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# Strategies to Reduce Employee Turnover Intention at PT Indokom Samudra Persada

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**Abstract**

Turnover intention represents one of the challenges in human resource management because employees' tendency to leave an organization may affect operational continuity and productivity, while also increasing recruitment and training costs. This study aims to analyze the effects of job satisfaction and emotional exhaustion on employee turnover intention at PT Indokom Samudra Persada and to formulate an appropriate strategy to reduce this tendency. The study employed a quantitative approach with an explanatory research design. Data were collected through a questionnaire using a five-point Likert scale administered to 261 employees selected through proportionate stratified random sampling. The data were analyzed using multiple linear regression with the assistance of IBM SPSS Statistics, including validity, reliability, classical assumption, partial, simultaneous, and coefficient of determination tests. The results indicate that job satisfaction has a negative and significant effect on turnover intention, with a regression coefficient of -0.526 and a significance level of 0.000, whereas emotional exhaustion has a positive and significant effect, with a regression coefficient of 0.521 and a significance level of 0.000. Simultaneously, job satisfaction and emotional exhaustion have a significant effect on turnover intention, as indicated by an F-value of 148.700 and a significance level of 0.000. The Adjusted R Square value of 0.532 indicates that the two variables explain 53.2% of the variation in turnover intention, while the remaining 46.8% is influenced by other factors outside the research model. Based on the standardized beta coefficients, job satisfaction has a relatively more dominant influence than emotional exhaustion. Therefore, the recommended strategy is the Person Organization Value Fit Strategy, which focuses on strengthening the alignment



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between employees' values and organizational values and practices through value-fit assessment, alignment of work practices with organizational values, and regular evaluation of job satisfaction and turnover intention. This strategy is expected to enhance employee job satisfaction while reducing employees' intention to leave the organization.

**Keywords: job satisfaction, emotional exhaustion, turnover intention, multiple linear regression, Person Organization Value Fit.**

## INTRODUCTION

Human resources represent a strategic component of organizational sustainability because organizational success depends not only on technology and financial resources but also on the ability to retain competent employees. One of the major challenges in human resource management is *turnover intention*, which refers to employees' intention or tendency to leave their current organization and seek alternative employment. Turnover intention is important because it represents a psychological withdrawal tendency that may precede actual employee turnover. When employees begin considering alternative employment, organizations may face difficulties in retaining experienced and competent workers, potentially disrupting team stability and increasing recruitment and training requirements (Hom et al., 2017; Rubenstein et al., 2018). Therefore, understanding the factors underlying turnover intention is essential for organizations seeking to maintain workforce stability and operational effectiveness.

Turnover intention may also reflect employees' evaluations of their work experiences and organizational conditions. Research has shown that job satisfaction is closely associated with employees' intention to remain in or leave an organization. Employees who experience greater satisfaction with their jobs tend to report lower turnover intention, whereas dissatisfaction may increase their tendency to consider alternative employment (Romeo et al., 2020; Liu et al., 2020). Similarly, organizational practices and workplace relationships can influence employees' attitudes toward staying in an organization. For example, Lee et al. (2018) found that human resource practices were associated with turnover intention among employees in both South Korea and the United States. These findings indicate that managing turnover intention requires organizations to address employees' broader work experiences rather than focusing solely on employee replacement after resignation.



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This issue is particularly relevant in the seafood processing industry, where employees may face production targets, time constraints, repetitive activities, and demanding working conditions. PT Indokom Samudra Persada operates in shrimp processing and freezing, making the management of employee well-being particularly important. High job demands without adequate resources and organizational support may increase psychological pressure and contribute to undesirable employee outcomes. The Job Demands–Resources (JD-R) perspective explains that excessive job demands can contribute to emotional exhaustion, while adequate job resources can reduce negative work outcomes and support employee retention (Hoare & Vandenberghe, 2024). Research by Shah et al. (2022) also demonstrates that work-related stress can contribute to turnover intention through emotional exhaustion, highlighting the importance of psychological conditions in understanding employees' intention to leave.

One factor closely associated with turnover intention is job satisfaction. Job satisfaction reflects employees' evaluations of their jobs and the extent to which their work experiences meet their expectations and needs. Employees who perceive favorable working conditions, appropriate recognition, supportive relationships, and development opportunities are more likely to experience positive job attitudes. Conversely, dissatisfaction may encourage employees to consider leaving the organization. Romeo et al. (2020) found a significant relationship between job satisfaction and turnover intention, while Mucci et al. (2020) demonstrated that job satisfaction negatively influenced employees' turnover intention. These findings suggest that improving job satisfaction can become an important component of employee-retention strategies.

