

Jurnal Manajemen

P ISSN 1410 - 3583

E ISSN 2549 - 8797

Value Co-Creation in the Sharing Economy Platform: The Role of Ethical Perception

✎ *Miharni Tjokrosaputro*

Improving Employee Performance: The Role of OCB Between Personal Trust and Leadership

✎ *Ampauleng Salma Abdullah*

The Role of Integrated Reporting in Emerging Market: Earnings Quality and Debt Maturity

✎ *Pria Aji Pamungkas, Amrie Firmansyah, Resi Ariyasa Qadri, Agung Dinarjito, Zef Arfiansyah*

Developing Factors of E-Wom: Intention to Buy from the Consumer via Tik-Tok

✎ *Ratna Dewi*

The Role of Financial Literacy as One of the Influences of Financial Behavior

✎ *Aprih Santoso, Eka Puspita Sari*

The Role of Government Control on Consumer Behavior to be Environmentally Oriented

✎ *Dipa Mulia, Muchsin Saggaff Shihab*

The Role of Leadership Style in Fostering Creativity in the Workplace

✎ *Hardiani, Muhammad Tafsi*

The Effect Spouse Support and Mental Attitude on The Trade-fish Economic Recovery

✎ *Yuli Purbaningsih, Ahmad Tarmizi Abd Karim, Muhammad Fath Azzajad, Hasan Djidu, Andri Estining Sejati*

Creating Culture Organizational Citizenship Behavior and Performance Through Human Research Optimization

✎ *Syamsul Alam, Yana Fajriah, Muhammad Irwan Nur Hamiddin, Edy Jumady*

The Effect of Anthropomorphic Appeal on Consumer Protective Behavior in Service Facilities

✎ *Dwinita Laksmidewi*

Editorial Address


Jurnal Manajemen's Secretariate Fakultas Ekonomi dan Bisnis, Universitas Tarumanagara
Jln. Tanjung Duren Utara No. 1, Grogol, Jakarta Barat, DKI Jakarta, Indonesia, 11470
Phone/Fax (021) 5655508-9 Ext.0326
Email submisipaper@fe.untar.ac.id
URL <https://www.ecojoin.org/index.php/EJE/index>



9 772549 879027

WhatsApp | Editorial Team | Jurnal Manajem | EL-KITE | SISTER | Kenakan Jabatan | +

ecojoin.org/index.php/EM/about/editorialTeam



Jurnal Manajemen

REGISTER LOGIN
e-JM
E-ISSN 2549-8797
P-ISSN 1410-3583

HOME ABOUT CONTACT USER CURRENT ISSUE ARCHIVES EDITORIAL TEAM REVIEWER TEAM SEARCH

HOME / Editorial Team



Editorial Team

Chief in Editor
Nuryasman MN, [SCOPUS ID: 57196198447] Universitas Tarumanagara, DKI Jakarta, Indonesia

Editorial Board
Afzal Sayed Munna, [SCOPUS ID: 57219947472] University of Wales Trinity Saint David, Carmarthen, United Kingdom
Agus Zainul Arifin, [SCOPUS ID: 59352449660] Universitas Tarumanagara, DKI Jakarta, Indonesia
Andrew Lim, [SCOPUS ID: 24328641100] Hotel The Hague, Den Haag, Netherlands
Hetty Karunia Tunjung Sari, [SCOPUS ID: 57245841000] Universitas Tarumanagara, DKI Jakarta, Indonesia
Ignatius Rony Setyawan, [SCOPUS ID: 57034027500] Universitas Tarumanagara, DKI Jakarta, Indonesia
Ishak Ramli, [SCOPUS ID: 55695959000] Universiti Teknologi MARA, Perak Branch, Seri Iskandar, Malaysia
Kenil, [SCOPUS ID: 56825995800] Universitas Tarumanagara, DKI Jakarta, Indonesia
Rodhiah Rodhiah, [SCOPUS ID: 57325840500] Universitas Tarumanagara, DKI Jakarta, Indonesia

PUBLICATION ETHICS
OPEN ACCESS POLICY
PEER REVIEW POLICY
ARCHIVING
RIGHTS & LICENCES
PLAGIARISM & RETRACTION POLICY
REPOSITORY POLICY
PRIVACY STATEMENT
FEES

JURNAL MANAJEMEN REGISTERED





Type here to search

29°C Berawan 9:53 AM 12/18/2025

WhatsApp | Editorial Team | Jurnal Manajem | EL-KITE | SISTER | Kenakan Jabatan | +

ecojoin.org/index.php/EM/about/editorialTeam



Jurnal Manajemen

E-ISSN 2549-8797
P-ISSN 1410-3583

HOME ABOUT CONTACT USER CURRENT ISSUE ARCHIVES EDITORIAL TEAM REVIEWER TEAM SEARCH

HOME / Editorial Team

Editorial Team




Chief in Editor
Nuryasman MN, [SCOPUS ID: 57196198447] Universitas Tarumanagara, DKI Jakarta, Indonesia

Editorial Board
Afzal Sayed Munna, [SCOPUS ID: 57219947472] University of Wales Trinity Saint David, Carmarthen, United Kingdom
Agus Zainul Arifin, [SCOPUS ID: 59352449660] Universitas Tarumanagara, DKI Jakarta, Indonesia
Andrew Lim, [SCOPUS ID: 24328641100] Hotel The Hague, Den Haag, Netherlands
Hetty Karunia Tunjung Sari, [SCOPUS ID: 57245841000] Universitas Tarumanagara, DKI Jakarta, Indonesia
Ignatius Rony Setyawan, [SCOPUS ID: 57034027500] Universitas Tarumanagara, DKI Jakarta, Indonesia
Ishak Ramli, [SCOPUS ID: 55695959000] Universiti Teknologi MARA, Perak Branch, Seri Iskandar, Malaysia
Kenil, [SCOPUS ID: 56825995800] Universitas Tarumanagara, DKI Jakarta, Indonesia
Rodhiah Rodhiah, [SCOPUS ID: 57325840500] Universitas Tarumanagara, DKI Jakarta, Indonesia
Sawidji Widodoarjo, [SCOPUS ID: 57484052500] Universitas Tarumanagara, DKI Jakarta, Indonesia

Editorial Staff
Michael Sinaga, Fakultas Ekonomi dan Bisnis, Universitas Tarumanagara, Jakarta, Indonesia

PUBLICATION ETHICS
OPEN ACCESS POLICY
PEER REVIEW POLICY
ARCHIVING
RIGHTS & LICENCES
PLAGIARISM & RETRACTION POLICY
REPOSITORY POLICY
PRIVACY STATEMENT
FEES

JURNAL MANAJEMEN REGISTERED

Type here to search

29°C Berawan 9:53 AM 12/18/2025

WhatsApp | REVIEWER TEAM | Jurnal Manaj... | EL-KITE | SISTER | Kenakan Jabatan | +

ecojoin.org/index.php/EJM/reviewer_team





Jurnal Manajemen

REGISTER LOGIN

e-JM

E-ISSN 2549-8797
P-ISSN 1410-3583

HOME ABOUT CONTACT USER - CURRENT ISSUE ARCHIVES EDITORIAL TEAM REVIEWER TEAM SEARCH

HOME / REVIEWER TEAM

REVIEWER TEAM

Abdul Kadir Othman, [SCOPUS ID: 41762130800] Universiti Teknologi MARA, Shah Alam, Malaysia

Aldrin Herwany, [SCOPUS ID: 36815202000] Universitas Padjadjaran, Bandung, Indonesia

Anton Wachidin Widjaja, [SCOPUS ID: 57203190014] Fakultas Bisnis, President University

Ari Riswanto, [SCOPUS ID: 57200986543] Sekolah Tinggi Keguruan dan Ilmu Pendidikan PGRI, Sukabumi, Indonesia

Avinash Pawar, [SCOPUS ID: 57211460095] University of Pune, India

Azhar Affandi, [SCOPUS ID: 57189332798] Universitas Pasundan, Bandung, Indonesia

Bram Hadianto, [SCOPUS ID: 57208708873] Universitas Kristen Maranatha, Bandung, Indonesia

Chia Siow Yue, [SCOPUS ID: 27102350331] National University of Singapore, Singapore City, Singapore

Christina Whidya Utami, [SCOPUS ID: 57194214848] Universitas Ciputra, Surabaya, Indonesia

Clement Allan Tisdell, [SCOPUS ID: 2005255174] The University of Queensland, Brisbane, Australia

Dian Indiyati, [SCOPUS ID: 57188970429] Universitas Jenderal Achmad Yani, Cimahi, Indonesia

PUBLICATION ETHICS

OPEN ACCESS POLICY

PEER REVIEW POLICY

ARCHIVING

RIGHTS & LICENCES

PLAGIARISM & RETRACTION POLICY

REPOSITORY POLICY

PRIVACY STATEMENT

FEES

JURNAL MANAJEMEN REGISTERED



9 772549 679021



WhatsApp | REVIEWER TEAM | Jurnal Manaj... | EL-KITE | SISTER | Kenakan Jabatan | +

ecojoin.org/index.php/EJM/reviewer_team

Bram Hadianto, [SCOPUS ID: 57208708873] Universitas Kristen Maranatha, Bandung, Indonesia

Chia Siow Yue, [SCOPUS ID: 27102350331] National University of Singapore, Singapore City, Singapore

Christina Whidya Utami, [SCOPUS ID: 57194214848] Universitas Ciputra, Surabaya, Indonesia

Clement Allan Tisdell, [SCOPUS ID: 2005255174] The University of Queensland, Brisbane, Australia

Dian Indiyati, [SCOPUS ID: 57188970429] Universitas Jenderal Achmad Yani, Cimahi, Indonesia

Dihin Septyanto, [SCOPUS ID: 57192814727] Universitas Esa Unggul, DKI Jakarta, Indonesia

Eka Maya Sari Siswi Ciptaningstih, [SCOPUS ID: 57214927419] Universitas Bina Nusantara, DKI Jakarta, Indonesia

Farah Margaretha Leon, [SCOPUS ID: 55089576400] Universitas Trisakti, Jakarta, Indonesia

Haedar Akhli, [SCOPUS ID: 57201949508] Universitas Negeri Makassar, Makassar, Indonesia

Hariyaty Ab Wahid, [SCOPUS ID: 56453451700] Universiti Pendidikan Sultan Idris, Tanjung Malim, Malaysia

Heri Pratiko, [SCOPUS ID: 57221092670] Universitas Negeri Malang, Malang, Indonesia

Ida Bagus Raka Suardana, [SCOPUS ID: 57215091344] Universitas Pendidikan Nasional, Denpasar, Indonesia

Lerhin R. Aritonang, [SCOPUS ID: 56313617200] Universitas Tarumanagara, DKI Jakarta, Indonesia

Muhammad Irfan Nasution, [SCOPUS ID: 57204822076] Universitas Muhammadiyah Sumatera Utara, Medan, Indonesia

Muhammad Rasyid Abdillah, [SCOPUS ID: 57193889357] Da-Yeh University, Da Cun Taiwan

Muhammad Safuan Abdul Latip, [SCOPUS ID: 57218684981] Universiti Teknologi MARA, Shah Alam, Malaysia

Nandan Lima Krisna, [SCOPUS ID: 57190416082] Universitas Persada Indonesia YAI, DKI Jakarta, Indonesia


Perdana Wahyu Santosa, [SCOPUS ID: 54686033300] Universitas Yarsi, DKI Jakarta, Indonesia

Rais Dera Pua Rawli, [SCOPUS ID: 57203357576] Universitas Muhammadiyah, Sorong, Indonesia


Rudy Aryanto, [SCOPUS ID: 36781766900] Universitas Bina Nusantara, DKI Jakarta

Sarwani, [SCOPUS ID: 57194409899] Universitas Pamulang, Tangerang, Indonesia


JURNAL MANAJEMEN REGISTERED




9 772549 679021




doi Crossref Content Registration



ACCREDITATION CERTIFICATE



JOURNAL INDEXES



WhatsApp | REVIEWER TEAM | Jurnal Manj... | EL-KITE | SISTER | Kenakan_jabatan | +

ecojoin.org/index.php/EJM/reviewer_team

Muhammad Irfan Nasution, [SCOPUS ID: 57204822076] Universitas Muhammadiyah Sumatera Utara, Medan, Indonesia

Muhammad Rasyid Abdullah, [SCOPUS ID: 57193889357] Da-Yeh University, Da Cun Taiwan

Muhammad Safuan Abdul Latip, [SCOPUS ID: 57218664981] Universiti Teknologi MARA, Shah Alam, Malaysia

Nandan Lima Krisna, [SCOPUS ID: 57190416082] Universitas Persada Indonesia YAI, DKI Jakarta, Indonesia

