







“The interplay of self-efficacy and workplace support in reducing turnover intention: Evidence from Indonesia’s logistics sector”

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ARTICLE INFO	Rohmawan Adi Pratama, Hunik Sri Runing Sawitri and Purwati Purwati (2025). The interplay of self-efficacy and workplace support in reducing turnover intention: Evidence from Indonesia’s logistics sector. <i>Problems and Perspectives in Management</i> , 23(3), 686-699. doi: 10.21511/ppm.23(3).2025.49
DOI	http://dx.doi.org/10.21511/ppm.23(3).2025.49
RELEASED ON	Thursday, 25 September 2025
RECEIVED ON	Tuesday, 15 April 2025
ACCEPTED ON	Thursday, 28 August 2025
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

63



NUMBER OF FIGURES

1



NUMBER OF TABLES

8

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Type of the article: Research Article

Received on: 15th of April, 2025

Accepted on: 28th of August, 2025

Published on: 25th of September, 2025

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Conflict of interest statement:

Author(s) reported no conflict of interest

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THE INTERPLAY OF SELF-EFFICACY AND WORKPLACE SUPPORT IN REDUCING TURNOVER INTENTION: EVIDENCE FROM INDONESIA'S LOGISTICS SECTOR

Abstract

Employee turnover affects operational efficiency and service quality in the logistics industry, particularly in rapidly growing urban economies. This study investigates how self-efficacy and workplace support influence turnover intention, with job satisfaction and affective commitment as mediating variables. Addressing a gap in the literature, the study emphasizes the joint influence of psychological and organizational factors on employee retention. Data were collected in 2024 from 215 employees of medium to large logistics firms in Solo Raya, Indonesia, an emerging logistics hub that reflects broader workforce challenges in similar economies. Using structural equation modeling (SEM), results show that self-efficacy ($\beta = 0.410$; $t = 6.111$; $p < 0.001$) and workplace support ($\beta = 0.427$; $t = 6.667$; $p < 0.001$) significantly enhance job satisfaction, which in turn reduces turnover intention ($\beta = -0.201$; $t = 2.386$; $p = 0.017$). Both self-efficacy ($\beta = -0.186$; $t = 2.094$; $p = 0.037$) and workplace support ($\beta = -0.182$; $t = 2.175$; $p = 0.030$) also have direct effects on lowering turnover intention. Mediation analysis reveals the role of affective commitment between satisfaction and turnover intention ($\beta = -0.162$; $t = 2.303$; $p = 0.022$), and of satisfaction between self-efficacy ($\beta = -0.083$; $t = 2.110$; $p = 0.035$) and support ($\beta = -0.086$; $t = 2.395$; $p = 0.017$) in influencing turnover. These findings underscore the strategic importance of psychological and organizational support in retaining employees through enhanced job satisfaction and emotional commitment, particularly in dynamic and labor-intensive sectors such as logistics.

Keywords

self-efficacy, support, turnover, satisfaction, commitment

JEL Classification

J63, M54, O15

INTRODUCTION

The high dynamics and pressure in the logistics sector pose major challenges in human resource planning and management. Amidst increasing demand and ever-changing situations, logistics organizations face difficulties in maintaining a reliable and stable workforce. One of the important indicators in workforce planning is the tendency of workers to resign, which directly affects operational efficiency and service continuity. This phenomenon is becoming increasingly scientifically relevant due to the high rate of resignations globally and nationally in recent years, including in Asia and Indonesia (Alhajaj & Ahmad, 2024).

Academically, the issue of turnover has been widely studied, but there is still a gap in understanding the influence of psychological factors such as self-efficacy and workplace support on turnover intentions, especially in the logistics context, which is characterized by intensive work, high pressure, and limited internal support systems. Previous studies have been conducted predominantly in the manufacturing and general service sectors, while empirical research that specifically

explores the relationship between psychological factors, job satisfaction, and affective commitment as mediators in the logistics context, especially in regional areas such as Solo Raya in Indonesia, is still limited.

According to SELOG, “The predicted growth of the logistics sector of 5.05% in 2025 by Supply Chain Indonesia (SCI) is a very positive indicator” (SELOG, 2025). However, major challenges remain, including high levels of burnout, workforce instability, and low employee engagement (Berber & Gašić, 2024). These challenges reinforce the urgency of scientific research that not only explains the determinants of turnover intention but also builds a theoretical understanding of how interactions between individual and organizational factors shape employees’ intentions to stay or leave their jobs. The research indicates the importance of bolstering self-efficacy and workplace support to enhance job satisfaction, mitigate burnout, and hence decrease turnover intention. Retaining qualified experts is challenging owing to the high turnover rate in the logistics business.