In addition to job satisfaction, emotional exhaustion represents an important psychological factor associated with turnover intention. Emotional exhaustion occurs when employees' emotional and psychological resources become depleted as a result of prolonged exposure to demanding work conditions. Employees experiencing this condition may feel drained, psychologically pressured, and less capable of coping with daily work demands. When exhaustion persists, employees may perceive leaving the organization as an alternative means of escaping unfavorable working conditions. Shah et al. (2022) found that emotional exhaustion played a mediating role between job-related stress and turnover intention, while Lee et al. (2019) reported that emotional exhaustion significantly increased turnover intention and reduced job satisfaction among emotional labor workers.


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The relationship among job satisfaction, emotional exhaustion, and turnover intention has therefore received considerable attention in recent research. Evidence indicates that job satisfaction tends to reduce turnover intention, whereas emotional exhaustion tends to increase employees' intention to leave. Hoare and Vandenberghe (2024), using the JD-R framework, found that job demands were positively associated with emotional exhaustion, while several job and personal resources were negatively associated with turnover intention. Similarly, Van Heerden et al. (2022) demonstrated the importance of managing job demands and resources in reducing turnover intentions among information technology professionals. These findings indicate that turnover intention may emerge from the interaction between employees' positive work experiences and the psychological consequences of excessive job demands.

This issue has important practical implications for PT Indokom Samudra Persada. High turnover intention may result in the loss of experienced employees and increase the resources required for recruitment, selection, training, and employee adjustment. Emotional exhaustion may further undermine employees' well-being and their ability to cope with workplace demands. Therefore, employee-retention strategies should not focus exclusively on financial compensation but should also consider working conditions, organizational support, career opportunities, workload, and employee well-being. Research by Di Stefano et al. (2020) indicates that organizational support and leader–member exchange are relevant to job satisfaction and turnover-related outcomes, while Zeng et al. (2021) demonstrate that unfavorable work tasks can contribute to turnover intention through psychological and work-related mechanisms.

The present study is important because it examines both job satisfaction and emotional exhaustion as factors influencing turnover intention within the context of PT Indokom Samudra Persada. The empirical results reported in the thesis indicate that job satisfaction has a negative and significant effect on turnover intention, whereas emotional exhaustion has a positive and significant effect. Jointly, both variables significantly influence turnover intention, with an Adjusted $R^2$ of 0.532, indicating that they explain 53.2% of the variance in turnover intention. The findings are consistent with previous research showing that positive job experiences may reduce employees' intention to leave, whereas psychological exhaustion and excessive work demands may increase such intentions (Hoare & Vandenberghe, 2024; Shah et al., 2022).

Based on these conditions, this study aims to examine the effects of job satisfaction and emotional exhaustion on turnover intention among employees of PT Indokom Samudra Persada and to identify appropriate strategies for reducing employees' intention to leave the


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organization. This focus is important because effective retention strategies should be based on empirically identified determinants of employee behavior. By examining both job satisfaction and emotional exhaustion within the same research model, the study provides a more comprehensive perspective on the positive and negative aspects of employees' work experiences. The findings are expected to contribute to human resource management research while providing practical evidence for organizations in developing strategies to improve job satisfaction, manage emotional exhaustion, and strengthen sustainable employee retention

## LITERATUR REVIEW

### Turnover Intention

Turnover intention refers to an employee's tendency or willingness to voluntarily leave an organization and consider alternative employment opportunities outside the organization. This concept does not merely describe an actual decision to resign but emphasizes the psychological process that occurs before an employee actually leaves the organization. During this process, employees may begin to think about quitting, consider alternative employment, and subsequently develop an intention to leave. Therefore, turnover intention can be regarded as an early indication that organizations need to monitor in order to anticipate actual employee turnover. Chen et al. (2019) demonstrated that turnover intention is closely associated with employees' affective conditions, including job satisfaction and burnout. Their study also emphasized that turnover intention can serve as a predictor of actual turnover behavior because the intention to leave generally develops before the actual turnover occurs.