Perdana Wahyu Santosa, [SCOPUS ID: 54668903300] Universitas Yarsi, DKI Jakarta, Indonesia

Rais Dera Pua Rawi, [SCOPUS ID: 57203357576] Universitas Muhammadiyah, Sorong, Indonesia

Rudy Aryanto, [SCOPUS ID: 36781766900] Universitas Bina Nusantara, DKI Jakarta

Sarwanl, [SCOPUS ID: 57194409899] Universitas Pamulang, Tangerang, Indonesia

Sidik Priadana, [SCOPUS ID: 57189323821] Universitas Pasundan, Bandung, Indonesia

Sri Hasnawati, [SCOPUS ID: 57217873119] Universitas Lampung, Lampung, Indonesia

Sudarmiati, [SCOPUS ID: 57198446744] Universitas Negeri Malang, Malang, Indonesia

Suherman, [SCOPUS ID: 36895453500] Universitas Negeri Jakarta, DKI Jakarta, Indonesia

Tatang Ary Gumanti, [SCOPUS ID: 56974418900] Universitas Bhayangkara Jakarta Raya, DKI Jakarta, Indonesia

Tita Deltiana, [SCOPUS ID: 57329867700] Sekolah Tinggi Ilmu Ekonomi Trisakti, Jakarta, Indonesia

Wahyu Trinarningsih, [SCOPUS ID: 57191037838] Universitas Sebelas Maret, Surakarta, Indonesia

Wilson Bangun, [SCOPUS ID: 57192419311] Universitas Maranatha, Bandung, Indonesia

Yuliani, [SCOPUS ID: 57188932077] Universitas Sriwijaya, Palembang, Indonesia

ACCREDITATION CERTIFICATE

SERTIFIKAT

JOURNAL INDEXES

BASE

Dimensions

DOAJ

GARUDA

Google Scholar

Type here to search

29°C Berawan 9:54 AM 12/18/2025

WhatsApp | Vol. 29 No. 3 (2025) October 2025 | EL-KITE | SISTER | Kenakan_jabatan | +

ecojoin.org/index.php/EJM/issue/view/166

REGISTER LOGIN

Jurnal Manajemen

e-JM

E-ISSN 2549-8797

P-ISSN 1410-3583

HOME ABOUT CONTACT USER + CURRENT ISSUE ARCHIVES EDITORIAL TEAM REVIEWER TEAM Q SEARCH

HOME / ARCHIVES / Vol. 29 No. 3 (2025) October 2025

Vol. 29 No. 3 (2025): October 2025

DOI: <https://doi.org/10.24912/jm.v29i3>

PUBLISHED: 2025-10-22

FULL ISSUE

EDITORIAL TEAM COVER TABLE OF CONTENT

ARTICLES

Digital Tourism Promotion: Social Media, E-WOM, and Celebrity Endorsement in Jakarta
Catur Widayati, Fadhila Dhia Malihah, Hastiza Abdul Halim 441-461

Abstract Views: 0 times | Downloaded PDF: 0 times

DOI: <https://doi.org/10.24912/jm.v29i3.2706>

FOMO's Impact on Impulsivity: The Mediating Role of Flash Sale Promotional Strategies

PUBLICATION ETHICS

OPEN ACCESS POLICY

PEER REVIEW POLICY

ARCHIVING

RIGHTS & LICENCES

PLAGIARISM & RETRACTION POLICY

REPOSITORY POLICY

PRIVACY STATEMENT

FEES

JURNAL MANAJEMEN REGISTERED

ROAD

Type here to search

29°C Berawan 9:54 AM 12/18/2025

WhatsApp | Vol 29 No. 3 (2025) October 2 | EL-KITE | SISTER | Kenakan Jabatan

ecojoin.org/index.php/ELJM/issue/view/166

Maximizing Online Loyalty: The Mediating Effects of Satisfaction and Trust 525-545
 Tommy Selawan Baslim
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.4733>

Emotional Intelligence and Spiritual Intelligence on Performance Through Employee Job Satisfaction 546-566
 Agustinus Numberi, Yasir Attamini, Tantri Widastuti
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.3961>

The Effectiveness of Training and Work Discipline on Individual Quality and Performance 567-588
 Affandy Agusman Aris, Lukman, S, Moh. Akhtar Setia Ramadhan Eka Disingrat, Widyawati, Muhammad Kais Rahmat Razak
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.3963>

The Role of External Factors on Actual Technology Use of Omni Channel Applications 589-611
 Bambang Eko Samiono, Anggun Pratiwi, Sunarmo, Rahmat Alam
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.2745>

Enhancing Lecturer Quality through HRD Strategies and Support 612-630
 Idris Tanto Nide, Rezkiawan Tantawi, Sri Yeyen Gani
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.2877>

Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator 631-649
 Deasy Aseanty, Muhammad Reza Madi, Andreas Wahyu Gunawan
 Abstract Views: 0 times | Downloaded PDF: 0 times
 DOI: <https://doi.org/10.24912/jm.v29i3.3051>

JOURNAL INDEXES

BASE

Dimensions

DOAJ

GARUDA

Google Scholar

SINTA S2

Type here to search | 29°C Berawan | 9:55 AM 12/18/2025

WhatsApp | Employee Retention at PT Pos | EL-KITE | SISTER | Kenakan Jabatan

ecojoin.org/index.php/ELJM/article/view/3051

Jurnal Manajemen e-JM
 REGISTER LOGIN
 E-ISSN 2549-8797
 P-ISSN 1410-3583

HOME ABOUT CONTACT USER CURRENT ISSUE ARCHIVES EDITORIAL TEAM REVIEWER TEAM Q SEARCH

HOME / ARCHIVES / VOL 29 NO. 3 (2025) OCTOBER 2025 / Articles

Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator

Deasy Aseanty
 Department of Management, Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia

Muhammad Reza Madi
 Department of Management, Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia

Andreas Wahyu Gunawan
 Department of Management, Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia

DOI: <https://doi.org/10.24912/jm.v29i3.3051>

Keywords: Employee Participation; Self - Efficacy; Job Satisfaction; Employee Retention.

PDF

PLUMX METRICS

PlumX Metrics

PUBLISHED

2025-10-31

HOW TO CITE

PUBLICATION ETHICS
 OPEN ACCESS POLICY
 PEER REVIEW POLICY
 ARCHIVING
 RIGHTS & LICENCES
 PLAGIARISM & RETRACTION POLICY
 REPOSITORY POLICY
 PRIVACY STATEMENT
 FEES

JURNAL MANAJEMEN REGISTERED

ROAD

Type here to search | 29°C Berawan | 9:55 AM 12/18/2025

Browser tabs: (1) WhatsApp, Employee Retention at PT Pos, EL-KITE, SISTER | Kenalkan Jabatan

URL: ejournal.umsida.ac.id/index.php/EM/article/view/3051

Deasy Aseanty
Department of Management, Faculty of Economics and Business,
Universitas Trisakti, Jakarta, Indonesia

Muhammad Reza Madi
Department of Management, Faculty of Economics and Business,
Universitas Trisakti, Jakarta, Indonesia

Andreas Wahyu Gunawan
Department of Management, Faculty of Economics and Business,
Universitas Trisakti, Jakarta, Indonesia

DOI: <https://doi.org/10.24912/jm.v29i3.3051>

Keywords: Employee Participation; Self-Efficacy; Job Satisfaction; Employee Retention.

ABSTRACT

This study aims to analyze the Influence of Employee Participation and Self-Efficacy on Employee Retention mediated by Job Satisfaction at PT—Pos Indonesia in Central Jakarta. The data collected were 150 respondents from 26 RCP PT. Pos Indonesia Central Jakarta using Purposive Sampling data collection techniques. The data collected in this study were primary data by distributing questionnaires online using Google Form. Validity and reliability testing, descriptive statistical data analysis by finding the average and hypothesis testing were carried out using SPSS Version 21 and Amos Version 21. The results of this study indicate that Employee Participation and Self-Efficacy mediated by Job Satisfaction have a significant positive effect on Employee Retention. This study is expected to provide an influence for PT. Pos Indonesia Central Jakarta to improve Employee Participation, Self-Efficacy, Job Satisfaction, and Employee Retention of all employees.

PDF

PLUMX METRICS

PUBLISHED

2025-10-31

HOW TO CITE

Aseanty, D., Madi, M. R., & Gunawan, A. W. (2025). Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator. *Journal Manajemen*, 29(3), 633-648. <https://doi.org/10.24912/jm.v29i3.3051>

ISSUE

Vol. 29 No. 3 (2025): October 2025

SECTION

Articles

ARCHIVING

RIGHTS & LICENCES

PLAGIARISM & RETRACTION POLICY

REPOSITORY POLICY

PRIVACY STATEMENT

FEES

JURNAL MANAJEMEN REGISTERED

9 772540 0 5021

ROAD

doi Crossref Content Registration

JOURNAL STORIES

ACCREDITATION CERTIFICATE

SERTIFIKAT

Windows taskbar: Type here to search, 29°C, Berawan, 9:55 AM 12/18/2025

Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator

Deasy Aseanty^{1*}, Muhammad Reza Madi², and Andreas Wahyu Gunawan³
^{1,2,3} *Department of Management, Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia*

Email Address:

*deasy.aseanty@trisakti.ac.id**, *muhammad022002001070@std.trisakti.ac.id*,
andreaswg@trisakti.ac.id

*Corresponding Author

Submitted 04-06-2025 Reviewed 22-07-2025 Revised 04-09-2025 Accepted 11-09-2025 Published 31-10-2025

Abstract: This study aims to analyze the Influence of Employee Participation and Self-Efficacy on Employee Retention mediated by Job Satisfaction at PT—Pos Indonesia in Central Jakarta. The data collected were 150 respondents from 26 KCP PT. Pos Indonesia Central Jakarta using Purposive Sampling data collection techniques. The data collected in this study were primary data by distributing questionnaires online using Google Form. Validity and reliability testing, descriptive statistical data analysis by finding the average and hypothesis testing were carried out using SPSS Version 21 and Amos Version 21. The results of this study indicate that Employee Participation and Self-Efficacy mediated by Job Satisfaction have a significant positive effect on Employee Retention. This study is expected to provide an influence for PT. Pos Indonesia Central Jakarta to improve Employee Participation, Self-Efficacy, Job Satisfaction, and Employee Retention of all employees.

Keywords: Employee Participation; Self – Efficacy; Job Satisfaction; Employee Retention.

Abstrak: Penelitian ini bertujuan untuk menganalisis Pengaruh *Employee Participation* dan *Self – Efficacy* terhadap *Employee Retention* yang dimediasi oleh *Job Satisfaction* pada PT. Pos Indonesia di Jakarta Pusat. Data yang dikumpulkan terdapat 150 responden dari 26 KCP PT. Pos Indonesia Jakarta Pusat dengan menggunakan teknik pengumpulan data *Purposive Sampling*. Data yang dikumpulkan pada penelitian ini yaitu data primer dengan menyebarkan kuesioner secara online menggunakan *Google Form*. Pengujian validitas dan reliabilitas, Analisis data statistik deskriptif dengan mencari rata – rata dan pengujian hipotesis dilakukan dengan menggunakan SPSS Versi 21 dan Amos Versi 21. Hasil penelitian ini menunjukkan bahwa *Employee Participation* dan *Self – Efficacy* yang dimediasi *Job Satisfaction* secara signifikan berpengaruh positif terhadap *Employee Retention*. Dari penelitian ini diharapkan dapat memberikan pengaruh bagi PT. Pos Indonesia Jakarta Pusat guna meningkatkan *Employee Participation*, *Self – Efficacy*, *Job Satisfaction*, dan *Employee Retention* para seluruh karyawan.

Kata Kunci: Employee Participation; Self – Efficacy; Job Satisfaction; Employee Retention.

INTRODUCTION

Numerous Indonesian marketplaces, including Tokopedia, Shopee, and Lazada, have emerged as a result of the quick growth of e-commerce. Applications like Tokopedia, Shopee, and Lazada facilitate transactions between buyers and sellers of products and services. Approximately 100 million people have downloaded the three main e-commerce apps thus far (Ramadhan et al., 2022). This trend of shopping from home has made companies engaged in shipping services experience an increase. Expedition services or shipping services are currently increasingly popular with all levels of society, especially in



Indonesia in the business sector, where this has become a service because currently many people send goods or products using shipping services (Aryana, 2022).

Figure 1 The image is an official BPS Indonesia infographic titled "Indonesia's Economic Growth Quarter II-2023" providing a detailed visual summary of the nation's economic performance. It prominently displays the 0.051 y-o-y growth rate and the IDR 5.290 trillion, alongside a historical trendline of GDP growth. Further sections break down growth by economic sector (e.g., Transportation and Warehousing at 15.280 per cent) and expenditure components, concluding with a regional growth map showing Sulampua at 0.063.



