



THE INFLUENCE OF PROCEDURAL JUSTICE AND JOB SATISFACTION ON TURNOVER INTENTION WITH WORK ENGAGEMENT AS A MEDIATING VARIABLE

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ABSTRACT

Introduction: Turnover intention constitutes a key hurdle for human resource management in Indonesia's labour-intensive manufacturing sector, notably the textile industry, as it grapples with global competitive dynamics, a surge in imports, and a reduction in market demand expected by 2025. These factors urge businesses to improve their human resource management, especially by prioritising procedural justice and job satisfaction. It is conjectured that these factors do not consistently have a direct relationship with turnover intention but are mediated by work engagement.

Methods: This analysis applies a quantitative framework, utilising simple random sampling to choose 286 individuals, as derived from the Slovin formula. Empirical information was elicited through a survey instrument employing a five-category Likert response format. The collected observations were subsequently subjected to Partial Least Squares Structural Equation Modeling (PLS-SEM), with SmartPLS serving as the analytical platform for estimating the structural relationships among the constructs.

Results: The analysis showed that procedural justice exerted a significant direct effect on turnover intention, although in a positive rather than the hypothesised negative direction, whereas job satisfaction showed no significant direct effect. Employee work engagement appeared to be primarily driven by job satisfaction and, in turn, significantly reduced turnover intention. Instead, the influence of job satisfaction on turnover intention was evident only when it operated through work engagement, identifying this construct as the sole mediating mechanism within the proposed model. In contrast, procedural justice did not influence turnover intention through this mediating mechanism. **Closing Remarks and Advice:** These observations substantiate that procedural justice is the foremost direct predictor of employee turnover intention in terms of effect size, though its influence was positive rather than protective, while job satisfaction affects turnover intention chiefly through work engagement, which in turn significantly reduces employees' intention to leave. Firms are urged to invest deliberately in work engagement, through meaningful feedback, autonomy, and recognition of job satisfaction, as the psychological pathway to increased employee retention, while further investigating why greater procedural fairness coincided with higher turnover intention in this sample. Further research should replicate the work engagement–turnover intention association, confirmed as negative in this study, and widen the sample range to include various textile companies.

INTRODUCTION

As one of the country's strategic manufacturing sectors, the textile and garment industry makes a substantial contribution to Indonesia's economy, particularly in terms of its contribution to the employment market and the issuance of foreign visas. According to data from the Kementerian Koordinator Bidang Perekonomian (2025), the textile and product industry (TPT) employs about 3.75 million workers, contributing 19.16% of all workers in the country's manufacturing sector and generating USD 6.92 million in export revenue in 2025. This statement highlights the position of the textile industry as a sector that requires a large number of workers and contributes to the nation's economy.

In 2025, this industry will face a number of challenges, such as increasing global competency, importing goods, and decreasing market demand, which will have an impact on declining production and increasing efficiency. This situation encourages businesses to not only maximise operational efficiency but also to enhance human resource utilisation as a crucial component for future organisational success. The quality of human labour is not only determined by technical proficiency but also by work ethic, loyalty to the organization, and engagement. Organisations that are ineffective in managing their workforce have the potential for skilled in labor and see a general decline in work output.

In this context, the aspiration to resume employment is a crucial element of human resource management, especially in manufacturing sectors that necessitate a substantial workforce. There exists a motivation to avert employee disengagement from the firm; failure to address this adequately may foster self-doubt, potentially escalating recruitment expenses, undermining production stability, and more. Research conducted by (Atmaja & Marika, 2024) indicates that procedural justice adversely and significantly affects the intention to exit the workplace. In alignment with this, (Safitri & Suharmono, 2022) contend that the inclination to depart from the workplace is inversely related to job satisfaction. The two conclusions of this research suggest that perceptions of fairness within the firm and the degree of job satisfaction are crucial elements in employee retention tactics.

However, the relationship between procedural justice, job satisfaction, and turnover intention is not always clear. Guided by the Job Demands-Resources (JD-R) Model, an ideal organisational sumber daya will only result in positive outcomes if it is accompanied by adaptive psychological conditions, i.e., work engagement. The function of work engagement in the relationship between procedural justice, job satisfaction, and turnover intention in manufacturing sectors in Indonesia is still largely unexplored, so this has the potential to be further empirically investigated.

Growing concern over workforce mobility highlights the importance of identifying organizational conditions capable of discouraging employees from leaving their jobs. To address this issue, an integrated explanatory model is developed by linking procedural justice, job satisfaction, and work engagement to turnover intention. Existing scholarship has seldom investigated these constructs within the same mediation framework, particularly in industrial environments, leaving important theoretical questions unresolved. Evidence generated from this model is expected to broaden current knowledge while offering actionable recommendations for textile companies seeking to establish more sustainable human resource management practices.