From a human resource management perspective, turnover intention may emerge as an employee response to discrepancies between expectations and actual work experiences. Factors related to working conditions, interpersonal relationships, workload, organizational support, job satisfaction, and career development opportunities may influence employees' willingness to remain in an organization. Scanlan and Still (2019) identified relationships among burnout, turnover intention, job satisfaction, job demands, and job resources among mental health personnel. Meanwhile, Lim et al. (2022) found that both intrinsic and extrinsic job satisfaction were significantly associated with turnover intention among academic staff. These findings indicate that turnover intention is not an isolated phenomenon but develops through the interaction between job characteristics and employees' subjective evaluations of their work experiences.


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Based on the foregoing discussion, turnover intention in this study is defined as an employee's willingness or tendency to leave the organization and seek alternative employment. This definition is consistent with the indicators used in the thesis, namely thoughts of quitting, intention to quit, and intention to search for another job. These three indicators represent successive stages of employees' withdrawal tendencies, beginning with thoughts about quitting, followed by an intention to leave, and finally the intention to search for alternative employment. Therefore, the stronger employees' thoughts of quitting, intention to quit, and intention to search for another job, the higher their level of turnover intention.

**Job Satisfaction**

Job satisfaction refers to the positive or negative evaluation employees make regarding their jobs and work experiences. Such satisfaction may develop through employees' assessments of various aspects of work, including job characteristics, working conditions, relationships with supervisors and colleagues, compensation, and opportunities for development. Thus, job satisfaction is not limited to financial rewards but also reflects the extent to which a job provides experiences that correspond to an individual's needs and expectations. Chen et al. (2019) demonstrated that job satisfaction is associated with turnover intention and burnout among healthcare workers. These findings suggest that a positive evaluation of one's job can represent an important factor in retaining employees within an organization.

Job satisfaction can also be understood as the outcome of an individual's evaluation of the extent to which expectations correspond to the conditions and experiences received while performing a job. When employees experience a supportive work environment, adequate development opportunities, and work experiences that correspond to their needs, their evaluation of the job tends to become more positive. Puhakka et al. (2021) demonstrated that individual and workplace learning environment factors are associated with job satisfaction and turnover intention. Lim et al. (2022) likewise found that both intrinsic and extrinsic dimensions of job satisfaction were significantly related to turnover intention. Consequently, job satisfaction may represent an important mechanism explaining employees' decisions to remain in an organization or consider changing jobs.

In this study, job satisfaction is defined as a positive feeling that emerges after employees evaluate various aspects of their jobs. The measurement of this variable follows the indicators used in the thesis, namely creativity and independence, working conditions, responsibility, a


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chance to advance, sharia feeling towards work, and individual satisfaction. These six indicators demonstrate that job satisfaction is not only related to work outcomes but also to freedom to express creativity, working conditions, responsibility, career development opportunities, value congruence, and overall individual satisfaction.

**Emotional Exhaustion**

Emotional exhaustion refers to a condition in which an individual's psychological and emotional resources become depleted as a consequence of continuous work demands. This condition may occur when job demands exceed the resources available to individuals to cope with those demands. Employees experiencing emotional exhaustion may feel tired, depleted, unable to maintain concentration, and less enthusiastic about performing their work. Within the Job Demands–Resources framework, high job demands that are not accompanied by sufficient resources may result in energy depletion and eventually develop into exhaustion. Shin et al. (2020) demonstrated that emotional exhaustion represents an important mechanism explaining the relationship between job characteristics and turnover intention.

Emotional exhaustion is also strongly associated with employees' intentions to leave an organization. When work pressure continues over an extended period and individuals lack sufficient resources to cope with it, their psychological energy becomes increasingly depleted, causing work to be perceived as burdensome. Lee and Cho (2021) found that emotional exhaustion was positively associated with turnover intention among athletic coaches. Similarly, Zhang et al. (2025), in their study of young intensive care unit nurses, found that emotional exhaustion positively predicted turnover intention. Comparable findings were reported among early-career employees in the information technology sector, where emotional exhaustion was associated with turnover intention. Therefore, emotional exhaustion represents an important factor that organizations should address when seeking to reduce employees' intentions to leave.

Based on the foregoing theoretical foundation, emotional exhaustion in this study is defined as a condition in which employees' emotional and psychological energy becomes depleted due to continuous work pressure and demands. This operational definition is consistent with the indicators employed in the thesis, namely drained, used up, fatigue, strain, burned out, frustration, hard work, stress, and end of rope. These nine indicators represent various manifestations of emotional exhaustion, ranging from feelings of depletion and fatigue to tension, frustration, and the perception that an individual has reached the limits of their ability


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to cope with work demands. Accordingly, the greater employees' experience of these conditions, the higher their level of emotional exhaustion.