Figure 1. Indonesia's Economic Growth in the Second Quarter of 2023

Sumber: <https://www.bps.go.id>

The results of this research show that the transportation and warehousing logistics sector, especially in the Java region, significantly contributes to driving the growth of the current logistics business. Based on data from the Central Statistics Agency, it explains that the transportation and warehousing sector has become the sector with the highest growth compared to other sectors. The transportation and warehousing sector had increased by 15.280 percent in the second quarter of 2023. In the time span from 2021 to 2023. The spike in shipping goods during peak season or approaching religious holidays such as Eid or Christmas has increased economic activity, especially in the transportation and warehousing logistics shipping sector.

Table 1 shows the percentage of employee retention of PT. Pos Indonesia from 2020 to 2022. PT. Pos Indonesia (Persero) is a leader in goods delivery services and is a state-owned company engaged in the service sector in Indonesia. PT. Pos Indonesia (Persero) has been established since 1746 in Jakarta (Annual Report of PT Pos Indonesia). In 2023, PT Pos Indonesia has 4,308 in all sub-districts and in 2024 in Central Jakarta it has 26 KCPs in Central Jakarta (HR PT Pos Indonesia Central Jakarta). Since its inception, the Indonesian Post Office was established to ensure the security of various letters and letter carriers as a means of communication. In facing the current era, PT Pos Indonesia has not only survived, but also continues to grow by presenting innovative services such as Special Express Post, Express Post, Cargo Services and online goods delivery. The development of online goods delivery services is in line with the rapid growth of e-commerce in Indonesia. The infrastructure of Pos Indonesia also continues to grow rapidly to support the increasing volume of deliveries. PT Pos Indonesia is still lacking in the existing E-Commerce options because PT Pos Indonesia is constantly competing with other goods delivery service companies such as JNE, J&T, and Tiki.

Table 1. Employee Retention Data of PT Pos Indonesia

Year	Starting Number Of Employees	Ending Number Of Employees	Employee Retention (per cent)
2020	24.858	22.516	0.090
2021	22.516	20.306	0.090
2022	20.306	17.000	1.500
Average employee retention			0.560

Source: Annual Report of PT. Pos Indonesia

According to a survey conducted in the study (Gunawan, 2024), although PT Pos Indonesia is competing with other goods delivery companies and is rarely chosen for E-Commerce delivery, the percentage of goods deliveries at PT Pos Indonesia in the last 3 years has continued to increase every year, which has an impact on the spike in goods deliveries at PT Pos Indonesia itself. Based on the annual report of PT Pos Indonesia, it is known that the achievement of the employee retention program has not met the target. It can be seen in **Table 1** that during this period, the percentage of employee retention has decreased every year. In 2020, the percentage of employee retention reached 90.570 per cent. However, based on the latest data in 2022, the percentage of employee retention has decreased to only 83.710 per cent of employees whom the company can retain. This means that the average employee retention each year during this period is around 88.510 per cent. This states that PT Pos Indonesia is facing problems with employee retention. This is also



influenced by three interrelated variables, including employee participation, employee confidence and job satisfaction.

Along with cutting wasteful spending and enhancing workers' motivation and skills, employee retention has become one of the main factors influencing an organization's performance (Ghani et al., 2022). The purpose of retention strategies is to foster employee loyalty within the organization. One of the key strategies to enhance retention is employee (Khalid & Nawab, 2018). When employees feel that all forms of their participation and opinions are valued, employees will be more likely to feel attached to the company. Company gets the benefit from the contributions that have given from the employees, company need to provide the excellent service to influence the employees to stay longer and connect with company environment. This situation will bring the company with low employee turnover.

In line with the company's efforts to ensure employees remain connected and enthusiastic in achieving company targets and goals, it is important to ensure that employees need to have a high level of Self-Efficacy in optimizing their capabilities in providing optimal service to consumers and completing various tasks according to the targets previously set by the company (Osly Usman, 2020). This Self-Efficacy also plays an important role in maintaining employee optimism in facing various challenges in achieving the targets that have been set. A high level of Self-Efficacy among employees not only supports the achievement of targets in accordance with company goals but can also encourage employees to remain in the company for an extended period of time, thereby reducing the employee retention rate (Aisyah & Faeni, 2021). A good company now not only focuses on improving services or achieving targets as a top priority, but also needs to prioritize the importance of Job Satisfaction for its employees to provide comfort to increase employee enthusiasm amidst increasing operational challenges (Hakim, 2022).

Thus, employees feel that all the contributions they have made to the company are appreciated by the company so that employees will feel motivated to provide maximum results from each task given. It is important to create a work environment that focuses on Job Satisfaction and provides good career development opportunities for each employee. With that, companies can retain and develop the best talents of their employees so that they can reduce employee turnover in a company (Imelda & Budiarti, 2023.). Job Satisfaction is an important key in building a strong team so that it indeed correlates with the level of Employee Retention in the company (Dami et al., 2022).

Thus, the main focus objective underlying this research is to analyze the right balance between Employee Participation and Self-Efficacy towards achieving Job Satisfaction targets and to what extent this can affect the Employee Retention level at PT. Pos Indonesia in the Central Jakarta area. This is very important for shipping companies to pay attention to Employee Retention as the main foothold for adapting to creating a sustainable work environment amidst the development of the current era. This research will increase a more comprehensive understanding of the internal dynamics of companies in managing HR faced with the challenge of a surge in shipping goods. Through this research, we can understand the importance of the relationship between Employee Participation and Self-Efficacy formed from Job Satisfaction has an important role in influencing the level of Employee Retention in forming sustainable company management in the current era.

This research will also not only provide a foundation for understanding for business practitioners and academics about the effectiveness of company efforts in combining social aspects and human resource management (HR). However, it can also provide a strong



foundation for stakeholders to make the right strategic decisions in facing complex dynamics in the current logistics market.

In previous research conducted by Kalia et al. (2023) studied variables regarding Human Resource Management where there were variables (Compensation and Performance Appraisal, Employee Participation, Grievance Handling, Health and Safety, Training and Development), Employee Retention, Job Satisfaction, Work Experience, Job Hopping, and in this study there were 365 employees of leading textile companies in India who were the objects of research.

While in the study Nanjundeswaraswamy et al. (2023) studied variables regarding Self-Efficacy, Job Satisfaction, Employee Commitment, and the objects of research were 452 employees from 75 randomly selected textile industries registered and located in the city of Bengaluru, India. In this study there is a combination and modification of variables where this study discusses the variables Employee Participation, Self-Efficacy, Job Satisfaction, Employee Retention where this study examines PT. Pos Indonesia, where this research has differences with previous research because it examines logistics companies. Logistic companies need to increase their Employee Retention to keep providing best services to deliver the goods.

THEORETICAL REVIEW

Basic research theory in this research is organization behavior (OB). Is A field of study that examines the impact of individuals, groups, and structures on behavior within organizations, to improve organizational effectiveness (Robbins & Judge, 2024).

Employee Participation. Employee Participation is the level of active role of employees in providing all forms of contribution to the progress of the organization or company (Farhan et al., 2023). Employee Participation is also a work practice in which employees are actively involved in contributing to various aspects of the company's organization and in the decision-making process (Syamsarifin & Indasah, 2022). Employee Participation has positive and significant impact to job satisfaction, employee justice perception and organization commitment (Gyawali, 2017).

Self-Efficacy. Self-efficacy is a belief that exists in an individual to achieve something that has been desired with a predetermined goal (Risakota & Sapulette, 2020). Self-efficacy is a form of self-confidence in someone in measuring their ability to improve their performance at work (Ariani et al., 2023). Self-efficacy is an individual's assessment of their ability or competence to be able to carry out a task, achieve a goal or produce something (Hamsa & Ilhami., 2023). Self-Efficacy has positive and significant impact to job satisfaction (Gunawan et al., 2017).

Job Satisfaction. Job Satisfaction is a positive emotional condition in the form of a feeling of satisfaction with the achievements that an employee has successfully obtained from the results of his work (Armanda, 2023). Job Satisfaction is the level of commitment of an organization or company related to the satisfaction felt by employees towards their work in supporting the achievement of company goals (Hanafi & Pujianto, 2023). Job Satisfaction is a condition or attitude given by employees to the company because they feel satisfied with their work system (Sari et al., 2024). Job Satisfaction has positive and significant impact to Employee retention (Yang et al., 2021).

Employee retention is delineated as the willingness of individuals to sustain their tenure within the same organization. (Tanoto, 2024). Employee Retention can also be interpreted as a company strategy concept in retaining employees in a company by providing attractive facilities (Rahaman et al., 2023). Employee Retention is a company strategy adopted to maintain the existence and involvement of employees which is expected to have a positive impact on improving the company's finances (Andari et al., 2021). Employee Participation makes positive impact to Employee Retention (Khalid & Nawab, 2018). Self-Efficacy has positive impact to Employee Retention Aisyah & Faeni (2021), Job Satisfaction influence positive impact to Employee Retention (Hulu, 2024)

Employee Participation needs the active involvement to finish all the jobs. This participation will bring the successful of organization and also make Employee Retention because employees give the maximum contribution (Farhan et al., 2023). Employee Participation will create Employee Satisfaction (Ni et al., 2020). Self-Efficacy makes someone believe with their capabilities to do all their activities until they achieve all the targets (Hamsa & Ilhami., 2023). This will make the Employee Retention because they are focus to achieve the targets. If they achieve the targets, the Employees will be satisfied and self-efficacy will be as strong support for Employee Satisfaction (Lestari et al., 2020).

Job Satisfaction plays an important in developing the strong team and has the correlation with Employee Retention (Dami et al., 2022).

Job Satisfaction mediates Employee participation to Employee Retention Kalia et al. (2023) Job Satisfaction mediates self-efficacy to Employee Retention (Fadilah et al., 2018).

Employee Participation and Self-Efficacy have positive impact to Employee Retention and also have the positive impact to Job Satisfaction. Job Satisfaction has positive impact Employee Retention (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023).

Hypothesis Development. The Relationship Between Employee Participation and Job Satisfaction. Employees who are actively involved in various fields in the company and are recognized for their role in the decision-making process will feel more satisfied with their work, in their study conducted with a sample of 3,364 employees of the European Foundation for the Improvement of Living and Working Conditions (Guinot et al., 2021). Employees who are actively involved in their work tend to show a more positive attitude in improving their work skills, which ultimately has a positive impact on the level of Job Satisfaction, this study focused on respondents of the New Generation of Construction Workers (under 40 years old) who work on construction sites in China (Employees who actively participate, by always being actively involved in every job voluntarily, can create high job satisfaction, in this study the target respondents were 53 employees and community empowerment and Village Government of Bone Bolango Regency (Seprianto, 2021).

H1: Employee participation has a positive effect on job satisfaction.

The Relationship Between Self-Efficacy and Job Satisfaction. Self-Efficacy is closely related to Job Satisfaction. Suppose someone has a high level of Self-Efficacy. In that case, they tend to be successful in completing tasks, which causes them to be more satisfied with their work or which means that an employee's Job Satisfaction is high, in this study the respondents were all permanent lecturers at a private university owned by the Islamic Foundation in North Sumatra (Muis et al., 2018). Developing the level of Self-

Efficacy in an employee can increase job satisfaction possessed by employees within the company, the respondents in this study were employees of a company located in Sidoarjo (Lestari et al., 2020). Self-Efficacy that arises from the employee's ability to complete their work is a strong driver for increasing Job Satisfaction, in this study the respondents were employees of Maya Ubud Resort & Spa Bali. However, we also found the result that Self-Efficacy has negative impact to job Satisfaction (Saputri et al., 2024).

H2: Self-efficacy has a positive effect on job satisfaction.

The Relationship Between Job Satisfaction and Employee Retention. One of the best ways to maintain employee turnover is to ensure that they are satisfied with their jobs. To achieve this, companies must ensure that employees feel satisfied and fulfilled in various aspects, starting from aspects in terms of work, salary, promotion opportunities, relationships with superiors, and relationships with coworkers. This can help employees build a motivating work environment for self-development so that employees want to stay for a long time, the respondents in this study were permanent employees at PT. Nasmoco Gombel branch, Semarang City (Asria, 2025). This high job satisfaction is related to employee retention, making it important for companies to pay attention to employees and ensure their happiness in the workplace. This helps employees feel satisfied with their jobs and reduces the rate of employee turnover, MSME business actors in the Paguyuban Chips Tempe Sanan Malang City became respondents in the study (Liana & Denjayanti, 2022). Employee job satisfaction is an important factor in retaining employees in the company. By maintaining employee job satisfaction, companies can increase the likelihood of employees remaining in the company. Therefore, measuring the level of employee job satisfaction is an important step as an initial step in efforts to retain employees. In this study, the respondents were employees in the automotive components industry (Wahyuni et al., 2022).