Researchers and professionals can learn more about the causal relationship between turnover intention and these three characteristics (Alhajaj & Ahmad, 2024) and allow managers to contact relevant interventions that more effectively reduce turnover intention (Khan et al., 2014). The interaction between an organization’s investment in commitment and work happiness mediates the connection between an employee’s desire to quit and their growth. Numerous variables affect an employee’s choice to leave, with the employee-supervisor relationship being especially significant. A crucial aspect of commitment is a strong sense of job satisfaction; however, it should not be devalued or played down to employees’ desire to separate from their work (Adil & Awais, 2016). Specifically, when job embeddedness is high (Yu et al., 2020), workplace support should foster achievement-based job satisfaction and self-efficacy, which are crucial for reducing turnover intention and improving job performance. Furthermore, both perceived supervisor support and self-efficacy significantly influence burnout and turnover intention, with burnout serving as a partial mediator in this connection (Chami-Malaeb, 2022). Furthermore, high-performance work practices, such as training and employee empowerment, may aggregate turnover intention, which is impacted by the mediating effects of job satisfaction and emotional organizational commitment (Obeng et al., 2021).

1. LITERATURE REVIEW AND HYPOTHESES

The concept of self-efficacy is gaining recognition as one of the most powerful psychological factors shaping an employee’s response to challenges in the workplace. Self-efficacy is defined as the belief one has in oneself to perform specific tasks; it positively correlates with the psychological meaningfulness of the work, engagement, proactive behavior, and performance outcomes (Kim, 2023). In the increasingly digitized context, self-efficacy serves as a protective shield against the strains of technology overload, as well as organizational training and time management challenges (Rasool et al., 2022). High self-efficacy has positive relations with high job satisfaction, and it has been proposed that individuals with high self-efficacy tend to experience higher satisfaction in their jobs (Jentsch et al., 2022). This is corroborated by evidence demonstrating self-efficacy as a mediator between social support and satisfaction; therefore, self-efficacy enhances the effects of a supportive work environment (Ortan et al., 2021). Self-confidence is fostered by satisfaction, and using more workplace technologies enhances self-confidence (Szabó et al., 2022). On the contrary, leadership characterized by a lack of focus on the employee and heavy control has been shown to lower employee confidence and satisfaction (Zhou et al., 2021). These, and other factors, such as the presence of promotable positions, the quality of coworkers, and the organizational climate, shape the employee’s satisfaction with work (Jentsch et al., 2022).

Workplace social support is defined as employees’ perceptions related to whether their organization appreciates their efforts and cares about their health and well-being (Bajaba et al., 2022). It has

been documented that organizational support contributes to job satisfaction and increases one's psychological well-being (Göktaş & Özdiñç, 2022). Supported employees experience lower psychological distress and greater satisfaction with their work (Mascarenhas et al., 2022). Furthermore, positive social networks are associated with lower levels of bullying and harassment (Sigursteinsdottir & Karlsdottir, 2022). Mental health and stress management programs enhance engagement and productivity, resulting in lower absenteeism (Nisa et al., 2023). However, such programs are most effective in organizations where leadership is supportive and the culture encourages, rather than merely tolerates (Mascarenhas et al., 2022). Collectively, the findings highlight the impact of purposeful support on organizational health and productivity (Nisa et al., 2023).

Self-efficacy and workplace support have been noted to mitigate turnover intention. Employees with high self-efficacy are better able to cope with challenges, thereby reducing their desire to leave (Shao et al., 2022). Self-belief, even in cases of overqualification, remains a strong predictor of willingness to stay committed to the organization (Chen et al., 2021). However, strong pressure to perform may negate this protective barrier (Shao et al., 2022). Workplace social support counters self-efficacy and social conflict and thus mitigates turnover intention (Mondo et al., 2022). Employees with strong self-belief tend to have greater emotional attachment to the organization, which reduces turnover (Mondo et al., 2022). The impact of self-efficacy, particularly in its emotional aspects, is further strengthened by transformational leadership, which benefits competent employees most (Obeng et al., 2021). Self-efficacy in career decision-making processes also aids retention, especially when coupled with internship experience and strong commitment to the career (Wang, 2021).