**Framework**

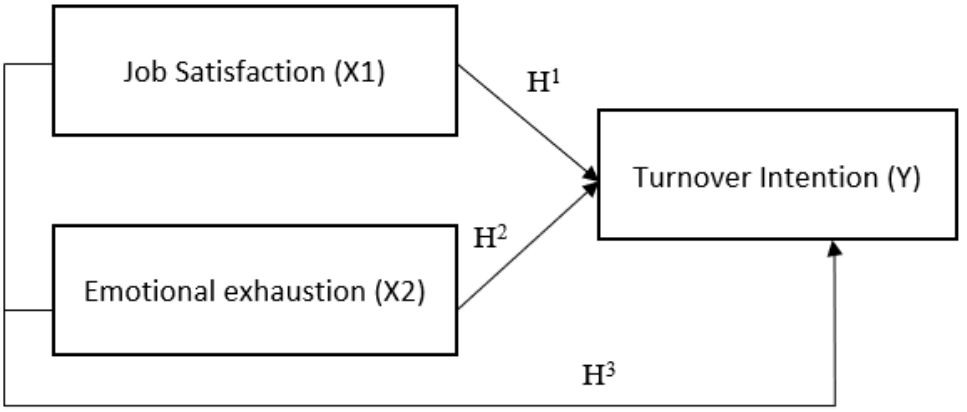



**Figure 1. Framework**

## RESEARCH METHODS

This study employed a quantitative approach with an explanatory research design aimed at analyzing the effects of job satisfaction and emotional exhaustion on turnover intention among employees of PT Indokom Samudra Persada. The research data were collected through questionnaires distributed to respondents using a five-point Likert scale. A quantitative approach was selected because the study focused on examining the relationships and effects among the variables through statistical analysis. This research design is also consistent with Hoare and Vandenberghe (2024), who employed a quantitative approach to examine the relationships between job demands, job resources, emotional exhaustion, and turnover intention.

The population consisted of all employees of PT Indokom Samudra Persada, totaling 752 employees. The sample size was determined using the Slovin formula with a 5% margin of error, while the sampling technique employed stratified random sampling to ensure adequate representation of employees from different groups within the organization. Based on the calculation, a total of 261 respondents were selected as the research sample. The study examined three variables: job satisfaction as the first independent variable (X1), emotional exhaustion as the second independent variable (X2), and turnover intention as the dependent variable (Y).


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Emotional exhaustion was measured based on conditions reflecting depleted emotional energy resulting from work demands, while turnover intention was assessed through *thoughts of quitting, intention to quit*, and *intention to search for another job*.

Data were collected using questionnaires administered to the 261 respondents. The research instrument was developed based on the indicators of each variable and measured using a five-point Likert scale. Prior to the main analysis, the instrument was subjected to validity and reliability tests to ensure that each statement item accurately and consistently measured the intended constructs. The validity test results indicated that all items measuring job satisfaction, emotional exhaustion, and turnover intention met the required validity criteria. Furthermore, the Cronbach's Alpha coefficients for all variables demonstrated satisfactory internal consistency, indicating that the research instrument was reliable.

The data were analyzed using IBM SPSS Statistics through several stages, including descriptive statistical analysis, classical assumption testing, and multiple linear regression analysis. The classical assumption tests consisted of normality, multicollinearity, and heteroscedasticity tests to assess the suitability of the regression model. Hypothesis testing was subsequently conducted using the t-test to determine the individual effects of the independent variables on turnover intention, the F-test to examine their simultaneous effect, and the coefficient of determination (Adjusted $R^2$) to assess the explanatory power of the model in accounting for variations in turnover intention. The regression model was specified as $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, where Y represents turnover intention, X1 represents job satisfaction, and X2 represents emotional exhaustion.