LITERATURE REVIEW

Turnover Intention

Turnover intention is perceived as a manifestation of withdrawal behaviour displayed by employees who encounter discontent with their employment or company. Mobley (1977) elucidates that turnover intention signifies the ultimate cognitive phase in a psychological withdrawal sequence, commencing with job assessment and the onset of thoughts regarding departure, and concluding with the proactive desire to pursue other employment.

In this condition, employees start to develop a psychological inclination to depart from the organizational feeling that may transform into a definitive choice to resign without organisational action (Mengmeng et al., 2025). The intention to leave presents a significant obstacle in human resource management that can greatly affect organisational performance; elevated turnover intention can increase recruitment and training expenses, diminish productivity, and interrupt the continuity of team operations (Suseno & Yanuar, 2025).

In labour-intensive manufacturing fields like the textile industry where practical skills are predominantly gained through hands-on experience the departure of seasoned workers has a more significant effect than in other industries, since the integration of new personnel necessitates an extended adjustment period.

Procedural Justice

The idea of procedural justice was pioneered by Thibaut and Walker (1975) who asserted that an individual's fairness perception is shaped by the outcomes they obtain as well as the fairness and consistency of the decision-making procedures. As stated by (Sunyoto et al., 2023), procedural fairness is associated with the extent of

transparency and clarity in the policies and procedures established by management inside an organization. According to (Callaghan, 2026), procedural justice is delineated as the impartiality in decision-making processes, focusing on the systems, approaches, and procedures utilised to make a conclusion.

keWorkers who recognise that organisational protocols are enforced uniformly, openly, and equitably are inclined to develop considerable confidence in management. Drawing together these conceptual arguments, procedural justice is best characterized by the way individuals appraise the fairness of organizational procedures, transparency, and neutrality of the processes a business utilises to formulate policies and decisions impacting employees.

Job Satisfaction

A favorable emotional experience resulting from meaningful occupational encounters is considered by (Locke, 1969) as the essence of job satisfaction. Expanding this view, (Robbins & Judge, 2013) argue that job satisfaction represents a broad evaluative stance toward employment, emerging from comparisons between actual rewards and what employees believe should rightfully be received.

From these perspectives, job satisfaction can be regarded as an employee's assessment of their role, reflected by the extent to which their expectations correspond with the real work setting. JD-R framework conceptualizes job satisfaction as strengthens employees' psychological resilience in confronting workplace demands. Greater resilience is reflected in stronger work engagement, whereas intentions to leave the organization become less pronounced.

Work Engagement

As per (Schaufeli et al., 2006), work engagement is a constructive and gratifying psychological condition associated with three principal attributes: vigour (intense energy and mental fortitude when confronted with challenges), dedication (a feeling of pride, enthusiasm, and significance pertaining to the work), and absorption (complete focus and immersion during work). (Saragih et al., 2026) assert that job engagement is a constructive and fulfilling psychological condition characterised by employees exhibiting elevated energy levels, steadfast commitment, and profound involvement in their duties.

In line with the Job Demands-Resources Theory (Bakker & Demerouti, 2007), work engagement occurs when the job resources provided either from the organization (like procedural justice) or from personal work attitudes (such as job satisfaction) effectively fulfil employees' psychological requirements. Integrating these viewpoints, from a psychological perspective, work engagement describes the extent to which employees devote their physical energy, emotional attachment, and mental concentration to the execution of their occupational roles; in this research, it facilitates the indirect association between organisational resources to the intention of employees to leave.

Previous Study and Hypothesis

The relationship between organizational conditions and employees' intention to leave has received considerable attention in previous empirical work. Findings reported by (Atmaja & Marika, 2024) demonstrate that stronger perceptions of procedural justice are linked to lower turnover intention, whereas (Safitri & Suharmono, 2022) observed that increasing job satisfaction likewise reduces employees' propensity to resign. A similar explanation is provided by the Job Demands–Resources (JD-R) model, which argues that organizational resources reinforce work engagement, creating a psychological mechanism that suppresses withdrawal behavior (Mengmeng et al., 2025);(Suseno & Yanuar, 2025). Collectively, these theoretical arguments and empirical findings provide the foundation for the hypotheses advanced in this study:

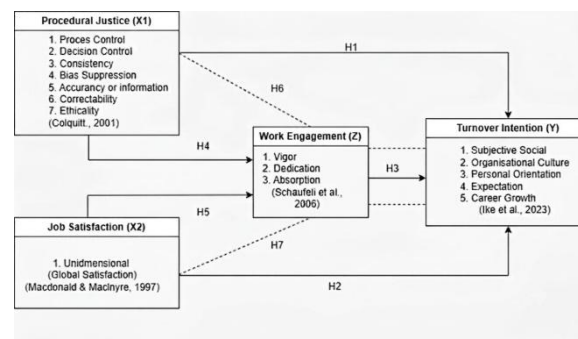


Figure 1. Conceptual Framework

H1: Procedural justice exerts a considerable adverse influence on the inclination to leave.