Perception of organizational support helps mitigate turnover intention. Employees with high levels of perceived organizational support are less likely to leave the organization (Li et al., 2022). This phenomenon applies to all industries, though the degree to which culture and economy influence its strength varies (Zhu et al., 2023; Purwati et al., 2025). Organizations with

consistent and reliable feedback, proper training, and respect for their employees' time have lower turnover among their employees (Namin et al., 2022). Engaged employees with minimal formal support are both less likely to leave and actively shape their work roles to foster lower turnover intention (Xu et al., 2023). In combination with lower turnover intention, supportive work environments lower stress and burnout, thus preserving retention (Chun et al., 2022).

Job satisfaction remains a critical predictor, negatively correlated with turnover intention. Employees who are satisfied with their jobs are more likely to remain with the organization and are less susceptible to withdrawal behaviors (Chen et al., 2023; Li et al., 2022; Nguyen & Tran, 2021). This impact is not limited to traditional office setups; it is also present for those with flexible work arrangements (Berber et al., 2022). Affective commitment (or the emotional attachment an employee has to their organization) supports job satisfaction, which, in turn, decreases the intention to leave (Ali et al., 2022; Gessesse & Premanandam, 2023). In addition, satisfaction improves the effectiveness of the organization's reward systems, opportunities for career advancement, and the commitment to the organization (Chen et al., 2023). A combination of satisfaction and affective commitment is fundamental to employee retention (Obeng et al., 2021). These impacts are further enhanced with flexible work policies (Berber et al., 2022).

Psychological factors such as core self-evaluation and intrinsic motivation influence both job satisfaction and turnover behaviors (Akosile & Ekemen, 2022). Employees with high self-efficacy, for example, tend to experience greater satisfaction in their positions when they enjoy some degree of autonomy and their roles require competence (Liu et al., 2023; Wongsuwan & Na-Nan, 2022). Job satisfaction also protects employees from stressors like role conflict and emotional exhaustion, which decreases turnover (Xue et al., 2022). Empowering support practices also facilitate these benefits by promoting engagement and well-being (Ding & Wu, 2023). Collectively, these findings indicate that self-efficacy and satisfaction, augmented by supportive environments, buffer against withdrawal behaviors (Yan et al., 2021).

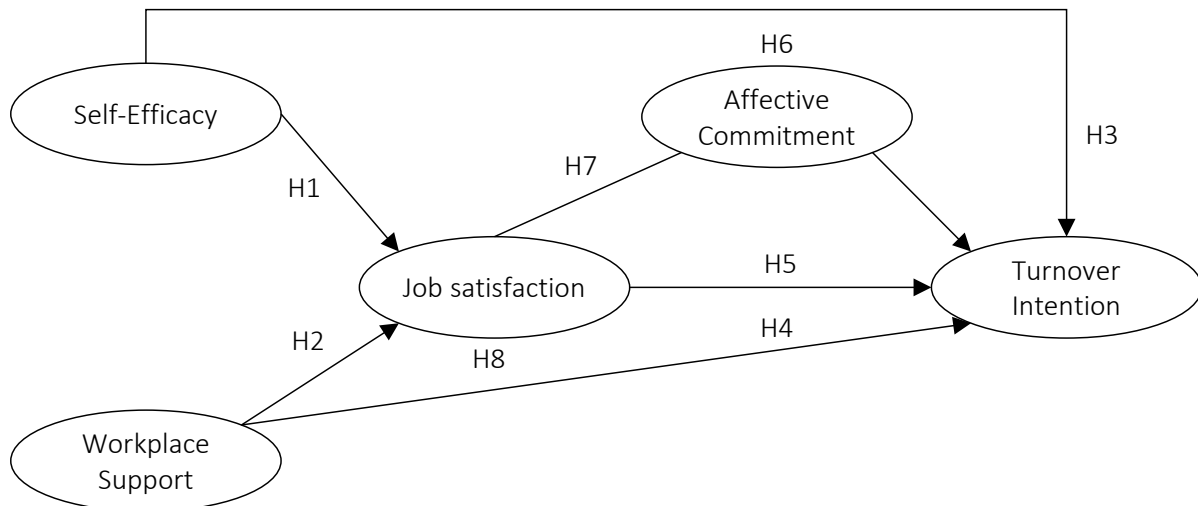


Figure 1. Conceptual framework

The literature illustrates the collective impact of self-efficacy, social support, job satisfaction, and affective commitment as they relate to turnover intention. These relate to one another as a theoretical basis for employee retention and turnover behavior. This study attempts to link self-efficacy and workplace support to turnover intention via job satisfaction and affective commitment as mediators. For this research purpose, the conceptual framework (Figure 1) provides eight hypotheses that need to be tested. The primary goal is to analyze the psychological and organizational factors influencing turnover intention in the logistics sector of Indonesia, focusing on the role of self-efficacy, workplace support, satisfaction, and commitment.