## RESULT AND DISCUSSION

### The Influence of Job Satisfaction on Turnover Intention Levels of Employees at PT Indokom Samudra Persada

**Table 1. Descriptive Statistical Test Results for the Job Satisfaction Variable (X1)**

| **Statistics** | | |
|---|---|---|
| **Job Satisfaction (X1)** | | |
| N | **Valid** | 261 |
| | **Missing** | 0 |
| Mean | | 59.67 |



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| | | |
|---|---|---|
| Median | | 60,00 |
| Std. Deviation | | 20,70 |
| Minimum | | 20 |
| Maximum | | 100 |
| **Categorization** | **Frequency** | **Percentage** |
| High (74-100) | 66 | 26,82% |
| Medium (47-63) | 125 | 47,89% |
| Low (20-46) | 66 | 27,29% |
| Total | 261 | 100% |

**Source: Data processed by the researcher (2026)**

Based on the descriptive statistics, job satisfaction (X1) among 261 respondents had a mean score of 59.67 and a median of 60.00, with a standard deviation of 20.70. The respondents' scores ranged from 20 to 100, with no missing data. Most respondents reported a moderate level of job satisfaction, comprising 125 employees (47.89%), followed by 70 employees (26.82%) in the low category and 66 employees (25.29%) in the high category. Overall, the job satisfaction level of employees at PT Indokom Samudra Persada was categorized as moderate.

**Table 2. Results of the test on the effect of job satisfaction on turnover intention**

| **Coefficientsa** | | | | | | |
|---|---|---|---|---|---|---|
| **Model** | | **Unstandardized Coefficients** | | **Standardized Coefficients** | | |
| | | **B** | **Std. Error** | **Beta** | **t** | **Sig.** |
| 1 | *(Constant)* | 60,807 | 5,12 | | 11,875 | 0,000 |
| | kepuasan kerja (X1) | -0,526 | 0,051 | -0,456 | -10,223 | **0,000** |

**Source: Data processed by the researcher (2026)**

The partial regression results show that job satisfaction (X1) had a regression coefficient of -0.526, a *t*-value of -10.223, and a significance level of 0.000 < 0.05. Therefore, $H_0$ was rejected and $H_1$ was accepted, indicating that job satisfaction has a negative and significant effect on turnover intention. The negative coefficient indicates that higher job satisfaction is associated


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with a lower tendency among employees to leave the organization. The *Standardized Beta* coefficient of -0.456 indicates a negative relationship with a meaningful effect. However, the percentage contribution of the variable should not be interpreted from the Beta coefficient but should instead be determined using the $R^2$ value.

These findings indicate that comfortable working conditions, fair compensation, career development opportunities, positive workplace relationships, and recognition of employee performance can enhance job satisfaction and reduce employees' intention to leave. The findings are consistent with Job Demands–Resources (JD-R) Theory, which views job satisfaction as a *job resource* that can strengthen employee motivation, engagement, and organizational commitment. The results are also consistent with Adelia et al. (2024), Situmorang and Heryjanto (2024), and Anggraeni et al. (2025), who found that job satisfaction has a negative and significant relationship with turnover intention. Thus, higher levels of job satisfaction are associated with a lower likelihood of employees intending to leave the organization.

**The Influence of Emotional Exhaustion on the Level of Turnover Intention of Employees at PT Indokom Samudra Persada**

**Table 3. Descriptive Statistical Test Results for the Emotional Exhaustion Variable (X2)**

| **Statistics** | | |
|---|---|---|
| ***Emotional Exhaustion*** | | |
| N | Valid | 261 |
| | Missing | 0 |
| Mean | | 60,07 |
| Median | | 60,00 |
| Std. Deviation | | 20,48 |
| Minimum | | 20 |
| Maximum | | 100 |
| **Categorization** | **Frequency** | **Percentage** |
| High (74-100) | 73 | 27,97% |
| Medium (47-63) | 115 | 44,06% |
| Low (20-46) | 73 | 27,97% |


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| | | |
|---|---|---|
| Total | 261 | 100% |

**Source: Data processed by the researcher (2026)**

Based on Table, the descriptive statistics for Emotional Exhaustion (X2) from 261 respondents show a mean score of 60.07, a median of 60.00, and a standard deviation of 20.48, with scores ranging from 20 to 100. The results indicate that most respondents experienced moderate levels of emotional exhaustion, with 115 respondents (44.06%) in the moderate category, while 73 respondents (27.97%) were classified as having high levels and another 73 respondents (27.97%) as having low levels.