H2: Job satisfaction exerts a considerable adverse influence on the intention to leave.

H3: Employee involvement exerts a considerable adverse influence on the intention to leave the organization.

H4 : Procedural justice exerts a considerable beneficial influence on work engagement.

H5: Job satisfaction exerts a considerable beneficial influence on work engagement.

H6: Procedural fairness exerts a considerable adverse influence on turnover intention, mediated via work engagement.

H7: Job satisfaction exerts a considerable adverse influence on turnover intention, mediated by work engagement.

An integrated explanatory framework is formulated through seven hypotheses, highlighting work engagement as the central mediating process that channels the effects of procedural justice and job satisfaction toward turnover intention.

RESEARCH METHODS

Empirical verification of the proposed conceptual framework was conducted using a quantitative methodology, thereby generating empirical evidence regarding the structural relationships among the latent constructs. Responses were elicited through a structured survey comprising validated measurement items designed to ensure measurement consistency across respondents. Structural relationships were estimated by applying the Partial Least Squares–Structural Equation Modeling (PLS-SEM) procedure with SmartPLS software.

The target population of this study comprised all employees of PT XYZ, a garment manufacturing company located in Cirebon, West Java, totaling 998 employees based on the company's internal workforce data. This population was selected because employees at PT XYZ are directly exposed to the procedural justice practices, job satisfaction conditions, and turnover-related decisions that constitute the focal phenomena of this study, making them the most relevant unit of analysis for testing the proposed structural relationships.

Prior to data collection, the minimum sample requirement was established using Slovin's formula, while work engagement was specified as the mediating construct connecting procedural justice and job satisfaction with turnover intention:

$$n = N / (1 + N.e^2)$$

Three parameters are incorporated in the calculation: n corresponds to the number of selected participants, N reflects the entire target population, and e defines the predetermined error tolerance, established at 5% (0.05). Substituting the population value ($N = 998$) and the 5% error margin into the formula yielded a minimum requirement of 285.55 participants, which was rounded up to 286 respondents to ensure the sample size was adequate for stable parameter estimation in PLS-SEM. According to this computation, a minimum of 286 participants who thoroughly completed the research questionnaire was necessary.

Simple random sampling was adopted as the sampling technique on the grounds that the population, although occupationally diverse, was administratively homogeneous under a single organizational and policy structure, so that no systematic subgroup differences were expected to bias the constructs under study. This technique was considered the most appropriate procedure for the present research because it grants every member of the 998-employee population an equal and independent probability of selection, thereby minimizing selection bias, supporting the generalizability of the findings to the wider employee population, and satisfying the random-sampling assumption underlying the statistical inference procedures used in PLS-SEM. The sampling procedure was carried out by compiling a complete list of active employees as the sampling frame from company records, after which 286 respondents were drawn at random from this frame using a random-number-based selection procedure. Selected employees were then invited to complete the structured questionnaire, and only fully completed responses were retained for analysis, resulting in a final usable sample of 286 respondents.

The characteristics of the 286 respondents further support the appropriateness of the sample. In terms of gender, the sample was predominantly female (92.7%, $n = 265$) compared to male (7.3%, $n = 21$), reflecting the labor structure typical of the garment manufacturing sector, where roles requiring fine motor precision—such as sewing—tend to be female-dominated. Regarding age, the majority of respondents were relatively young, with 58.4% ($n = 167$) under 25 years old and 40.2% ($n = 115$) aged 26–35 years, while only 1.4% ($n = 4$) were aged 36–45 years, indicating a workforce concentrated in the early stages of their careers. With respect to educational attainment, most respondents held a senior high school/vocational diploma (SMA/SMK) qualification (89.5%, $n = 256$), followed by bachelor's degree holders (8.7%, $n = 25$), diploma holders (1.4%, $n = 4$), and junior high school graduates (0.3%, $n = 1$), consistent with the predominantly operational and technical nature of the positions held within the company.