Guided by social cognitive theory and organizational support theory, this paper presents a conceptual model that links psychological factors (self-efficacy), organizational elements (workplace support), and emotional responses (job satisfaction and affective commitment) to enhance understanding of employees' intentions to resign. As depicted in Figure 1, the model posits that both self-efficacy and perceived workplace support positively influence job satisfaction, which subsequently leads to a reduction in turnover intention. Moreover, job satisfaction and affective commitment are positioned as critical mediators that bridge the relationship between individual psychological beliefs, organizational support, and employees' intention to leave.

H1: Self-efficacy has a positive effect on job satisfaction.

H2: Workplace support has a positive effect on job satisfaction.

H3: Self-efficacy has a negative effect on turnover intention.

H4: Workplace support has a negative effect on turnover intention.

H5: Job satisfaction has a negative effect on turnover intention.

H6: Affective commitment mediates the effect of job satisfaction on turnover intention.

H7: Job satisfaction mediates the effect of self-efficacy on turnover intention.

H8: Job satisfaction mediates the effect of workplace support on turnover intention.

2. METHOD

2.1. Sample and data collection

This study employed a quantitative explanatory research design using a cross-sectional survey approach. The target population consisted of operational employees working in the logistics sector within the Solo Raya Region, Indonesia. This region was chosen due to its strategic position as a regional logistics hub that experiences high workforce turnover and dynamic supply chain activity, making it a relevant context for studying employee behavior.

Respondents were selected from five nationally recognized logistics companies operating in the region. The selection of these companies was purposive, based on their significant role in regional supply chain operations and accessibility for research. A total of 215 respondents participated in the study, aligning with recommendations from Hair et al. (2016), who suggest a minimum sample size of 5–10 times the number of observed indicators in structural equation modeling (SEM). With 43 indicators used in the proposed model, the minimum required sample was 215 (5 × 43), thus ensuring statistical robustness.

The sampling technique applied was purposive sampling, targeting employees with a minimum of one year of continuous employment. This criterion was used to ensure that participants had sufficient exposure to organizational systems and culture, particularly related to workplace support and satisfaction. Participants' ages ranged from 18 to 59 years, with a mean age of 31, reflecting the workforce demographics of the logistics sector in Solo Raya.

Data collection was conducted through an online survey using Google Forms. The questionnaire was distributed via email to HR departments of the selected firms and was also shared through professional platforms such as LinkedIn and Facebook to reach a broader and diverse pool of logistics employees. The questionnaire was available in both Indonesian and English to accommodate respondent preferences and ensure clarity.

Before completing the questionnaire, participants were informed of the research purpose, assured of the anonymity of their responses, and asked to provide informed consent. No personally identifiable data were collected, and participation was entirely voluntary. As the research involved minimal risk and no intervention, and respondents were adult professionals, the study complied with ethical standards for social science research. According to institutional guidelines, formal ethical clearance was not required for anonymous and non-invasive survey research involving occupational respondents in non-medical settings.

While this study does not include a control group due to its cross-sectional nature, this limitation is acknowledged, and future research is encouraged

to incorporate experimental or longitudinal designs. The findings are contextually bound to the Solo Raya region and are not intended to be generalized globally without further cross-cultural validation.

The respondents' demographic profile is presented in Table 1, providing an overview of the logistics workforce in Solo Raya. The majority of respondents are male (62.8%) and fall within the 25–34 age group (39.5%), indicating a relatively young workforce. Most employees have a high school/vocational education (34.9%) or a bachelor's degree (30.2%), showing a diverse educational background. Work experience varies, with 32.6% having 4–6 years of tenure, while only 9.3% have less than a year, suggesting a mix of new and experienced workers. The largest job category is courier/delivery (41.9%), followed by administrative roles (25.6%), with permanent employees (65.1%) outnumbering contract workers. These characteristics highlight key workforce trends and provide insights into factors influencing self-efficacy, workplace support, job satisfaction, affective commitment, and turnover intention in the logistics sector.