**Table 4. The effect of emotional exhaustion on turnover intention**

| Coefficientsa | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | t | Sig. |
| 1 | *(Constant)* | 60,807 | 5,12 | | 11,875 | 0,000 |
| | Emotional exhaustion (X2) | 0,521 | 0,052 | 0,447 | 10,015 | 0,000 |
| a Dependent Variable: Turnover Intentioin (Y) | | | | | | |

**Source: Data processed by the researcher (2026)**

The partial regression analysis indicates that emotional exhaustion has a positive and significant effect on turnover intention ($B = 0.521$; $t = 10.015$; $p < 0.001$). Therefore, $H_o$ is rejected and $H_2$ is supported. The positive coefficient indicates that higher levels of emotional exhaustion are associated with increased turnover intention. The Standardized Beta coefficient of 0.447 indicates a positive and relatively moderate effect of emotional exhaustion on turnover intention. However, the actual contribution of the variable to the model should be assessed using $R^2$, while the Beta coefficient is more appropriate for comparing the relative strength of independent variables.

These findings suggest that employees experiencing emotional exhaustion due to heavy workloads, prolonged work pressure, role conflict, and excessive job demands are more likely to consider leaving the organization. Conversely, reducing emotional exhaustion through effective workload management, organizational support, a healthy work environment, and stress-


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management initiatives may help reduce turnover intention. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which proposes that excessive job demands can deplete employees' psychological resources and trigger emotional exhaustion, whereas adequate job resources can mitigate these negative effects. The findings are consistent with Nor and Idris (2024), who found that emotional demands increase emotional exhaustion, which subsequently contributes to higher turnover intention. Sharma and Tiwari (2023) similarly reported that burnout resulting from high job demands positively affects turnover intention. In addition, Fajriani et al. (2024) demonstrated that job demands increase employees' intention to leave, whereas adequate job resources can reduce such tendencies. These findings reinforce the present study by demonstrating that emotional exhaustion is an important factor contributing to increased turnover intention among employees of PT Indokom Samudra Persada.

**The Influence of Job Satisfaction and Emotional Exhaustion on the Level of Turnover Intention among Employees of PT Indokom Samudra Persada**

**Table 5. Statistical Test Results for the Turnover Intention Variable (Y)**

| **Statistics** | | |
|---|---|---|
| ***Turnover intention*(Y)** | | |
| N | Valid | 261 |
| | Missing | 0 |
| Mean | | 60,71 |
| Median | | 60,00 |
| Std. Deviation | | 23,87 |
| Minimum | | 20 |
| Maximum | | 100 |
| **Categorization** | **Frequency** | **Percentage** |
| High (74-100) | 75 | 28,74% |
| Medium (47-63) | 115 | 44,06% |
| Low (20-46) | 71 | 27,20% |
| Total | 261 | 100% |

**Source: Data processed by the researcher (2026)**



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Descriptive statistical results showed that turnover intention among 261 respondents had a mean score of 60.71, a median of 60.00, and a standard deviation of 23.87, with scores ranging from 20 to 100. Overall, turnover intention was classified as moderate. A total of 115 respondents (44.06%) were in the moderate category, 75 respondents (28.74%) in the high category, and 71 respondents (27.20%) in the low category. These findings indicate that most employees had a moderate intention to leave the company, although the relatively high proportion of employees with high turnover intention warrants organizational attention.

**Table 6. Simultaneous Test Results (F-test)**

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Regression | 793,64 | 2 | 39658 | 148,7 | .000b |
| | Residual | 687,764 | 258 | 266,6 | | |
| | Total | 148,448 | 260 | | | |
| a Dependent Variable: Turnover Intentioin (Y) | | | | | | |
| b Predictors: (Constant), Emotional exhaustion (X2), Job Satisfaction (X1) | | | | | | |

**Source: Data processed by the researcher (2026)**

The simultaneous test results show an F-value of 148.700 with a significance level of 0.000 < 0.05. This indicates that job satisfaction and emotional exhaustion jointly have a significant effect on turnover intention. Therefore, the regression model is considered fit, and the proposed simultaneous hypothesis is supported.

**Coefficient of Determination**

**Table 7. Coefficient of Determination Results**

| Model Summary | | | | | |
|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .732a | 0,536 | 0,532 | 16,33 | 1,961 |
| a Predictors: (Constant), Emotional exhaustion (X2), Job Satisfaction (X1) | | | | | |
| b Dependent Variable: Turnover Intentioin (Y) | | | | | |

