so there is a possibility that there are other variables that also affect employee turnover intention. (3) Data collection only used questionnaires, which may not be completely accurate because there were no interviews to ensure the validity of respondents' answers.

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MANAGERIAL IMPLICATION

Companies need to improve employee job satisfaction by ensuring appropriate salary expectations, motivating supervision, clear promotion opportunities, positive working relationships, and satisfaction with the job itself to reduce turnover intentions. In addition, companies should provide more support by promoting high-performing employees to permanent positions and providing training to improve skills. Involving employees in decision-making and building a sense of pride in the company are also important to increase employee commitment and loyalty, as well as reduce turnover intention.

RECOMMENDATION

Based on the results of the study, it is recommended that further research involve larger samples and additional variables for more comprehensive results. Future researchers should explore variables such as leadership style and work motivation and re-evaluate the effects of training, organizational support, and job satisfaction with more diverse indicators. In addition, companies need to improve training and support to increase employee satisfaction and reduce turnover intention.

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