Model estimation employed the PLS-SEM framework available in SmartPLS, reflecting its suitability for prediction-oriented analysis and its effectiveness when conventional assumptions of multivariate normality cannot be guaranteed or when sample sizes are moderate (Hair et al., 2014). Analytical validation incorporated both measurement and structural assessments. The former emphasized construct validity and reliability, whereas the latter focused on explanatory accuracy (R^2), predictive relevance (Q^2), direct structural effects, and mediation pathways. To determine statistical significance, parameter estimates was subjected to a bootstrapping procedure with 5,000 resamples. Hypotheses were accepted only when both criteria were satisfied: a T-statistic greater than 1.96 and a P-value of less than 0.05

RESULT AND ANALYSIS

Measurement Model (Outer Model) Assesment

Reliability and validity evaluations were performed on the instrument's framework to ascertain its precision in representing the foundational research notions. The outcomes of the SmartPLS 4.0 outer model assessment are depicted in Figure 2.

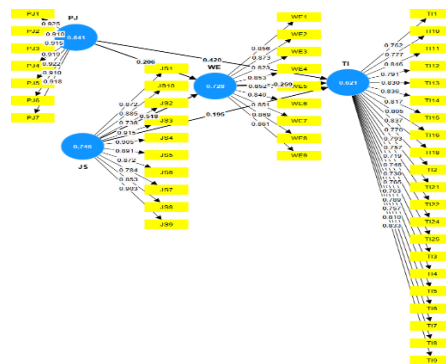


Figure 2. Outer Model (Smart PLS Path Diagram)

Soure: SmartPLS 4.0 processed output (2026)

Convergent Validity

Construct validity in terms of convergence was established by analyzing outer loading performance alongside AVE statistics. The measurement model met the required standard when each loading value exceeded 0.70 and the extracted variance surpassed 0.50 (Hair et al., 2014).

Table 1
Convergent Validity (Outer Loadings)

Variable	Indicator	Loading Factor	Conclusion
Job Satisfaction (JS)	JS1	0.872	Acceptable
	JS2	0.738	Acceptable
	JS3	0.915	Acceptable
	JS4	0.905	Acceptable
	JS5	0.891	Acceptable
	JS6	0.872	Acceptable
	JS7	0.784	Acceptable
	JS8	0.853	Acceptable
	JS9	0.903	Acceptable
	JS10	0.885	Acceptable
Procedural Justice (PJ)	PJ1	0.925	Acceptable

	PJ2	0.910	Acceptable
	PJ3	0.915	Acceptable
	PJ4	0.919	Acceptable
	PJ5	0.922	Acceptable
	PJ6	0.910	Acceptable
	PJ7	0.918	Acceptable
Turnover Intention (TI)	TI1	0.762	Acceptable
	TI2	0.770	Acceptable
	TI3	0.730	Acceptable
	TI4	0.765	Acceptable
	TI5	0.763	Acceptable
	TI6	0.789	Acceptable
	TI7	0.757	Acceptable
	TI8	0.810	Acceptable
	TI9	0.833	Acceptable
	TI10	0.777	Acceptable
	TI11	0.846	Acceptable
	TI12	0.791	Acceptable
	TI13	0.830	Acceptable
	TI14	0.836	Acceptable
	TI15	0.817	Acceptable
	TI16	0.805	Acceptable
	TI18	0.837	Acceptable
	TI21	0.793	Acceptable
	TI22	0.757	Acceptable
	TI24	0.719	Acceptable
	TI25	0.746	Acceptable
Work Engagement (WE)	WE1	0.856	Acceptable
	WE2	0.873	Acceptable
	WE3	0.823	Acceptable
	WE4	0.853	Acceptable
	WE5	0.852	Acceptable
	WE6	0.840	Acceptable
	WE7	0.851	Acceptable
	WE8	0.869	Acceptable
	WE9	0.861	Acceptable

Source: SmartPLS 4.0 processed output (2026)

Table 2
Average Variance Extracted (AVE)

Variable	AVE	Conclusion
Job Satisfaction (JS)	0.746	Acceptable (> 0.50)
Procedural Justice (PJ)	0.841	Acceptable (> 0.50)
Turnover Intention (TI)	0.621	Acceptable (> 0.50)
Work Engagement (WE)	0.728	Acceptable (> 0.50)

Source: SmartPLS 4.0 processed output (2026)

Table 1 and Table 2 indicate that the indicator loadings fall between 0.719 (TI24) and 0.925 (PJ1), all of which surpass the suggested 0.70 threshold. Similarly, AVE outcomes across the four assessed constructs meet the required cutoff level (> 0.50), ranging from 0.621 for turnover intention to 0.841 for procedural justice, implying that each indicator demonstrates appropriate alignment with its corresponding construct and that the measurement framework achieves convergent validity.