H3: Job satisfaction has a positive effect on employee retention.

The Relationship Between Employee Participation and Employee Retention. Companies that often invite their employees to participate in the decision-making process will help employees feel more connected to the company. As a result, employees tend to stay longer in the company, where this study examines employee retention in Pakistan (Ullah et al., 2020). Employees who are actively involved in their work can provide significant benefits to the company, including reducing employee turnover rates, respondents in this study were employees who worked at the Medica Super Speciality Hospital, Kolkata (Andari et al., 2021). The results of the previous analysis showed that employee involvement in decision-making within the company tends to strengthen employee relationships with the company, this attachment can make employees tend to stay longer and have a positive impact on employee retention rates, where in this study the sample taken was from employees at PT. Madubaru Bantul Yogyakarta (Pratama, 2020).

H4: Employee participation has a positive effect on employee retention.

The Relationship Between Self-Efficacy and Employee Retention. Self-efficacy has a positive and impact to job satisfaction and employee performance (Ali et al., 2021). The

existence of a high level of self-confidence among employees in a company can encourage them to remain in the company for a long time, thus increasing employee retention, employees of PT Antaran Sukses Express in Tangerang City were respondents in this study (Aisyah & Faeni, 2021). Employees with a strong level of Self-Efficacy will carry out their tasks much better than their colleagues, which can benefit the company by increasing organizational control so that Employee Retention will also increase, in this study the respondents were SME employees in Malaysia (Atikur et al., 2023).

H5: Self-efficacy has a positive effect on employee retention.

Employee Participation towards Employee Retention mediated by Job Satisfaction. The success of a company is highly dependent on the contribution of its employees and the company has a responsibility to produce a work environment system based on job satisfaction for its employees in order to maintain employee retention rates, respondents in this study were employees working in the service industry in the city of Surabaya (Pratiwi & Hariani, 2023). Employees who are actively involved in their work tend to be happier to be involved in their activities and work. Their company so that increasing job satisfaction can help retain employees for a more extended period of time, this study focuses on respondents from the New Generation of Construction Workers (under 40 years old) who work on construction sites in China (Ni et al., 2020). Job Satisfaction acts as a partial mediator between Employee Participation and good Employee Retention in the study, respondents in this study were employees at a leading textile company in India (Kalia et al., 2023). Grounded in the previous findings, the hypothesis can be formulated as:

H6: Employee participation has a positive influence on employee retention which is mediated by job satisfaction.

Self-Efficacy towards Employee Retention mediated by Job Satisfaction. Employees with high levels of Self-Efficacy are considered to be more capable of achieving goals in their work which can increase the employee's Job Satisfaction, so that it will motivate employees to stay with the organization, this study was conducted on employees of PT. Angkasa Pura Supports Denpasar (Narotama & Sintaasih, 2022). Suppose Self-Efficacy is an assessment of the ability and self-confidence in completing predetermined tasks so that Job Satisfaction is achieved. In that case, Job Satisfaction is one of the causes that can increase Employee Retention, this study was conducted on permanent employees of the HCS division of PT. GarudaFood Putra Putri Jaya, Gresik, East Java (Fadilah et al., 2018). Self-Efficacy can develop when an employee is satisfied with his work. As a result leads to the intention to serve the organization for a more extended period of time, the respondents in this study were employees of 3-star and 4-star hotels located in the Klang Valley, Malaysia (Halim et al., 2021).

H7: Self-efficacy has a positive influence on employee retention which is mediated by job satisfaction.

Research Model and Hypotheses. From the following description, it can be described that there is an influence of Employee Participation, Self-Efficacy and Job Satisfaction on

Employee Retention. Based on this explanation, it can be seen through **Figure 2** Reaserch Model.

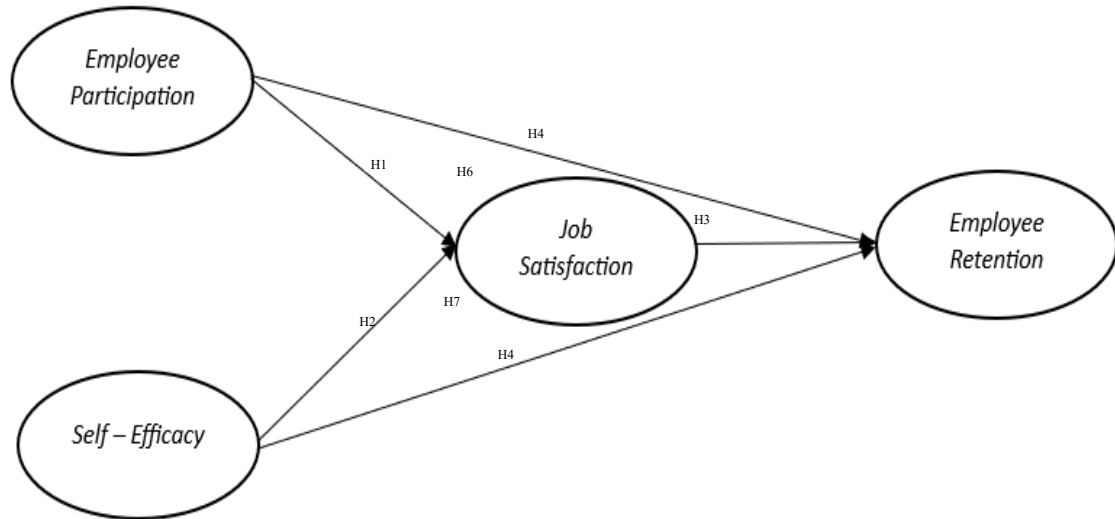


Figure 2. Reaserch Model

Source: (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023)

METHODS

Population and Sample. This study refers to previous studies conducted by (Kalia et al., 2023). The design of this study was carried out by means of Hypothesis Testing to be able to prove the level of influence of Employee Participation and Self Efficacy on Employee Retention Mediated by Job Satisfaction. Hypothesis testing is a proof of a hypothesis statement that aims to decide according to the criteria of the hypothesis. Therefore, this hypothesis is only temporary until testing is carried out, then the hypothesis statement can be true or false (Fauzi, 2022). Correlational studies are also used to present the results of the relationship between variables related to the problem.

From **Table 2** shows male gender is dominant than female gender, because male employees in logistic company have to send or deliver the packages to many locations and also need their physical strength to lifting things. Age Above 24 to 35 is dominance because employees have much capabilities and also productive to provide the service excellent to the customers. Length of Work Above 5 to 10 years is dominant because Employees are knowing and familiar with ther jobs, so they are easily to finish ther jobs. They also understand about the organization culture.

Table 2. Respondent Profile

Respondent Profile	Number of Respondent	Percentage
Gender		0.065
Male	98	0.035
Female	52	
Age		
Under 24	26	0.017
Above 24 to 35	54	0.036



Respondent Profile	Number of Respondent	Percentage
Above 35 to 45	32	0.021
Above 45 to 50	17	0.113
Above 50 to 58	21	0.140
Length of Work		
1 to 5 years	23	0.153
Above 5 to 10 years	54	0.360
Above 10 to 15 years	42	0.280
Above 15 to 20 years	31	0.201

The data in this study used cross-sectional data collected once in a period of time. The data analysis unit was obtained from individuals who were employees of PT. Pos Indonesia and its branches located in Central Jakarta. Cross-sectional data is a research method that involves data collection that is carried out only once in a period of days, weeks, or months, to answer research questions (Roger, 2020). The setting used in this study is the non-contrived settings method, which means that this research is conducted based on general research and is not bound or fixated on a place/or room. Sampling in this study will be carried out by distributing questionnaires to PT Pos Indonesia and its various branches located in the Central Jakarta area which has 26 branch offices. There are steps in determining the number of samples in a study, the minimum number used is 5 to 10 times the number of statement items (Hair et al., 2022). This study is considered to have 30 statement items. Based on the explanation above, it can be concluded that the minimum number of samples that can be used for research is 150 respondents, and the maximum number that can be used for this study is 300 respondents.

Table 3. Variables and Indicators

Variable	Items	Indicators
Employee Participation	7	<ol style="list-style-type: none"> 1. Regular meetings and discussions are held with employees. 2. Employees are involved in the problem-solving process and in decision making. 3. In completing work, management gives employees the freedom to think and act independently to complete the work. 4. Employees feel comfortable expressing their views and suggestions. 5. Seniors motivate employees to improve teamwork atmosphere. 6. Companies sometimes provide flexibility in working hours for urgent needs to accommodate employee needs. 7. Management provides employee policies to continue to be involved in the development process
Self-Efficacy	5	<ol style="list-style-type: none"> 1. I was able to achieve most of the goals that were set previously. 2. I can complete complex tasks. 3. I was able to get important results. 4. I am able and successful in overcoming many challenges. 5. I can do most tasks effectively compared to how other people work.
Job Satisfaction	9	<ol style="list-style-type: none"> 1. The working conditions in this company are perfect. 2. I am satisfied with the financial incentives. 3. I have a strong sense of attachment to this company.

Variable	Items	Indicators
Employee Retention	9	4. The company inspires the best in me in terms of job performance.
		5. All workforce groups are treated equally (age, gender, race, religion).
		6. The right amount of appreciation is given for my work.
		7. Management pays attention to employee welfare and satisfaction.
		8. I am satisfied with the leave policy.
		9. The salary that has been given is very fair.
		1. I consider this company a great place to work.
		2. I do not feel concerned about the future of this company.
		3. If I had to choose again, I would rather work for this company.
		4. "Interest and Skills Based" job assignments act as a more powerful retention tool.
		5. I am satisfied with the working environment.
		6. I have no intention of leaving this company.
		7. This is the best company to work with.
		8. I can maintain a work-life balance.
		9. I feel loyal and committed to this company.

Source: (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023).

Measures. An online survey using Google Forms was used to collect the data for this study. Thirty questions in all were created to evaluate the study's factors. The survey used a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree). According to (Roger, 2020) Likert scales make it possible to compute mean values and standard deviations, which helps with the assessment of hypotheses. **Table 3** displays the stats for the pertinent prompts.

RESULTS

Proposed in this study are validated, as shown in Table 4. If the p-value is less than 0.050 and the path coefficient values fall between -1 and +1, the hypothesis is validated. Within a model, path coefficients show how strongly one variable is associated with another. The variable values (path coefficients) in this analysis vary from -1 to +1. A negative correlation between variables is represented by a value of -1, whilst a positive correlation is represented by a number of +1. The significance of the p-value is used to determine the baseline or significance level for rejecting a hypothesis. A hypothesis in this study is considered significant if the p-value is less than 0.050 (Hair et al., 2022).

Predicated on **Table 4** containing the results of the hypothesis test (H1) in this study, it is known that there is an estimated value of 0.520, which means that in theory there is a positive influence between Employee Participation and Job Satisfaction. The p-value is 0.000 under 0.050, which means that there is a significant influence of Employee Participation on Job Satisfaction. Moreover, this positive value indicates that if Employee Participation in the company increases, then Job Satisfaction in employees will also increase (Ha is supported). Grounded in table above for second hypothesis (H2), containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.143, which means that in theory there is a positive influence between Self-Efficacy and Job Satisfaction. The p-value is 0.047 under 0.050, which means that there is a significant influence of Self-Efficacy on Job Satisfaction. Moreover, a positive value in the Estimation value means that if Self-



Efficacy in an employee in a company increases, then Job Satisfaction in the employee will also increase (Ha is supported).

Table 4. Hypothesis Analysis Result

Variable	Path Coefficient	p-value	Result
Employee Participation → Job satisfaction	0.520	0.000	Significant
Self-Efficacy → Job Satisfaction	0.143	0.047	Significant
Job Satisfaction → Employee Retention	0.308	0.002	Significant
Employee Participation → Employee Retention	0.478	0.000	Significant
Self-Efficacy → Employee Retention	0.155	0.026	Significant
Employee Participation → Job Satisfaction → Employee Retention	2.506	0.003	Significant
Self-Efficacy → Job Satisfaction → Employee Retention	1.446	0.037	Significant

Source: Data Collected by Researchers (2024)

Next, established on **Table 4** for third hypothesis (H3) containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.308, which means that in theory there is a positive influence between Job Satisfaction and Employee Retention. The p-value is 0.002 under 0.050, which means that there is a significant influence of Job Satisfaction on Employee Retention. A positive value means that if Job Satisfaction in employees increases, it will affect the increase in Employee Retention in the company (Ha is supported). Stemming from **Table 4** for H4 containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.478, which means that in theory there is a positive influence between Employee Participation and Employee Retention. The p-value is 0.000 under 0.050, which means that there is a significant influence of Employee Participation on Employee Retention. A positive value in the estimate means that if Employee Participation in the company increases, Employee Retention in the company will also increase (Ha is supported).