Table 1. Respondent characteristics

Characteristics	Category	Frequency (n = 215)	Percentage (%)
Gender	Male	135	62.8
	Female	80	37.2
Age	< 25 years	40	18.6
	25–34 years	85	39.5
	35–44 years	60	27.9
	≥ 45 years	30	14.0
Education Level	High School/Vocational	75	34.9
	Diploma (D1–D3)	60	27.9
	Bachelor's Degree (S1)	65	30.2
	Postgraduate (S2/S3)	15	7.0
Work Experience	< 1 year	20	9.3
	1–3 years	65	30.2
	4–6 years	70	32.6
	> 6 years	60	27.9
Job Type	Courier/Delivery	90	41.9
	Administration/Operations	55	25.6
	Management/Supervisor	40	18.6
	Technician/IT	30	14.0
Employment Status	Permanent Employee	140	65.1
	Contract Employee	75	34.9

2.2. Measurement

This paper employs a systematic measuring methodology to evaluate essential factors, guaranteeing validity and reliability in data acquisition. The self-efficacy variable employs a 10-item scale (Schwarzer et al., 1995) with phrases such “I can consistently resolve challenging problems if I exert sufficient effort.” Workplace support was assessed utilizing a six-item scale (Deeter-Schmelz & Ramsey, 1997). This scale aims to evaluate four sources of perceived workplace support: direct supervisor, director, co-workers, and the agency’s senior leader, exemplified by the item “Listens to your work-related problems.” Job satisfaction was assessed using a 15-item scale (Lu et al., 2007), such as “The physical conditions in which you work.” Affective commitment was assessed using a 7-item scale (Allen & Meyer, 1990), such as “I would be very pleased to spend the remainder of my career with this organization.” Turnover intention was evaluated by a five-item scale created by Farrell and Rusbult (1992).

2.3. Data processing

According to Maqdliyan and Setiawan (2023), the PLS-SEM approach reduces error terms, and PLS-SEM is well-suited for theory construction, path relationship estimation, and variance explanation. Its key advantage lies in its higher statistical power, even when dealing with a relatively small sample size. We can also use PLS-SEM when the study model is very complicated and the data are not spread out normally (Huwaida et al., 2024). The above methods suggested by Hair et al. (2016) qualify as the most feasible techniques for SEM data procedures. This investigation follows the lead of 2022. A lower limit for R^2 of 0.25, and a significance level of 5% was taken.

3. RESULTS

To evaluate the measurement model, this study adopted the PLS-SEM technique, focusing on the assessment of construct validity and reliability through indicators such as outer loadings, composite reliability, and average variance extracted (AVE). Table 2 summarizes the findings from the outer model assessment, including tests for convergent validity and internal consistency.

Table 2. Measurement of the outer model

Items	Factor Loadings	C.R.	AVE	Cronbach’s Alpha
Affective Commitment				
AC1	0.780	0.928	0.647	0.910
AC2	0.823	–	–	–
AC3	0.805	–	–	–
AC4	0.836	–	–	–
AC5	0.759	–	–	–
AC6	0.828	–	–	–
AC7	0.798	–	–	–
Job Satisfaction				
JS1	0.740	0.964	0.642	0.960
JS2	0.710	–	–	–
JS3	0.871	–	–	–
JS4	0.764	–	–	–
JS5	0.873	–	–	–
JS6	0.758	–	–	–
JS7	0.882	–	–	–
JS8	0.799	–	–	–
JS9	0.807	–	–	–
JS10	0.834	–	–	–
JS11	0.794	–	–	–
JS12	0.819	–	–	–
JS13	0.841	–	–	–
JS14	0.763	–	–	–
JS15	0.744	–	–	–
Self-Efficacy				
SE1	0.727	0.923	0.546	0.907
SE2	0.711	–	–	–
SE3	0.753	–	–	–
SE4	0.755	–	–	–
SE5	0.736	–	–	–
SE6	0.706	–	–	–
SE7	0.758	–	–	–
SE8	0.723	–	–	–
SE9	0.753	–	–	–
SE10	0.763	–	–	–
Turnover Intention				
TI1	0.788	0.918	0.691	0.888
TI2	0.842	–	–	–
TI3	0.842	–	–	–
TI4	0.819	–	–	–
TI5	0.863	–	–	–
Workplace Support				
WS1	0.812	0.914	0.639	0.887
WS2	0.832	–	–	–
WS3	0.825	–	–	–
WS4	0.778	–	–	–
WS5	0.784	–	–	–
WS6	0.762	–	–	–