Discriminant Validity

Rather than relying on a single statistical indicator, the empirical distinctiveness of the latent constructs was substantiated through complementary validity diagnostics. The joint application of the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT) provided the basis for determining whether conceptual redundancy existed among the modeled variables. Discriminant validity was considered adequate only under two conditions: the square root of the Average Variance Extracted (AVE) exceeded every inter-construct correlation, and each HTMT coefficient remained within the recommended limit of 0.90.

Table 3
Fornell-Larcker Criterion

Construct	JS	PJ	TI	WE
Job Satisfaction (JS)	0.864			
Procedural Justice (PJ)	0.815	0.917		
Turnover Intention (TI)	0.359	0.416	0.788	
Work Engagement (WE)	0.686	0.629	0.138	0.853

Source: SmartPLS 4.0 processed output (2026)

Table 4
Heterotrait-Monotrait Ratio (HTMT)

Construct	JS	PJ	TI	WE
Job Satisfaction (JS)	-			
Procedural Justice (PJ)	0.844	-		
Turnover Intention (TI)	0.360	0.419	-	
Work Engagement (WE)	0.715	0.651	0.144	-

Source: SmartPLS 4.0 processed output (2026)

Three independent assessments converge in demonstrating adequate discriminant validity for the proposed measurement model. The first criterion, derived from the Fornell–Larcker matrix in Table 3, shows diagonal AVE square-root values ranging from 0.788 to 0.917, each exceeding every corresponding inter-construct correlation. The second criterion, represented by HTMT estimates in Table 4, produces coefficients that remain below the recommended upper limit, with the maximum value (0.844) occurring between job satisfaction and procedural justice. The final assessment reaches the same conclusion through cross-loading results, where every measurement indicator exhibits its highest empirical association with the construct it was theoretically specified to represent. The convergence of these independent diagnostics provides convincing evidence that the latent variables are empirically distinguishable from one another.

Reliability Test

The soundness of the measurement model was corroborated by the consistency evidenced across Cronbach's alpha and composite reliability (ρ_c), indicating dependable construct measurement. Following the benchmark

suggested by (Hair et al., 2014). values above 0.70 confirm that the observed indicators exhibit adequate internal consistency, with coefficients above 0.80 reflecting stronger measurement quality.

Table 5
Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability (rho_c)	Conclusion
Job Satisfaction (JS)	0.962	0.963	0.967	Very Good
Procedural Justice (PJ)	0.968	0.969	0.974	Very Good
Turnover Intention (TI)	0.969	0.973	0.972	Very Good
Work Engagement (WE)	0.953	0.955	0.960	Very Good

Source: SmartPLS 4.0 processed output (2026)

All latent constructs satisfied the recommended reliability criteria, as reflected by Cronbach's alpha and composite reliability coefficients above 0.90 (Table 5). The strength of these coefficients indicates excellent measurement consistency, providing a robust basis for proceeding with structural model estimation.

Structural Model (Inner Model) Evaluation

Coefficient of Determination (R^2)

An important measure for evaluating the predictive capability of a structural framework is the coefficient of determination (R^2), which represents the extent to which fluctuations in the endogenous variable are accounted to the collective contribution of predictor dimensions, namely work engagement (WE) and turnover intention (TI).

Table 6
R-Square and R-Square Adjusted

Construct	R-Square	R-Square Adjusted
Work Engagement (WE)	0.485	0.482
Turnover Intention (TI)	0.209	0.200

Source: SmartPLS 4.0 processed output (2026)

The estimation of the model reveals that work engagement has a R^2 value of 0.485, attributed to the collective impact of procedural justice and job satisfaction. As per (Hair et al., 2014), this coefficient reflects a moderate predictive capability when compared to the reference values of 0.25, 0.50, and 0.75. A lesser explanatory coefficient is identified for turnover intention, with a R^2 value of 0.209, showing that nearly 21% of its variability is accounted for by procedural justice, job satisfaction, and work engagement, denoting a weak-to-moderate predictive strength.

Hypothesis Testing

Hypotheses were tested through path coefficients and the assessment of specific indirect effects, conducted by means of bootstrap resampling within the SmartPLS 4.0 platform. The evaluated associations were interpreted as significant only when both statistical requirements, namely a t-value above 1.96 and a significance probability under 0.05, were satisfied.