Next, the fifth hypothesis test (H5) containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.155, which means that in theory there is a positive influence between Self-Efficacy and Employee Retention. The p-value is 0.026 under 0.050, which means that there is a significant influence of Self-Efficacy on Employee Retention. A positive influence indicates that if Self-Efficacy in an employee in a company increases, then Employee Retention in the company will increase. Dependent on **Table 4** containing the results of the hypothesis test (H6) in this study, it is known that there is an estimated value of 2.506, which means that in theory there is a positive influence between Employee Participation and Employee Retention mediated by Job Satisfaction. The p-value is 0.003 under 0.050, which means that there is a significant influence of Employee Participation on Employee Retention mediated by Job Satisfaction. Thus, it means that the increasing Employee Participation supported by Job Satisfaction will increase Employee Retention at PT Pos Indonesia Central Jakarta (H6 Supported). The test on this mediation is assisted by using the Sobel test. From the results obtained, the type of mediation in the hypothesis test 6 is partial mediation. Where this partial mediation means that Employee Participation can have a direct influence on Employee Retention, but Employee Participation can also increase Job Satisfaction which then has an impact on Employee Retention.

Table 4 shows containing the results of the hypothesis test (H7) in this study, it is known that there is an estimated value of 1,446, which means that in theory there is a positive influence between Self-Efficacy on Employee Retention mediated by Job Satisfaction. The p-value is 0.037 under 0.050, which means that there is a significant influence of Self-Efficacy on Employee Retention mediated by Job Satisfaction. Thus, it means that the increasing Self-Efficacy in employees supported by Job Satisfaction will increase Employee Retention at PT Pos Indonesia Central Jakarta (Ha is supported). The test on this mediation is assisted by using the Sobel test. From the results obtained, the type of mediation in the hypothesis test 7 is partial mediation. Where this partial mediation means that Self-Efficacy can have a direct influence on Employee Retention, but Self-Efficacy can also increase Job Satisfaction which then has an impact on Employee Retention.

DISCUSSION

Predicated on the results of hypothesis 1 test, it shows that Employee Participation has a positive and significant influence on Job Satisfaction, which means that employees of PT Pos Indonesia Central Jakarta with high participation will feel higher job satisfaction. The data shows that most employees are men, aged 24 to 35 years, because this age is in accordance with the qualifications needed and is considered a period of job exploration and productive period, so it is easier to adapt to change. The length of work of 2 to 5 years also shows that employees with sufficient work experience can contribute more effectively in decision making and problem solving. Those criteria (gender, age, Length of Work) of respondents support the impact between employee to job satisfaction. Therefore, PT Pos Indonesia tends to recruit employees with the criteria above, because they are more likely to feel high job satisfaction when allowed to participate more in problem solving and decision making. At PT Pos Indonesia in Central Jakarta, employees can participate more when solving a problem together or in decision making during monthly meetings at this company so that employees feel satisfied because in these meetings employees can provide input and decisions. This research is supported by previous research conducted by Kalia et al. (2023) which found a positive influence between Employee Participation and Job Satisfaction. From this result, the managerial implication that manager from this research must involve employees, the managerial implication hopefully manager can increase the policies to make employees being more participated in many activities.

Grounded in the results of hypothesis 2 testing, Self-Efficacy has a positive and significant effect on Job Satisfaction, which means that employees of PT Pos Indonesia Central Jakarta with high self-confidence will feel higher job satisfaction. The data shows that most employees are male and are aged under 24 to 35 years, which is an age that is responsive in facing challenges. High self-confidence in PT Pos Indonesia Central Jakarta employees in this age range helps them achieve their goals, are optimistic about completing work challenges which can make employees' work satisfaction high. In addition, Length of Work 1 to 5 years shows that employees with sufficient work experience are considered able to overcome challenges and work more effectively which in turn can increase their job satisfaction because they have overcome challenges well and work more effectively. This study is supported by previous research Nanjundeswaraswamy et al. (2023) which in its study found a positive effect between Self-Efficacy on Job Satisfaction. From this result,

the managerial implication indicated that managers have to increase the support to make employees being more confidence.

Established on the results of hypothesis 3 testing, Job Satisfaction has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. Employees who feel a high level of job satisfaction tend to maintain their positions in the company. The majority of employees are male and most are aged above 24 to 35 years who feel satisfied with having work experience 1 to 5 years. Employees of PT Pos Indonesia in Central Jakarta show their dedication because they have been supported by being given awards if the employee exceeds the target given by the company and the company's leave policy, both of which can increase employee job satisfaction which is more in the employee and encourage them to remain loyal and committed to the company. This study supports previous research that has been studied by Kalia et al. (2023) which in their study found a positive effect between Job Satisfaction and Employee Retention. Employees of PT Pos Indonesia Central Jakarta who feel high Job Satisfaction have a high sense of wanting to stay with the company. From this result, the managerial implication asked the manager to increase the employees conformity in order make employees retention.

Stemming from the results of hypothesis 4 testing, Employee Participation has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. The majority of employees are male and aged 24 to 35 years. The data shows that employees with a high level of participation tend to be more loyal and committed to the company, which shows that the higher the level of Employee Participation, the stronger the relationship between employee loyalty and the company. Work experience above 5 years also shows that employees with this experience have built dedication and in-depth knowledge of the company's tasks and culture. This increases their emotional and professional ties to PT Pos Indonesia Central Jakarta and strengthens their motivation to stay with the company for a long time. This study is supported by previous research that has been studied by Ullah et al. (2020) which states that companies that provide their employees to participate more often will have a positive effect on employees so that employees tend to stay longer at the company. From this result, the managerial implication hopefully need the manager increasing the participation from employees that will make employees being motivated and getting the retention.

Dependent on the results of the hypothesis 5 test, Self-Efficacy has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. Especially for employees of PT Pos Indonesia Central Jakarta, there are more men than women and are aged 24 to 35. This level of self-confidence positively affects the level of employee retention in the company. Employees with work experience 1 to 5 years are also more prominent, indicating that this experience strengthens their competence and increases the sense of remaining in the company and the employee's view of the company that has been chosen is not the wrong company because in this company employees can be confident in carrying out their tasks and facing the challenges that exist at PT Pos Indonesia Central Jakarta. This confirms that employees with high self-confidence in their work abilities tend to choose to remain in this company. This study is supported by previous research conducted by Aisyah & Faeni (2021), which states that Self-Efficacy has a positive effect on Employee Retention. From this result, the managerial implication bring the managers always support employees an increase their confidence so that the employees will feel more confidence and the will stay long in the company.



Grounded in the results of hypothesis 6, there is a positive and significant influence between Employee Participation and Employee Retention mediated by Job Satisfaction. Statistical data shows that employees are dominated by men and are aged 24 to 35 years. This can happen because at that age, employees are considered to be more active in participating in company activities. In addition, there are also employees with a length of service more than 6 years who are still quite a lot. Employees in this work period at PT Pos Indonesia Central Jakarta still show a high level of participation in various company activities, which in turn increases the sense of staying longer in the company. Employees who actively participate in company activities tend to have a low intention to leave the company.

This is due to the opportunity given by the company to employees to participate in internal activities, which increases their sense of ownership and involvement. When a high level of job satisfaction accompanies this level of participation, employees will feel that the company where they work is the right place for them so they choose to stay with the company. This study also provides an understanding that not only Employee Participation is directly related to Employee Retention, but also through Job Satisfaction. This research is supported by previous research conducted by Kalia et al. (2023) which stated that Employee Participation has a positive effect on Employee Retention mediated by Job Satisfaction. From this result, the managerial implication need manager to increase employee participation and job satisfaction to support employee retention.

Predicated on the results of hypothesis 7, there is a positive and significant influence between Self-Efficacy on Employee Retention mediated by Job Satisfaction. The data obtained shows that most employees at PT Pos Indonesia Central Jakarta are in the age range 24 to 35 and more male than female. However, they have the same level of self-confidence where both men and women have a high level of self-confidence in facing challenges in the company. The length of service of employees is dominated by 1 to 5 years, which shows that they are familiar enough with the company, its work system and remain enthusiastic in carrying out their duties.

At PT Pos Indonesia Central Jakarta, employees are also always given motivation and input by their seniors, which encourages increasing employee self-confidence so that they can complete their tasks well and can overcome all the challenges in the company. This can make employees stay longer in the company, coupled with a good level of Job Satisfaction in employees in the company, employees will feel more comfortable in the company which makes employees at PT Pos Indonesia in Central Jakarta feel that they have a greater attachment to the company and have no intention of moving to another company, which means that employees will be able to survive for a more extended period of time in this company.

This study is supported by previous research conducted by Fadilah et al. (2018) which states that Self Efficacy is an assessment of the ability and self-confidence in completing predetermined tasks so that Job Satisfaction is achieved. Job Satisfaction is one of the causes that can increase Employee Retention which means that in this study Self-Efficacy has a positive influence on Employee Retention mediated by Job Satisfaction. From this result, the managerial implication asked the manager to increase employee self-efficacy and job satisfaction to support employee retention.



CONCLUSION

The findings indicate a favorable and substantial impact of Employee Involvement on Job Satisfaction at PT Pos Indonesia Central Jakarta. The analysis confirms a positive and significant relationship between Self-Belief and Job Satisfaction at PT Pos Indonesia Central Jakarta. The findings illustrate a positive and noteworthy effect of Job Satisfaction on Employee Retention at PT Pos Indonesia Central Jakarta. The analysis substantiates a positive and significant connection between Employee Involvement and Employee Retention at PT Pos Indonesia Central Jakarta. The findings reveal a positive and considerable influence of Self-Belief on Employee Retention at PT Pos Indonesia Central Jakarta. The analysis demonstrates a positive and significant relationship between Employee Involvement and Employee Retention, mediated by Job Satisfaction, at PT Pos Indonesia Central Jakarta. The findings declare a favorable and substantial influence of Self-Belief on Employee Retention, mediated by Job Satisfaction, at PT Pos Indonesia Central Jakarta.

RECOMMENDATIONS. This research was only conducted at PT Pos Indonesia Central Jakarta, for further research it is recommended to research PT Pos Indonesia in several other areas in order to obtain diverse, innovative and valuable results. For future research, other variables that have the potential to influence Employee Retention can be added, such as Organizational Career Development (Jena, 2023).

PT Pos Indonesia Central Jakarta must maintain Employee Participation in the company because Employee Participation has a significant influence on Employee Retention in the company, primarily through Job Satisfaction. After all, reasonable job satisfaction in employees can add a better influence on employee retention in the company. The company must continue to pay attention to the active involvement of employees in the company such as routine discussions, problem solving, and at the time of decision making but also things that can motivate employees towards the company.

In order to continue to improve Employee Participation at PT Pos Indonesia Central Jakarta, the management of the company must be better in providing policies to employees to continue to be involved in the development process in the company. PT Pos Indonesia Central Jakarta needs to improve Self-Efficacy in each of its employees so that Employee Retention in the company becomes better, especially the company needs to pay attention to employees in terms of providing more enthusiasm and support so that employees can be confident in obtaining better results and completing various tasks and challenges that are difficult for employees in the company.

REFERENCES

- Aisyah, N., & Faeni, D. P. (2021). Pengaruh Self-Efficacy, Quality of Work Life dan Kompensasi terhadap Retensi Karyawan PT. Antaran Sukses Express di Kota Tangerang. *Studi Akuntansi, Keuangan, Dan Manajemen*, 1(1), 1–8. <https://doi.org/10.35912/sakman.v1i1.395>.
- Andari, A., Nafiudin, N., & Purnamasari, R. (2021). The Influence of The Work Environment and Employee Engagement on Employee Retention. *Almana : Jurnal Manajemen Dan Bisnis*, 5(3), 447–453. <https://doi.org/10.36555/almana.v5i3.1724>.