The measurement model utilized to verify the analytical findings indicated that each indicator exhibited an outer loading value over 0.70, thus satisfying the criteria for convergent validity

evaluation. The research findings demonstrated that Cronbach's Alpha values for each construct above 0.70, indicating robust internal reliability. Cronbach's Alpha ranges from 0.887 to 0.960. Furthermore, the internal consistency of each concept seems to be validated, as shown by a CR score above 0.70. Table 2 indicates that all constructs had average variance extracted (AVE) values beyond the suggested threshold of 0.50, with a range of 0.546 to 0.691, thus confirming an adequate degree of convergent validity for each construct.

Table 3. R squared

Variables	R Squared	R Squared Adjusted
Affective Commitment	0.548	0.546
Job Satisfaction	0.619	0.616
Turnover Intention	0.503	0.494

The structural model was evaluated for goodness of fit by the significance of the variable link. This signifies that 54.8% of the variance in the affective commitment construct in this research is elucidated by the independent factors. The R^2 value of 0.619 for job satisfaction indicates that the independent variables in our model account for 61.9%

of the variance in employee job satisfaction. Table 3 reveals that the coefficient of determination (R^2) for turnover intention is 0.503, signifying that the model accounts for 50.3% of the variation in turnover intention, thereby establishing it as a highly plausible explanatory model for the examined phenomena.

The study findings demonstrate that the influence of self-efficacy on work satisfaction is $f^2 = 0.184$, while workplace support on job satisfaction is $f^2 = 0.199$, indicating a modest impact of both variables on employee work satisfaction (Cohen, 1988). Whereas job satisfaction–turnover intention has $f^2 = 0.028$ and affective commitment–turnover intention has $f^2 = 0.031$, which shows a weak/relatively weak effect, as shown in Table 4.

The Fornell-Larcker analysis reveals that the correlations among the constructs are lower than the square root of their respective AVE values, which confirms that each construct demonstrates strong discriminant validity, as presented in Table 5. Additionally, the HTMT results show that all values are below the threshold of 0.85, indicating no

Table 4. F squared

Variables	Affective Commitment	Job Satisfaction	Self-Efficacy	Turnover Intention	Workplace Support
Affective Commitment				0.031	
Job Satisfaction	1.213			0.028	
Self-Efficacy		0.184		0.022	
Turnover Intention					
Workplace Support		0.199		0.021	

Table 5. Fornell-Larcker criterion

Variables	Affective Commitment	Job Satisfaction	Self-Efficacy	Turnover Intention	Workplace Support
Affective Commitment	0.805				
Job Satisfaction	0.740	0.802			
Self-Efficacy	0.758	0.737	0.739		
Turnover Intention	-0.644	-0.635	-0.639	0.831	
Workplace Support	0.747	0.741	0.764	-0.636	0.799

Table 6. Heterotrait-monotrait ratio (HTMT)

Variables	Affective Commitment	Job Satisfaction	Self-Efficacy	Turnover Intention	Workplace Support
Affective Commitment					
Job Satisfaction	0.782				
Self-Efficacy	0.821	0.787			
Turnover Intention	0.703	0.686	0.705		
Workplace Support	0.818	0.803	0.850	0.712	

Table 7. Direct effect hypothesis test

	Hypotheses	Path Coefficients	Standard Deviation	T Statistics	P Values	Results
H1	Self-Efficacy → Job Satisfaction	0.410	0.067	6.111	0.000	Accepted
H2	Workplace Support → Job Satisfaction	0.427	0.064	6.667	0.000	Accepted
H3	Self-Efficacy → Turnover Intention	-0.186	0.089	2.094	0.037	Accepted
H4	Workplace Support → Turnover Intention	-0.182	0.083	2.175	0.030	Accepted
H5	Job Satisfaction → Turnover Intention	-0.201	0.084	2.386	0.017	Accepted

Table 8. Indirect effect hypothesis test

	Hypotheses	Path Coefficients	Standard Deviation	T Statistics	P Values	Results
H6	Job Satisfaction → Affective Commitment → Turnover Intention	-0.162	0.070	2.303	0.022	Accepted
H7	Self-Efficacy → Job Satisfaction → Turnover Intention	-0.083	0.039	2.110	0.035	Accepted
H8	Workplace Support → Job Satisfaction → Turnover Intention	-0.086	0.036	2.395	0.017	Accepted

multicollinearity concerns among the constructs (see Table 6). These findings support the conclusion that each construct in the research model is clearly distinguishable, and there is no overlap between the latent variables.