**Source: Data processed by the researcher (2026)**



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The coefficient of determination shows an $R^2$ value of 0.536, indicating that job satisfaction and emotional exhaustion jointly explain 53.6% of the variance in turnover intention, while the remaining 46.4% is explained by factors outside the research model. The Adjusted $R^2$ of 0.532 confirms that the model retains substantial explanatory power after adjustment, while the R value of 0.732 indicates a strong relationship among the variables. Meanwhile, the Durbin-Watson value of 1.961 suggests no autocorrelation problem, indicating that the regression model is appropriate for further analysis. These findings are consistent with the Job Demands–Resources (JD-R) Theory, which emphasizes the importance of balancing job resources and job demands. Job satisfaction can function as a valuable job resource that supports employee engagement and commitment, whereas emotional exhaustion reflects the negative consequences of excessive job demands. Previous studies by Adelia et al. (2024) and Situmorang and Heryjanto (2024) similarly reported that job satisfaction and emotional exhaustion are associated with turnover intention. Furthermore, Hoare and Vandenberghe (2024) found that job resources are negatively associated with turnover intention, while job demands are positively related to emotional exhaustion. Therefore, organizations should enhance job satisfaction through appropriate rewards, career development opportunities, and supportive working conditions while simultaneously managing excessive workloads and work-related pressures to reduce employees' intention to leave.

**Strategies for Reducing Turnover Intention Levels at PT Indikom Samudra Persada**

The multiple linear regression results indicate that job satisfaction is the most dominant factor influencing turnover intention, with a standardized coefficient of $\beta = -0.456$, compared with $\beta = 0.447$ for emotional exhaustion. The negative coefficient indicates that higher job satisfaction is associated with a lower intention to leave the organization. The descriptive results also show that the mean job satisfaction score was 3.18, while the lowest-rated indicator concerned the alignment between employees' work and their personal values, with a mean score of 2.91. Notably, 46% of respondents disagreed or strongly disagreed with this statement, suggesting a gap between employees' personal values and their perceptions of organizational values.

Based on these findings, the Person–Organization Value Fit Strategy is recommended to strengthen the alignment between employees' values and the organization's culture, values, and workplace practices. This recommendation is supported by previous studies showing that *person–organization fit* is positively associated with job satisfaction and negatively associated


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with turnover intention. Kakar et al. (2023) found that better person–organization fit was associated with lower turnover intention, while Zhang et al. (2017) demonstrated that person–organization fit positively affected job satisfaction and negatively affected turnover intention. Similar relationships were reported by Khalida and Safitri (2018), Octaviani (2016), and Wnuk and Chudzicka-Czupała (2026).

The strategy can be implemented by identifying employees' perceptions of organizational values, evaluating the consistency between organizational policies and workplace practices, and strengthening managerial behavior that reflects the values promoted by the organization. The objective is not to impose particular values on employees, but to ensure that organizational values are consistently reflected in daily work practices. Its effectiveness can be evaluated through periodic surveys measuring changes in perceived value fit, job satisfaction, and turnover intention. Given that job satisfaction was the strongest factor reducing turnover intention (β = −0.456) and value alignment was the weakest aspect of job satisfaction (mean = 2.91), the Person–Organization Value Fit Strategy represents a relevant evidence-based approach for improving job satisfaction and reducing employees' intention to leave the organization.

**CONCLUSION**

1. Job satisfaction has a negative and significant effect on turnover intention. Higher job satisfaction is associated with a lower intention among employees to leave the organization.
2. Emotional exhaustion has a positive and significant effect on turnover intention. Employees experiencing greater emotional exhaustion are more likely to consider leaving the organization.
3. Job satisfaction and emotional exhaustion jointly have a significant effect on turnover intention. Both variables simultaneously contribute to employees' intention to leave the organization.
4. The recommended strategy is the *Person Organization Value Fit Strategy*. This strategy emphasizes alignment between employees' values and organizational values to enhance job satisfaction and reduce turnover intention.

**SUGGESTION**

1. For PT Indokom Samudra Persada

PT Indokom Samudra Persada is advised to prioritize improving job satisfaction, as it has the strongest effect in reducing turnover intention. One recommended strategy is the Person–


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Organization Value Fit Strategy, which aims to strengthen alignment between employee and organizational values.

2. For Employees

Employees are encouraged to maintain a healthy work-life balance, manage work-related stress effectively, and establish open communication with colleagues and supervisors when dealing with workplace pressures.

3. For Future Researchers

Future research should consider incorporating additional variables, such as organizational commitment, workload, work environment, work-life balance, leadership, work stress, and employee engagement. Further studies may also use larger samples, organizations from different sectors, and longitudinal or mixed-methods approaches. This is important because the current model explains only 53.2% of the variance in turnover intention.

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