- Ali, Fauzan & Wardoyo, D. T. W. Pengaruh Self Efficacy terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing). <https://doi.org/10.26740/jim.v9n1.p367-379>.
- Asria, K. A., Juniwati, J., Ramadhan, R., Rosnani, T., & Mayasari, E. (2025). Retention of Gen Z Employees: The Impact of Rewards, Career Development, and Job Satisfaction. *ECo-Buss*, 7(3), 1623–1637. <https://doi.org/10.32877/eb.v7i3.1796>.
- Atikur Rahman, M., Sayed Uddin, M., & Bin Latif, W. (2023). Effects of Training and Development, Organizational Culture, Job Satisfaction, and Career Development on Employee Retention in Commercial Banks in Bangladesh. *Wasib Bin LATIF / Journal of Asian Finance*, 10(2), 91–0097. <https://doi.org/10.13106/jafeb.2023.vol10.no2.0091>.
- Fadilah, M. F., Siswanto, E., Nora, E., Juariyah, L., & . S. (2018). The Effect of Self-efficacy and Self-esteem Towards the PT Garuda Food Indonesia Employee's Job Satisfaction. *KnE Social Sciences*, 3(3), 79–90. <https://doi.org/10.18502/kss.v3i3.1875>.
- Fauzi, A., & dkk. (2022). Metodologi Penelitian. In *Suparyanto dan Rosad (2015)*. ISBN: 978-623-455-078-8.
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability (Switzerland)*, 14(5), 1–26. <https://doi.org/10.3390/su14052885>.
- Guinot, J., Monfort, A., & Chiva, R. (2021). How To Increase Job Satisfaction: The Role Of Participative Decisions And Feeling Trusted. *Employee Relations*, 43(6), 1397–1413. <https://doi.org/10.1108/ER-10-2020-0462>.
- Gunawan, E., Djaali, & Sudiardhita, I. K. R. (2017). Job Performance Of Employees In The Ministry Of Finance ' S. *IJHCM-International Journal of Human Capital Management*, 1(1), 44–55. <https://doi.org/10.21009/IJHCM.01.01.05>.
- Gyawali, A. (2017). Impact of Employee Participation on Job Satisfaction, Employee Fairness Perception and Organizational Commitment: A Case of Nepalese Commercial Banks. *Saptagandaki Journal*, 8(September), 1–13. <https://doi.org/10.3126/sj.v8i0.18457>.
- Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2022). *Multivariate Data Analysis*. Cengage Learning. <https://books.google.co.id/books?id=PONXEAAAQBAJ>.
- Halim, H., Radin, T. M. A. T., Azizan, F. L., & Nazri, N. S. (2021). Workplace Environment, Leader Communication and Hotel Employee Retention: Job Satisfaction as a Mediator. *Jurnal Komunikasi: Malaysian Journal of Communication*, 37(4), 384–404. <https://doi.org/10.17576/JKMJC-2021-3704-22>.
- Hamsa P. R., & Ilhami, DM. (2023) Pengaruh Self Efficacy dan Locus of Control Terhadap Kinerja Karyawan (Studi Kasus Pada Kantor Anter Aja Kota Bengkulu). *Jurnal Entrepreneur dan Manajemen Sains*, 4(2) 2721-5415. <https://doi.org/10.36085/jems.v4i2.5517>.
- Hulu, W. B. J., Telaumbanua, E., Halawa, O., & Mendofa, Y. (2024). The Effect of Job Satisfaction on Employee Retention. *Golden Ratio of Data in Summary*, 5(1), 07–15. <https://doi.org/10.52970/grdis.v5i1.677>.



- Ibnu Farhan, Nurbaiti Nurbaiti, & Nuri Aslami. (2023). Pengaruh Inovasi, Rotasi Jabatan, Motivasi Kerja, Dan Employee Participation Terhadap Produktivitas Kinerja Karyawan. *OPTIMAL Jurnal Ekonomi Dan Manajemen*, 3(4), 125–143. <https://doi.org/10.55606/optimal.v3i4.2306>.
- Kalia, P., Singla, M., & Kaushal, R. (2023). Human resource management practices and employee retention in the Indian textile industry. *International Journal of Productivity and Performance Management*, 73(11), 96–121. <https://doi.org/10.1108/IJPPM-01-2022-0057>.
- Khafid Khoirul Hanafi, & Wahyu Eko Pujianto. (2023). Influence of Servant Leadership on Job Satisfaction and Job Engagement Di Cv Panda Food Industry Sidoarjo. *Jurnal Ekonomi, Manajemen Pariwisata Dan Perhotelan*, 2(1), 378–387. <https://doi.org/10.55606/jempper.v2i1.818>.
- Khalid, K., & Nawab, S. (2018). Employee Participation and Employee Retention in View of Compensation. *SAGE Open*, 8(4). <https://doi.org/10.1177/2158244018810067>.
- Liana, Y., & Neva Denjayanti, R. (2022). Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Peningkatan Kinerja Karyawan Melalui Komitmen Organisasi Pada Umkm (Studi Pada Umkm Paguyuban Keripik Tempe Sanan Kota Malang). *Jurnal Manajemen Dirgantara*, 15(2), 251–256. <https://doi.org/10.56521/manajemen-dirgantara.v15i2.760>.
- Muis, R. M., Nasution, I. M., Azhar, E. M., & Radiman, R. (2018). Pengaruh Kepemimpinan Dan Self Efficacy Terhadap Kelelahan Emosional Serta Dampaknya Terhadap Kepuasan Kerja Dosen. *Jurnal Riset Sains Manajemen*, 2(3), 131–142. <https://doi.org/10.5281/zenodo.1477532>.
- Nanjundeswaraswamy, T. S., Nagesh, P., Bharath, S., & Vignesh, K. M. (2023). The Mediating Role Of Self-Efficacy In The Relationship Between Job Satisfaction And Commitment Of Employees Working In The Textile Industry. *Research Journal of Textile and Apparel*, 28(4), 1031–1050. <https://doi.org/10.1108/RJTA-01-2023-0002>.
- Narotama, I. B. I., & Sintaasih, D. K. (2022). Role of Job Satisfaction in Mediation the Effect of Self-Efficacy and Job Insecurity on Turnover Intention. *International Research Journal of Management, IT and Social Sciences*, 9(4), 494–513. <https://doi.org/10.21744/irjmis.v9n4.2108>.
- Ni, G., Zhu, Y., Zhang, Z., Qiao, Y., Li, H., Xu, N., Deng, Y., Yuan, Z., & Wang, W. (2020). Influencing Mechanism Of Job Satisfaction On Safety Behavior Of New Generation Of Construction Workers Based On Chinese Context: The Mediating Roles Of Work Engagement And Safety Knowledge Sharing. *International Journal of Environmental Research and Public Health*, 17(22), 1–24. <https://doi.org/10.3390/ijerph17228361>.
- Osly Usman, M. R. F. N. (2020). Effect Of Attitude, Subjective Norm, Self-Efficacy, Against Entrepreneurship Intentions. *Sustainability (Switzerland)*, 11(1), 1–14. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3638777.
<https://dx.doi.org/10.2139/ssrn.3638777>.
- Ramadhan, B. Z., Adam, R. I., & Maulana, I. (2022). Analisis Sentimen Ulasan pada Aplikasi E-Commerce dengan Menggunakan Algoritma Naive Bayes. *Journal of Applied Informatics and Computing*, 6(2), 220–225. <https://doi.org/10.30871/jaic.v6i2.4725>.

- Roger Bougie, U. S. (2020). Research Methods for Business: A Skill-Building Approach. *Leadership & Organization Development Journal*, 34(7), 700–701. <https://doi.org/10.1108/lodj-06-2013-0079>.
- Saban, M., Dagan, E., & Drach-Zahavy, A. (2019). The Relationship Between Mindfulness, Triage Accuracy, and Patient Satisfaction in the Emergency Department: A Moderation-Mediation Model. *Journal of Emergency Nursing*, 45, 644–660. <https://doi.org/10.1016/j.jen.2019.08.003>.
- Saputri, A. N., Lahamid, Q., & Nurlasera, N. (2024). Determinants of Job Satisfaction: A Review on Self Efficacy, Self Esteem and Work Environment. *Integrated Research Journal of Business and Management*, 1(1), 093–106.
- Sari, S. D. M., Kurniawan, I. S., & Kusuma, N. T. (2024). Mediasi Job Satisfaction Pada Pengaruh Leader- Member Exchange Dan Perceived Organizational Support Terhadap Organizational Citizenship Behavior PDAM Sleman. *Jurnal Manajerial*, 11(01), 45. <https://doi.org/10.30587/jurnalmanajerial.v11i01.6489>.
- Seprianto, O. (2021). Pengaruh keterlibatan kerja terhadap kepuasan kerja dan kinerja pegawai (Studi pada Perwakilan Badan Kependudukan dan Keluarga Berencana Nasional Provinsi Kalimantan Tengah). *Jurnal Manajemen Sains Dan Organisasi*, 2(1), 1–14. <https://doi.org/10.52300/jmso.v2i1.2795>.
- Stephen, & P. Robbins, T. A. J. (2024). Organizational Behavior. In *Organizational Politics, Justice, and Support*. <https://doi.org/10.5040/9798400693939.0006>.
- Steil, A.V., Bello, J.S.A., Cufa, D. E., & Freitas, A. F.D. (2022). Job Satisfaction and Employee Retention by Public and Private It Organizations, *SciELO-Scientific Electronic Library Online*, <https://doi.org/10.5902/1983465968850>.
- Tanoto, S. R., & Go Tami, E. (2024). Understanding Generation Z: Work-Life Balance and Job Embeddedness in Retention Dynamics. *Binus Business Review*, 15(3), 225–238. <https://doi.org/10.21512/bbr.v15i3.11277>.
- Wahyuni, N., Anggraeni, S. K., & Ambarwaty, T. R. (2022). Importance-Performance Analysis Untuk Pemetaan Indikator Kepuasan Kerja Karyawan Industri Komponen Otomotif Di Masa Pandemi. *Journal Industrial Servicess*, 7(2), 304. <https://doi.org/10.36055/jiss.v7i2.14455>.



Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator

by Deasy Aseanty

Submission date: 31-Oct-2025 10:52AM (UTC+0700)

Submission ID: 2798607328

File name: 10._3051_tdp.docx (560.4K)

Word count: 7597

Character count: 41887

Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator

Deasy Aseanty¹, Muhammad Reza Madi^{2*}, and Andreas Wahyu Gunawan³

^{1,2,3} *Department of Management, Faculty of Economics and Business, Trisakti University, Jakarta, Indonesia*

Email Address:

*deasy.aseanty@trisakti.ac.id**, *muhammad022002001070@std.trisakti.ac.id*,
andreaswg@trisakti.ac.id

* Corresponding Author

Abstract: This study aims to analyze the Influence of Employee Participation and Self-Efficacy on Employee Retention mediated by Job Satisfaction at PT—Pos Indonesia in Central Jakarta. The data collected were 150 respondents from 26 KCP PT. Pos Indonesia Central Jakarta using Purposive Sampling data collection techniques. The data collected in this study were primary data by distributing questionnaires online using Google Form. Validity and reliability testing, descriptive statistical data analysis by finding the average and hypothesis testing were carried out using SPSS Version 21 and Amos Version 21. The results of this study indicate that Employee Participation and Self-Efficacy mediated by Job Satisfaction have a significant positive effect on Employee Retention. This study is expected to provide an influence for PT. Pos Indonesia Central Jakarta to improve Employee Participation, Self-Efficacy, Job Satisfaction, and Employee Retention of all employees.

Keywords: Employee Participation; Self – Efficacy; Job Satisfaction; Employee Retention.

Abstrak: Penelitian ini bertujuan untuk menganalisis Pengaruh *Employee Participation* dan *Self – Efficacy* terhadap *Employee Retention* yang dimediasi oleh *Job Satisfaction* pada PT. Pos Indonesia di Jakarta Pusat. Data yang dikumpulkan terdapat 150 responden dari 26 KCP PT. Pos Indonesia Jakarta Pusat dengan menggunakan teknik pengumpulan data *Purposive Sampling*. Data yang dikumpulkan pada penelitian ini yaitu data primer dengan menyebarkan kuesioner secara online menggunakan *Google Form*. Pengujian validitas dan reliabilitas, Analisis data statistik deskriptif dengan mencari rata – rata dan pengujian hipotesis dilakukan dengan menggunakan SPSS Versi 21 dan Amos Versi 21. Hasil penelitian ini menunjukkan bahwa *Employee Participation* dan *Self – Efficacy* yang dimediasi *Job Satisfaction* secara signifikan berpengaruh positif terhadap *Employee Retention*. Dari penelitian ini diharapkan dapat memberikan pengaruh bagi PT. Pos Indonesia Jakarta Pusat guna meningkatkan *Employee Participation*, *Self – Efficacy*, *Job Satisfaction*, dan *Employee Retention* para seluruh karyawan.

Kata Kunci: Employee Participation; Self – Efficacy; Job Satisfaction; Employee Retention.

INTRODUCTION

Numerous Indonesian marketplaces, including Tokopedia, Shopee, and Lazada, have emerged as a result of the quick growth of e-commerce. Applications like Tokopedia, Shopee, and Lazada facilitate transactions between buyers and sellers of products and services. Approximately 100 million people have downloaded the three main e-commerce apps thus far (Ramadhan et al., 2022). This trend of shopping from home has made companies engaged in shipping services experience an increase. Expedition services or shipping services are currently increasingly popular with all levels of society, especially in Indonesia in the business sector, where this has become a service because currently many people send goods or products using shipping services (Aryana, 2022).