The analytical results demonstrated that all hypotheses were accepted, indicating a strong impact of the examined variable. The test revealed a substantial positive effect of self-efficacy on job satisfaction (0.410; $t = 6.111$; $p < 0.001$). It also means that the more an employee believes in their abilities, the more satisfied they feel with their job. Workplace support is also positively correlated with job satisfaction, the path coefficient being 0.427 ($t = 6.667$, $p < 0.001$), showing that support from co-workers and superiors is an important factor in creating a comfortable workplace atmosphere and enhancing employees' emotional attachment to the organization.

This lowest level of path coefficients only shows that self-efficacy has a negative effect on turnover intention ($\beta = -0.186$; $t = 2.094$; $p = 0.037$), meaning that employees with high levels of belief in their abilities to execute tasks will have a lower expectation to change this job. In line with this, workplace support is negatively affecting turnover intention (path coefficient -0.182 , $t = 2.175$, $p = 0.030$), which means that more support in the workplace means less intention of the employee to leave the company.

Job satisfaction negatively affects turnover intention (path coefficient -0.201 , $t = 2.386$, $p = 0.017$);

employee who are satisfied with their job will stay longer in the organization. Furthermore, the results corroborated that affective commitment mediates the association between job satisfaction and turnover intention (path coefficient = -0.162 , $t = 2.303$, $p = 0.022$), indicating that elevated job satisfaction enhances employee affective commitment, subsequently diminishing their propensity to seek alternative employment.

The findings indicate that job satisfaction mediates the effect of self-efficacy on turnover intention (path coefficient -0.083 , $t = 2.110$, $p = 0.035$) and mediates the effect of workplace support on turnover intention (path coefficient -0.086 , $t = 2.395$, $p = 0.017$). This paper demonstrates that an increase in work satisfaction strongly correlates to a reduction in turnover intention.

4. DISCUSSION

The data confirmed all postulated hypotheses, suggesting a notable impact on the studied variables. Self-efficacy has a positive statistically significant effect on job satisfaction. Employee satisfaction increases when workers have confidence in their ability to cope with demands and challenges at work. This means that employees will be happier and more motivated if they believe they are skilled in their jobs. Stajkovic et al. (2015) indicated that self-efficacy and other components of core confidence enhance job satisfaction and performance. Meanwhile, Chan et al. (2016) found that

self-efficacy serves as a mediator in the correlation between work-family enrichment and job satisfaction. Individuals with strong self-efficacy may attain work-life balance, leading to increased job satisfaction.

Support from supervisors and coworkers in similar roles also has a positive effect on job satisfaction. Workers who feel both emotionally and professionally supported are also more likely to be engaged and possess greater job security. When there is a strong support system, employees are more motivated and happy. Workplace factors such as leadership, fairness, and recognition significantly shape employee engagement and happiness (Jo & Shin, 2025). That is in line with Jasiński and Derbis (2023), who discovered direct employment satisfaction with favorable working experience and coworker and supervisor support.

Furthermore, the paper demonstrated a contrary impact of workplace support and self-efficacy on turnover intention. Turnover intention is characterized as a direct factor influencing turnover intention (Ibrahim et al., 2019) and a moderator variable through organizational trust (Ozyilmaz et al., 2018). It has been shown that supervisor support boosts self-efficacy, increases work engagement, and reduces turnover intention (Ibrahim et al., 2019). Furthermore, as noted Simone et al. (2018), job satisfaction emerged as a significant predictor of lower turnover intention. However, self-efficacy can increase intentions to leave an organization in contexts of low trust (Ozyilmaz et al., 2018). Furthermore, the study demonstrated a contrary impact of workplace support and self-efficacy on turnover intention. The data indicate that although workplace support and self-efficacy reduce the intention to resign, their impacts are often indirect and shaped by other characteristics such as organizational trust, job satisfaction, and work engagement.