Table 7
Path Coefficients (Direct Effects)

Path	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistics	P Values	Conclusion
PJ → TI	0.420	0.414	0.098	4.279	0.000	H1 Significant
JS → TI	0.195	0.204	0.100	1.948	0.051	H2 Not Significant
WE → TI	-0.259	-0.259	0.070	3.694	0.000	H3 Significant
PJ → WE	0.206	0.205	0.106	1.948	0.051	H4 Not Significant
JS → WE	0.518	0.521	0.111	4.652	0.000	H5 Significant

Source: SmartPLS 4.0 bootstrapping output (2026)

Table 8
Specific Indirect Effects (Mediation of Work Engagement)

Mediation Path	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistics	P Values	Conclusion
PJ → WE → TI	-0.054	-0.053	0.031	1.715	0.086	H6 Not Significant
JS → WE → TI	-0.134	-0.135	0.048	2.807	0.005	H7 Significant

Source: SmartPLS 4.0 bootstrapping output (2026)

The direct relationships observed in the structural model indicate that only three of the five proposed hypotheses received empirical support. Employees' intention to leave the organization appears to be more strongly associated with perceptions of procedural justice than with job satisfaction alone. This pattern is reflected in the significant positive effect of procedural justice on turnover intention ($\beta = 0.420$, $t = 4.279$, $p = 0.000$); although statistically significant, and thus taken as confirming H1 on the significance criterion, the direction of this effect runs counter to the hypothesised adverse (negative) relationship and is discussed further below. Conversely, the direct influence of job satisfaction on turnover intention failed to reach the required level of statistical significance ($\beta = 0.195$, $t = 1.948$, $p = 0.051$), resulting in the rejection of H2. A contrasting pattern emerged for work engagement, which exhibited a negative and statistically significant association with turnover intention ($\beta = -0.259$, $t = 3.694$, $p = 0.000$), providing empirical support for H3 in the hypothesised direction. Taken together, these findings suggest that employees' turnover intentions cannot be adequately explained by job satisfaction through a direct pathway alone, indicating a more intricate pattern of relationships among the constructs.

The antecedents of work engagement demonstrated markedly different explanatory capacities. Perceptions of procedural justice did not contribute significantly to the development of employees' engagement with their work ($\beta = 0.206$, $t = 1.948$, $p = 0.051$), leading to the rejection of H4. In contrast, job satisfaction emerged as the most influential predictor, exerting a strong positive effect on work engagement ($\beta = 0.518$, $t = 4.652$, $p = 0.000$), thereby supporting H5. These findings imply that employees are more likely to develop a deeper psychological attachment to their work when they experience satisfaction with their jobs rather than when they merely perceive organizational procedures as fair.

The indirect relationships reveal two distinct mechanisms through which the antecedent variables influence turnover intention. The indirect effects did not exhibit a homogeneous pattern across the structural model. Empirical evidence identified work engagement as the operative psychological conduit through which job satisfaction exerted its influence on turnover intention, providing statistical corroboration for H7 ($\beta = -0.134$, $t = 2.807$, $p = 0.005$). In contrast, the hypothesized mechanism involving procedural justice lacked sufficient empirical robustness, as the indirect transmission operating through work engagement failed to attain statistical credibility ($\beta = -0.054$, $t = 1.715$, $p = 0.086$), resulting in the rejection of H6. Overall, the structural pattern suggests that procedural justice primarily influences employees' intention to leave through a direct mechanism, whereas the effect of job satisfaction becomes meaningful only after being translated into higher levels of work engagement. In this respect, work engagement functions as the underlying psychological process that converts employees' positive work experiences into behavioral outcomes related to organizational retention.

DISCUSSION

Procedural Justice Has a Significant Positive Effect on Turnover Intention

The results indicate that Procedural Justice has a positive and significant effect on Turnover Intention, with a path coefficient of 0.420, a t-value of 4.279, and a p-value of 0.000. The positive coefficient indicates that higher perceptions of procedural justice are associated with higher turnover intention among employees of PT XYZ. Although this finding differs from the common expectation that fair procedures reduce employees' intention to leave, it provides an important perspective in the garment manufacturing context.

This finding may be related to the characteristics of the work environment at PT XYZ. Standardized production procedures, performance evaluations, and promotion mechanisms provide employees with clarity and consistency. However, these transparent procedures may also enable employees to assess their career prospects more clearly. When opportunities for advancement are perceived as limited, particularly for skilled sewing operators, employees may become more aware of alternative employment opportunities in the surrounding garment industry.