Figure 1 The image is an official BPS Indonesia infographic titled "Indonesia's Economic Growth Quarter II-2023" providing a detailed visual summary of the nation's economic performance. It prominently displays the 0.051 y-o-y growth rate and the IDR 5.290 trillion, alongside a historical trendline of GDP growth. Further sections break down growth by economic sector (e.g., Transportation and Warehousing at 15.280 per cent) and expenditure components, concluding with a regional growth map showing Sulampua at 0.063.



Figure 1. Indonesia's Economic Growth in the Second Quarter of 2023
 Sumber: <https://www.bps.go.id>

The results of this research show that the transportation and warehousing logistics sector, especially in the Java region, significantly contributes to driving the growth of the current logistics business. Based on data from the Central Statistics Agency, it explains that

the transportation and warehousing sector has become the sector with the highest growth compared to other sectors. The transportation and warehousing sector had increased by 15.280 percent in the second quarter of 2023. In the time span from 2021 to 2023. The spike in shipping goods during peak season or approaching religious holidays such as Eid or Christmas has increased economic activity, especially in the transportation and warehousing logistics shipping sector.

Table 1 shows the percentage of employee retention of PT. Pos Indonesia from 2020 to 2022. PT. Pos Indonesia (Persero) is a leader in goods delivery services and is a state-owned company engaged in the service sector in Indonesia. PT. Pos Indonesia (Persero) has been established since 1746 in Jakarta (Annual Report of PT Pos Indonesia). In 2023, PT Pos Indonesia has 4,308 in all sub-districts and in 2024 in Central Jakarta it has 26 KCPS in Central Jakarta (HR PT Pos Indonesia Central Jakarta). Since its inception, the Indonesian Post Office was established to ensure the security of various letters and letter carriers as a means of communication. In facing the current era, PT Pos Indonesia has not only survived, but also continues to grow by presenting innovative services such as Special Express Post, Express Post, Cargo Services and online goods delivery. The development of online goods delivery services is in line with the rapid growth of e-commerce in Indonesia. The infrastructure of Pos Indonesia also continues to grow rapidly to support the increasing volume of deliveries. PT Pos Indonesia is still lacking in the existing E-Commerce options because PT Pos Indonesia is constantly competing with other goods delivery service companies such as JNE, J&T, and Tiki.

Table 1. Employee Retention Data of PT Pos Indonesia

Year	Starting Number Of Employees	Ending Number Of Employees	Employee Retention (per cent)
2020	24.858	22.516	0.090
2021	22.516	20.306	0.090
2022	20.306	17.000	1.500
Average employee retention			0,560

Source: Annual Report of PT. Pos Indonesia

According to a survey conducted in the study (Gunawan, 2024), although PT Pos Indonesia is competing with other goods delivery companies and is rarely chosen for E-Commerce delivery, the percentage of goods deliveries at PT Pos Indonesia in the last 3 years has continued to increase every year, which has an impact on the spike in goods deliveries at PT Pos Indonesia itself. Based on the annual report of PT Pos Indonesia, it is known that the achievement of the employee retention program has not met the target. It can be seen in **Table 1** that during this period, the percentage of employee retention has decreased every year. In 2020, the percentage of employee retention reached 90.570 per cent. However, based on the latest data in 2022, the percentage of employee retention has decreased to only 83.710 per cent of employees whom the company can retain. This means that the average employee retention each year during this period is around 88.510 per cent. This states that PT Pos Indonesia is facing problems with employee retention. This is also influenced by three interrelated variables, including employee participation, employee confidence and job satisfaction.

Along with cutting wasteful spending and enhancing workers' motivation and skills, employee retention has become one of the main factors influencing an organization's performance (Ghani et al., 2022). The purpose of retention strategies is to foster employee loyalty within the organization. One of the key strategies to enhance retention is employee participation (Khalid & Nawab, 2018). When employees feel that all forms of their participation and opinions are valued, employees will be more likely to feel attached to the company. Company gets the benefit from the contributions that have given from the employees, company need to provide the excellent service to influence the employees to stay longer and connect with company environment. This situation will bring the company with low employee turnover.

In line with the company's efforts to ensure employees remain connected and enthusiastic in achieving company targets and goals, it is important to ensure that employees need to have a high level of Self-Efficacy in optimizing their capabilities in providing optimal service to consumers and completing various tasks according to the targets previously set by the company (Osly Usman, 2020). This Self-Efficacy also plays an important role in maintaining employee optimism in facing various challenges in achieving the targets that have been set. A high level of Self-Efficacy among employees not only supports the achievement of targets in accordance with company goals but can also encourage employees to remain in the company for an extended period of time, thereby reducing the employee retention rate (Aisyah & Faeni, 2021). A good company now not only focuses on improving services or achieving targets as a top priority, but also needs to prioritize the importance of Job Satisfaction for its employees to provide comfort to increase employee enthusiasm amidst increasing operational challenges (Hakim, 2022).

Thus, employees feel that all the contributions they have made to the company are appreciated by the company so that employees will feel motivated to provide maximum results from each task given. It is important to create a work environment that focuses on Job Satisfaction and provides good career development opportunities for each employee. With that, companies can retain and develop the best talents of their employees so that they can reduce employee turnover in a company (Imelda & Budiarti, 2023.). Job Satisfaction is an important key in building a strong team so that it indeed correlates with the level of Employee Retention in the company (Dami et al., 2022).

Thus, the main focus objective underlying this research is to analyze the right balance between Employee Participation and Self-Efficacy towards achieving Job Satisfaction targets and to what extent this can affect the Employee Retention level at PT. Pos Indonesia in the Central Jakarta area. This is very important for shipping companies to pay attention to Employee Retention as the main foothold for adapting to creating a sustainable work environment amidst the development of the current era. This research will increase a more comprehensive understanding of the internal dynamics of companies in managing HR faced with the challenge of a surge in shipping goods. Through this research, we can understand the importance of the relationship between Employee Participation and Self-Efficacy formed from Job Satisfaction has an important role in influencing the level of Employee Retention in forming sustainable company management in the current era.

This research will also not only provide a foundation for understanding for business practitioners and academics about the effectiveness of company efforts in combining social aspects and human resource management (HR). However, it can also provide a strong foundation for stakeholders to make the right strategic decisions in facing complex dynamics in the current logistics market.

In previous research conducted by Kalia et al. (2023) studied variables regarding Human Resource Management where there were variables (Compensation and Performance Appraisal, Employee Participation, Grievance Handling, Health and Safety, Training and Development), Employee Retention, Job Satisfaction, Work Experience, Job Hopping, and in this study there were 365 employees of leading textile companies in India who were the objects of research.

While in the study Nanjundeswaraswamy et al. (2023) studied variables regarding Self-Efficacy, Job Satisfaction, Employee Commitment, and the objects of research were 452 employees from 75 randomly selected textile industries registered and located in the city of Bengaluru, India. In this study there is a combination and modification of variables where this study discusses the variables Employee Participation, Self-Efficacy, Job Satisfaction, Employee Retention where this study examines PT. Pos Indonesia, where this research has differences with previous research because it examines logistics companies. Logistic companies need to increase their Employee Retention to keep providing best services to deliver the goods.

THEORETICAL REVIEW

Basic research theory in this research is organization behavior (OB). Is A field of study that examines the impact of individuals, groups, and structures on behavior within organizations, to improve organizational effectiveness (Robbins & Judge, 2024).

Employee Participation. Employee Participation is the level of active role of employees in providing all forms of contribution to the progress of the organization or company (Farhan et al., 2023). Employee Participation is also a work practice in which employees are actively involved in contributing to various aspects of the company's organization and in the decision-making process (Syamsarifin & Indasah, 2022). Employee Participation has positive and significant impact to job satisfaction, employee justice perception and organization commitment (Gyawali, 2017).

Self-Efficacy. Self-efficacy is a belief that exists in an individual to achieve something that has been desired with a predetermined goal (Risakota & Sapulette, 2020). Self-efficacy is a form of self-confidence in someone in measuring their ability to improve their performance at work (Ariani et al., 2023). Self-efficacy is an individual's assessment of their ability or competence to be able to carry out a task, achieve a goal or produce something (Hamsa & Ilhami., 2023). Self-Efficacy has positive and significant impact to job satisfaction (Gunawan et al., 2017).

Job Satisfaction. Job Satisfaction is a positive emotional condition in the form of a feeling of satisfaction with the achievements that an employee has successfully obtained from the results of his work (Armanda, 2023). Job Satisfaction is the level of commitment of an organization or company related to the satisfaction felt by employees towards their work in supporting the achievement of company goals (Hanafi & Pujianto, 2023). Job Satisfaction is a condition or attitude given by employees to the company because they feel satisfied with their work system (Sari et al., 2024). Job Satisfaction has positive and significant impact to Employee retention (Yang et al., 2021).

Employee retention is delineated as the willingness of individuals to sustain their tenure within the same organization. (Tanoto, 2024). Employee Retention can also be interpreted as a company strategy concept in retaining employees in a company by

providing attractive facilities (Rahaman et al., 2023). Employee Retention is a company strategy adopted to maintain the existence and involvement of employees which is expected to have a positive impact on improving the company's finances (Andari et al., 2021). Employee Participation makes positive impact to Employee Retention (Khalid & Nawab, 2018). Self-Efficacy has positive impact to Employee Retention Aisyah & Faeni (2021), Job Satisfaction influence positive impact to Employee Retention (Hulu, 2024)

Employee Participation needs the active involvement to finish all the jobs. This participation will bring the successful of organization and also make Employee Retention because employees give the maximum contribution (Farhan et al., 2023). Employee Participation will create Employee Satisfaction (Ni et al., 2020). Self-Efficacy makes someone believe with their capabilities to do all their activities until they achieve all the targets (Hamsa & Ilhami., 2023). This will make the Employee Retention because they are focus to achieve the targets. If they achieve the targets, the Employees will be satisfied and self-efficacy will be as strong support for Employee Satisfaction (Lestari et al., 2020).

Job Satisfaction plays an important in developing the strong team and has the correlation with Employee Retention (Dami et al., 2022).

Job Satisfaction mediates Employee participation to Employee Retention Kalia et al. (2023) Job Satisfaction mediates self-efficacy to Employee Retention (Fadilah et al., 2018).

Employee Participation and Self-Efficacy have positive impact to Employee Retention and also have the positive impact to Job Satisfaction. Job Satisfaction has positive impact to Employee Retention (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023).

Hypothesis Development. The Relationship Between Employee Participation and Job Satisfaction. Employees who are actively involved in various fields in the company and are recognized for their role in the decision-making process will feel more satisfied with their work, in their study conducted with a sample of 3,364 employees of the European Foundation for the Improvement of Living and Working Conditions (Guinot et al., 2021). Employees who are actively involved in their work tend to show a more positive attitude in improving their work skills, which ultimately has a positive impact on the level of Job Satisfaction, this study focused on respondents of the New Generation of Construction Workers (under 40 years old) who work on construction sites in China (Employees who actively participate, by always being actively involved in every job voluntarily, can create high job satisfaction, in this study the target respondents were 53 employees and community empowerment and Village Government of Bone Bolango Regency (Seprianto, 2021).

H1: Employee participation has a positive effect on job satisfaction.

The Relationship Between Self-Efficacy and Job Satisfaction. Self-Efficacy is closely related to Job Satisfaction. Suppose someone has a high level of Self-Efficacy. In that case, they tend to be successful in completing tasks, which causes them to be more satisfied with their work or which means that an employee's Job Satisfaction is high, in this study the respondents were all permanent lecturers at a private university owned by the Islamic Foundation in North Sumatra (Muis et al., 2018). Developing the level of Self-Efficacy in an employee can increase job satisfaction possessed by employees within the company, the respondents in this study were employees of a company located in Sidoarjo (Lestari et al., 2020). Self-Efficacy that arises from the employee's ability to complete their

work is a strong driver for increasing Job Satisfaction, in this study the respondents were employees of Maya Ubud Resort & Spa Bali. However, we also found the result that Self-Efficacy has negative impact to job Satisfaction(Saputri et al., 2024).

H2: Self-efficacy has a positive effect on job satisfaction.

The Relationship Between Job Satisfaction and Employee Retention. One of the best ways to maintain employee turnover is to ensure that they are satisfied with their jobs. To achieve this, companies must ensure that employees feel satisfied and fulfilled in various aspects, starting from aspects in terms of work, salary, promotion opportunities, relationships with superiors, and relationships with coworkers. This can help employees build a motivating work environment for self-development so that employees want to stay for a long time, the respondents in this study were permanent employees at PT. Nasmoco Gombel branch, Semarang City (Asria, 2025). This high job satisfaction is related to employee retention, making it important for companies to pay attention to employees and ensure their happiness in the workplace. This helps employees feel satisfied with their jobs and reduces the rate of employee turnover, MSME business actors in the Paguyuban Chips Tempe Sanan Malang City became respondents in the study (Liana & Denjayanti, 2022). Employee job satisfaction is an important factor in retaining employees in the company. By maintaining employee job satisfaction, companies can increase the likelihood of employees remaining in the company. Therefore, measuring the level of employee job satisfaction is an important step as an initial step in efforts to retain employees. In this study, the respondents were employees in the automotive components industry (Wahyuni et al., 2022).