Job satisfaction has a considerable adverse influence on turnover intention. Research frequently reveals a direct and negative association between work satisfaction and desire to quit; specifically, elevated job satisfaction correlates with decreased intention to leave, and conversely. Elements of job satisfaction include compensation, opportunities for promotion, workplace atmosphere, task fulfillment, and oversight (Yousuf & Saqib, 2021). Mahdi et al. (2012)

and Salleh et al. (2012) show that higher job satisfaction levels are related to less turnover intention (Ibrahim et al., 2024; Hamid et al., 2025), emphasizing the important role of job satisfaction that has a negative effect on employee turnover rates. This relationship is affected by extrinsic and intrinsic job satisfaction factors, but intrinsic factors tend to be more important (Mahdi et al., 2012).

Furthermore, in the logistics sector within the Solo Raya region, the relationship between work satisfaction and turnover intention is moderated by emotional commitment. Enhanced job satisfaction fosters greater emotional attachment to the organization among employees, hence reducing their propensity to depart. This underscores the need to cultivate emotional commitment as a key approach for employee retention. The correlation between work satisfaction and turnover intention is entirely mediated by emotional commitment (Gessesse & Premanandam, 2023). Yang et al. (2019) indicate that job satisfaction increases affective commitment, which decreases turnover intention. Turnover intention is greatly influenced by high-performance work practices, namely empowerment and training, which are strongly related to affective organizational commitment and job satisfaction (Obeng et al., 2021). These findings highlight the importance of promoting affective commitment and job happiness for enhancing employee retention in different sectors, such as hospitality, higher education, and logistics industries.

Job satisfaction mediates both workplace support and turnover intention, as well as self-efficacy and turnover intention. This indicates that workers are less inclined to leave when they experience job satisfaction, contemplate changing careers when they feel appreciated at work, and possess confidence in their ability to perform well. Organizational commitment mediates the relationship between perceived organizational support, ethical environment, and turnover intention (Ganji et al., 2021). Self-efficacy and social support can affect turnover intention through affective commitment and interpersonal conflict (Mondo et al., 2022). These results substantiate the capacity of firms to mitigate employee attrition by enhancing job satisfaction, ethical practices, organizational support, and flexible work environments (Ganji et al., 2021; Berber et al., 2022).

This study contributes to the literature on organizational behavior by providing empirical evidence on how self-efficacy and perceived workplace support influence turnover intention through job satisfaction and affective commitment within the specific context of logistics employees in Solo Raya, Indonesia. While the findings are grounded in a localized sample, they offer valuable theoretical insights for understanding employee behavior in developing economies, particularly those experiencing high labor mobility and rapid logistics growth.

The unique labor dynamics of the logistics sector in emerging markets, characterized by younger workforces, informal job structures, and varied support systems, highlight the relevance of exploring psychological constructs such as self-efficacy

and commitment in this setting. By applying globally recognized theoretical frameworks (e.g., social cognitive theory and organizational support theory) to a developing country context, this study helps extend the generalizability of these theories beyond the predominantly Western contexts.

Moreover, the study's findings provide managerial implications for HR practitioners and policymakers aiming to address workforce retention in logistics industries facing high turnover. Interventions that strengthen employee self-efficacy and provide visible workplace support can be pivotal in fostering job satisfaction and emotional attachment to the organization. However, future research is encouraged to test the robustness of these findings across different regions, industries, and cultures to enhance theoretical generalizability.

CONCLUSION

This study aimed to examine how self-efficacy and workplace support influence turnover intention among logistics employees in Solo Raya, with job satisfaction and affective commitment as mediating factors. The findings confirm that both self-efficacy and workplace support significantly enhance job satisfaction, which in turn reduces employees' intention to leave. Moreover, affective commitment plays a key mediating role in strengthening the relationship between job satisfaction and turnover intention. These results suggest that fostering a supportive environment and enhancing employees' confidence in their abilities are essential for reducing turnover. Practical implications include the need for logistics companies to design interventions that promote self-efficacy through training and recognition and provide consistent workplace support from supervisors and peers. Organizational policies that improve job satisfaction and emotional attachment can lead to higher employee retention and workforce stability. However, this study is limited by its reliance on self-reported data from a single region and sector, which may constrain generalizability. Future research could expand the geographic and industry scope, incorporate longitudinal designs, or explore the moderating role of organizational trust and work engagement in more depth. Additionally, qualitative approaches may offer deeper insights into the contextual factors shaping employee turnover intentions.

AUTHOR CONTRIBUTIONS

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ACKNOWLEDGMENTS

This study was supported by Sebelas Maret University. The authors express gratitude to logistics professionals and policymakers who participated in the study.

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