This result is consistent with (Gharbi et al., 2022), who found that the relationship between procedural justice and turnover intention is not always straightforward and may interact with other workplace mechanisms. Thus, procedural justice alone may not be sufficient to retain employees. PT XYZ should complement fair procedures with clearer career development opportunities, competitive compensation, and transparent promotion pathways so that procedural justice can contribute more effectively to employee retention.

Job Satisfaction Has No Significant Direct Effect on Turnover Intention

The results show that Job Satisfaction does not have a significant direct effect on Turnover Intention, with a path coefficient of 0.195, a t-value of 1.948, and a p-value of 0.051. This finding indicates that employees' satisfaction with their jobs does not directly determine their intention to leave PT XYZ.

This result may be explained by the characteristics of the garment manufacturing environment, where employees have access to alternative employment opportunities. Employees may be satisfied with their salaries, productivity incentives, working environment, and relationships with colleagues, while still considering other jobs that offer better compensation, career development, or working conditions. Therefore, job satisfaction does not necessarily eliminate employees' intention to seek alternative employment.

The finding is consistent with (Salsabila & Fernando Tumanggor, 2023), who reported that job satisfaction had a negative but insignificant effect on turnover intention among employees of PT PKSS Jakarta 1. Their findings suggest that job satisfaction may not be strong enough to directly explain employees' intention to leave and may depend on other psychological factors.

This result also helps explain the mediation finding in this study. Job satisfaction may contribute to employee retention when it develops into stronger psychological involvement in work. Therefore, PT XYZ should not rely solely on compensation or incentives to maintain satisfaction but should also create conditions that strengthen employees' work engagement.

Work Engagement Has a Significant Effect on Turnover Intention

The results demonstrate that Work Engagement has a negative and significant effect on Turnover Intention, with a path coefficient of -0.259, a t-value of 3.694, and a p-value of 0.000. The negative coefficient indicates that employees with higher work engagement tend to have lower intentions to leave the organization.

In the context of PT XYZ, employees who demonstrate enthusiasm, dedication, and psychological involvement in their work are more likely to remain focused on achieving production targets, maintaining product quality, and supporting colleagues. Such involvement can strengthen employees' psychological connection with their work and reduce their tendency to seek employment elsewhere.

This finding supports (Pratama, 2025), who found that work engagement significantly reduced turnover intention among heavy-equipment operators. Similarly, (Muchtadin, 2022) reported a negative relationship between work engagement and turnover intention among millennial employees. These findings reinforce the importance of work engagement as a psychological mechanism in employee retention.

From the perspective of the Job Demands-Resources (JD-R) theory, work engagement represents a motivational state that develops when employees experience adequate job resources and positive work conditions. Highly engaged employees tend to invest greater energy and psychological resources in their work, reducing their desire to leave. Therefore, PT XYZ should strengthen work engagement through employee recognition, supervisor support, employee involvement, and cooperation among production teams.

Procedural Justice Has No Significant Effect on Work Engagement

The findings reveal that Procedural Justice does not have a significant effect on Work Engagement, with a path coefficient of 0.206, a t-value of 1.948, and a p-value of 0.051. This result indicates that perceptions of fair organizational procedures are not sufficiently strong to directly increase employees' work engagement.

One possible explanation is that procedural justice operates mainly at the organizational or structural level, whereas work engagement is more closely related to employees' immediate experiences. For sewing operators at PT XYZ, engagement may be influenced more strongly by supervisor and coworker relationships, production targets, workload, material availability, and the smoothness of production processes. Thus, employees may perceive organizational procedures as fair without becoming more enthusiastic or psychologically involved in their daily work.

This finding is consistent with (Nadziroh & Nugrohoseno, 2023), who found that procedural justice did not directly affect work engagement and suggested that its influence may operate through psychological mechanisms such as organizational trust. Similarly, (Maemar Chadavid & Mayasari, 2019) found that procedural justice did not significantly affect job engagement, while perceived organizational support played a more meaningful role.

Therefore, procedural justice should be considered an organizational foundation rather than a direct driver of work engagement. PT XYZ should complement fair procedures with supervisor support, recognition, effective communication, and a supportive production environment.

Job Satisfaction Has a Significant Effect on Work Engagement

The results indicate that Job Satisfaction has a positive and significant effect on Work Engagement, with a path coefficient of 0.518, a t-value of 4.652, and a p-value of 0.000. This represents one of the strongest direct relationships in the research model, indicating that employees with higher job satisfaction tend to demonstrate higher levels of work engagement.

In the context of PT XYZ, employees who are satisfied with compensation, productivity incentives, the working environment, and supervisor support may be more willing to invest energy and attention in their daily work. Positive job experiences can create psychological conditions that encourage employees to become more enthusiastic and dedicated to achieving production targets. Satisfied employees may also be more willing to support colleagues and contribute to smooth production activities.

This finding is consistent with (Widyaningsih & Pramono, 2025), who found a positive relationship between job satisfaction and work engagement. Similarly, (Nabila & Budiono, 2023) demonstrated that job satisfaction significantly affects work engagement, indicating that positive evaluations of working conditions contribute to stronger psychological involvement.

The finding is also consistent with the motivational process proposed by JD-R theory, in which positive job experiences and adequate job resources stimulate employee motivation and engagement. Therefore, PT XYZ should

maintain job satisfaction through fair incentive systems, supportive working conditions, recognition of employee achievements, and positive supervisor–employee relationships

Work Engagement Does Not Mediate the Effect of Procedural Justice on Turnover Intention

The results show that Work Engagement does not significantly mediate the relationship between Procedural Justice and Turnover Intention, with an indirect effect coefficient of -0.054, a t-value of 1.715, and a p-value of 0.086. This indicates that procedural justice does not influence turnover intention through work engagement.

The absence of mediation is consistent with the insignificant relationship between Procedural Justice and Work Engagement. In other words, employees' perceptions of fair organizational procedures are not sufficiently strong to generate greater work engagement, preventing the motivational pathway from procedural justice to turnover intention through work engagement.

From the perspective of JD-R theory, job resources can contribute to employee motivation and work engagement, but their effects depend on how directly employees experience those resources in their daily work (Bakker & Demerouti, 2007). Procedural justice is mainly associated with organizational policies, decision-making procedures, and formal systems. For production employees, these resources may be relatively distant compared with more immediate resources such as supervisor support, feedback, social support, and working conditions.

Therefore, procedural justice appears to influence turnover intention through a pathway other than work engagement. PT XYZ should address these factors separately by improving career transparency, consistency in performance evaluations, and employee participation in decision-making, while strengthening work engagement through direct support and positive daily work experiences.

Work Engagement Mediates the Effect of Job Satisfaction on Turnover Intention

The results demonstrate that Work Engagement significantly mediates the relationship between Job Satisfaction and Turnover Intention, with an indirect effect coefficient of -0.134, a t-value of 2.807, and a p-value of 0.005. This finding is important because Job Satisfaction does not have a significant direct effect on Turnover Intention, whereas its indirect effect through Work Engagement is significant.

The result indicates that job satisfaction alone does not automatically reduce employees' intention to leave. Instead, satisfaction needs to develop into stronger psychological involvement in work. When sewing operators are satisfied with compensation, incentives, working conditions, and supervisor relationships, they may develop greater enthusiasm and dedication. This stronger work engagement subsequently reduces their intention to leave the organization.

This finding is consistent with (Suseno & Yanuar, 2025), who found that work engagement mediates the relationship between job satisfaction and turnover intention. Similarly, (Lubis et al., 2024) reported that employee engagement plays a mediating role between job satisfaction and turnover intention. These findings support the argument that positive evaluations of work conditions can contribute to employee retention through psychological involvement in work.

Thus, Work Engagement serves as an important mechanism linking Job Satisfaction to employee retention at PT XYZ. Management should not only improve compensation and working conditions but also transform these positive experiences into stronger engagement through recognition, employee involvement, supportive supervision, and teamwork.

CONCLUSION

A significant direct effect on turnover intention was observed for procedural justice, though positive rather than protective in direction, and for work engagement, which directly reduced turnover intention. Meanwhile, job satisfaction contributed significantly to work engagement without directly affecting turnover intention. An indirect contribution of work engagement was substantiated solely for the job satisfaction–turnover intention nexus.

From a utilitarian viewpoint, these conclusions imply that textile firm leadership should prioritise strengthening employee work engagement, since work engagement was the only construct exhibiting a protective direct effect on turnover intention, and since job satisfaction lowers turnover intention only after it has been translated into engagement. The positive association found between procedural justice and turnover intention warrants further scrutiny, since it runs counter to the assumption that fairer procedures alone are sufficient to retain staff; firms should investigate this pattern locally rather than assume that transparency initiatives will automatically reduce departures, and researchers should test explanations such as fairly treated employees' greater awareness of, and confidence in pursuing, external opportunities. As this study's finding that work engagement reduces turnover intention is consistent with prior evidence, it is suggested that subsequent studies further probe the unexpected positive procedural-justice effect identified here, as well as widen the sample to encompass additional textile companies to evaluate the generalisability of these results.

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