H3: Job satisfaction has a positive effect on employee retention.

The Relationship Between Employee Participation and Employee Retention. Companies that often invite their employees to participate in the decision-making process will help employees feel more connected to the company. As a result, employees tend to stay longer in the company, where this study examines employee retention in Pakistan (Ullah et al., 2020). Employees who are actively involved in their work can provide significant benefits to the company, including reducing employee turnover rates, respondents in this study were employees who worked at the Medica Super Speciality Hospital, Kolkata(Andari et al., 2021). The results of the previous analysis showed that employee involvement in decision-making within the company tends to strengthen employee relationships with the company, this attachment can make employees tend to stay longer and have a positive impact on employee retention rates, where in this study the sample taken was from employees at PT. Madubaru Bantul Yogyakarta (Pratama, 2020).

H4: Employee participation has a positive effect on employee retention.

The Relationship Between Self-Efficacy and Employee Retention. Self-efficacy has a positive and impact to job satisfaction and employee performance (Ali et al., 2021). The existence of a high level of self-confidence among employees in a company can encourage them to remain in the company for a long time, thus increasing employee retention, employees of PT Antaran Sukses Express in Tangerang City were respondents in this

study (Aisyah & Faeni, 2021). Employees with a strong level of Self-Efficacy will carry out their tasks much better than their colleagues, which can benefit the company by increasing organizational control so that Employee Retention will also increase, in this study the respondents were SME employees in Malaysia (Atikur et al., 2023).

H5: Self-efficacy has a positive effect on employee retention.

Employee Participation towards Employee Retention mediated by Job Satisfaction. The success of a company is highly dependent on the contribution of its employees and the company has a responsibility to produce a work environment system based on job satisfaction for its employees in order to maintain employee retention rates, respondents in this study were employees working in the service industry in the city of Surabaya (Pratiwi & Hariani, 2023). Employees who are actively involved in their work tend to be happier to be involved in their activities and work. Their company so that increasing job satisfaction can help retain employees for a more extended period of time, this study focuses on respondents from the New Generation of Construction Workers (under 40 years old) who work on construction sites in China (Ni et al., 2020). Job Satisfaction acts as a partial mediator between Employee Participation and good Employee Retention in the study, respondents in this study were employees at a leading textile company in India (Kalia et al., 2023). Grounded in the previous findings, the hypothesis can be formulated as:

H6: Employee participation has a positive influence on employee retention which is mediated by job satisfaction.

Self-Efficacy towards Employee Retention mediated by Job Satisfaction. Employees with high levels of Self-Efficacy are considered to be more capable of achieving goals in their work which can increase the employee's Job Satisfaction, so that it will motivate employees to stay with the organization, this study was conducted on employees of PT. Angkasa Pura Supports Denpasar (Narotama & Sintaasih, 2022). Suppose Self-Efficacy is an assessment of the ability and self-confidence in completing predetermined tasks so that Job Satisfaction is achieved. In that case, Job Satisfaction is one of the causes that can increase Employee Retention, this study was conducted on permanent employees of the HCS division of PT. GarudaFood Putra Putri Jaya, Gresik, East Java (Fadilah et al., 2018). Self-Efficacy can develop when an employee is satisfied with his work. As a result leads to the intention to serve the organization for a more extended period of time, the respondents in this study were employees of 3-star and 4-star hotels located in the Klang Valley, Malaysia (Halim et al., 2021).

H7: Self-efficacy has a positive influence on employee retention which is mediated by job satisfaction.

Research Model and Hypotheses. From the following description, it can be described that there is an influence of Employee Participation, Self-Efficacy and Job Satisfaction on Employee Retention. Based on this explanation, it can be seen through **Figure 2** Research Model.

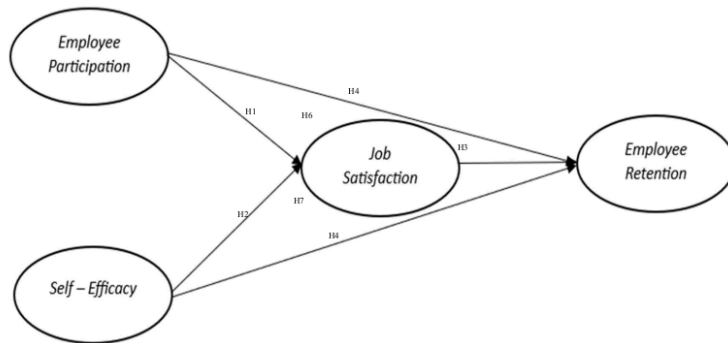


Figure 2. Reaserch Model

Source: (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023)

METHODS

Population and Sample. This study refers to previous studies conducted by (Kalia et al., 2023). The design of this study was carried out by means of Hypothesis Testing to be able to prove the level of influence of Employee Participation and Self Efficacy on Employee Retention Mediated by Job Satisfaction. Hypothesis testing is a proof of a hypothesis statement that aims to decide according to the criteria of the hypothesis. Therefore, this hypothesis is only temporary until testing is carried out, then the hypothesis statement can be true or false (Fauzi, 2022). Correlational studies are also used to present the results of the relationship between variables related to the problem.

From **Table 2 shows** male gender is dominant than female gender, because male employees in logictic company have to send or deliver the packages to many locations and also need their physical strength to lifting things. Age Above 24 to 35 is dominance because employees have much capabilities and also productive to provide the service excecellent to the customers. Length of Work Above 5 to 10 years is dominant because Employees are knowing and familiar with ther jobs, so they are easily to finish ther jobs. They also understand about the organization culture.

Table 2. Respondent Profile

Respondent Profile	Number of Respondent	Percentage
Gender		0.065
Male	98	0.035
Female	52	
Age		
Under 24	26	0.017
Above 24 to 35	54	0.036
Above 35 to 45	32	0.021
Above 45 to 50	17	0.113

Respondent Profile	Number of Respondent	Percentage
Above 50 to 58	21	0.140
Length of Work		
1 to 5 years	23	0.153
Above 5 to 10 years	54	0.360
Above 10 to 15 years	42	0.280
Above 15 to 20 years	31	0.201

The data in this study used cross-sectional data collected once in a period of time. The data analysis unit was obtained from individuals who were employees of PT. Pos Indonesia and its branches located in Central Jakarta. Cross-sectional data is a research method that involves data collection that is carried out only once in a period of days, weeks, or months, to answer research questions (Roger, 2020). The setting used in this study is the non-contrived settings method, which means that this research is conducted based on general research and is not bound or fixated on a place/or room. Sampling in this study will be carried out by distributing questionnaires to PT Pos Indonesia and its various branches located in the Central Jakarta area which has 26 branch offices. There are steps in determining the number of samples in a study, the minimum number used is 5 to 10 times the number of statement items (Hair et al., 2022). This study is considered to have 30 statement items. Based on the explanation above, it can be concluded that the minimum number of samples that can be used for research is 150 respondents, and the maximum number that can be used for this study is 300 respondents.

Table 3. Variables and Indicators

Variable	Items	Indicators
Employee Participation	7	1. Regular meetings and discussions are held with employees.
		2. Employees are involved in the problem-solving process and in decision making.
		3. In completing work, management gives employees the freedom to think and act independently to complete the work.
		4. Employees feel comfortable expressing their views and suggestions.
		5. Seniors motivate employees to improve teamwork atmosphere.
		6. Companies sometimes provide flexibility in working hours for urgent needs to accommodate employee needs.
		7. Management provides employee policies to continue to be involved in the development process
Self-Efficacy	5	1. I was able to achieve most of the goals that were set previously.
		2. I can complete complex tasks.
		3. I was able to get important results.
		4. I am able and successful in overcoming many challenges.
		5. I can do most tasks effectively compared to how other people work.
Job Satisfaction	9	1. The working conditions in this company are perfect.
		2. I am satisfied with the financial incentives.
		3. I have a strong sense of attachment to this company.
		4. The company inspires the best in me in terms of job performance.
		5. All workforce groups are treated equally (age, gender, race, religion).

Variable	Items	Indicators
Employee Retention	9	6. The right amount of appreciation is given for my work.
		7. Management pays attention to employee welfare and satisfaction.
		8. I am satisfied with the leave policy.
		9. The salary that has been given is very fair.
		1. I consider this company a great place to work.
		2. I do not feel concerned about the future of this company.
		3. If I had to choose again, I would rather work for this company.
		4. "Interest and Skills Based" job assignments act as a more powerful retention tool.
		5. I am satisfied with the working environment.
6. I have no intention of leaving this company.		
7. This is the best company to work with.		
8. I can maintain a work-life balance.		
9. I feel loyal and committed to this company.		

Source: (Kalia et al., 2023; Nanjundeswaraswamy et al., 2023).

Measures. An online survey using Google Forms was used to collect the data for this study. Thirty questions in all were created to evaluate the study's factors. The survey used a Likert scale with a range of 1 (strongly disagree) to 5 (strongly agree). According to (Roger, 2020) Likert scales make it possible to compute mean values and standard deviations, which helps with the assessment of hypotheses. Table 3 displays the stats for the pertinent prompts.

RESULTS

Proposed in this study are validated, as shown in Table 4. If the p-value is less than 0.050 and the path coefficient values fall between -1 and +1, the hypothesis is validated. Within a model, path coefficients show how strongly one variable is associated with another. The variable values (path coefficients) in this analysis vary from -1 to +1. A negative correlation between variables is represented by a value of -1, whilst a positive correlation is represented by a number of +1. The significance of the p-value is used to determine the baseline or significance level for rejecting a hypothesis. A hypothesis in this study is considered significant if the p-value is less than 0.050 (Hair et al., 2022).

Predicated on Table 4 containing the results of the hypothesis test (H1) in this study, it is known that there is an estimated value of 0.520, which means that in theory there is a positive influence between Employee Participation and Job Satisfaction. The p-value is 0.000 under 0.050, which means that there is a significant influence of Employee Participation on Job Satisfaction. Moreover, this positive value indicates that if Employee Participation in the company increases, then Job Satisfaction in employees will also increase (Ha is supported). Grounded in table above for second hypothesis (H2), containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.143, which means that in theory there is a positive influence between Self-Efficacy and Job Satisfaction. The p-value is 0.047 under 0.050, which means that there is a significant influence of Self-Efficacy on Job Satisfaction. Moreover, a positive value in the Estimation value means that if Self-Efficacy in an employee in a company increases, then Job Satisfaction in the employee will also increase (Ha is supported).

Table 4. Hypothesis Analysis Result

Variable	Path Coefficient	p-value	Result
Employee Participation → Job satisfaction	0.520	0.000	Significant
Self-Efficacy → Job Satisfaction	0.143	0.047	Significant
Job Satisfaction → Employee Retention	0.308	0.002	Significant
Employee Participation → Employee Retention	0.478	0.000	Significant
Self-Efficacy → Employee Retention	0.155	0.026	Significant
Employee Participation → Job Satisfaction → Employee Retention	2.506	0.003	Significant
Self-Efficacy → Job Satisfaction → Employee Retention	1.446	0.037	Significant

Source: Data Collected by Researchers (2024)

Next, established on **Table 4** for third hypothesis (H3) containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.308, which means that in theory there is a positive influence between Job Satisfaction and Employee Retention. The p-value is 0.002 under 0.050, which means that there is a significant influence of Job Satisfaction on Employee Retention. A positive value means that if Job Satisfaction in employees increases, it will affect the increase in Employee Retention in the company (Ha is supported). Stemming from **Table 4** for H4 containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.478, which means that in theory there is a positive influence between Employee Participation and Employee Retention. The p-value is 0.000 under 0.050, which means that there is a significant influence of Employee Participation on Employee Retention. A positive value in the estimate means that if Employee Participation in the company increases, Employee Retention in the company will also increase (Ha is supported).

Next, the fifth hypothesis test (H5) containing the results of the hypothesis test in this study, it is known that there is an estimated value of 0.155, which means that in theory there is a positive influence between Self-Efficacy and Employee Retention. The p-value is 0.026 under 0.050, which means that there is a significant influence of Self-Efficacy on Employee Retention. A positive influence indicates that if Self-Efficacy in an employee in a company increases, then Employee Retention in the company will increase. Dependent on table 4 containing the results of the hypothesis test (H6) in this study, it is known that there is an estimated value of 2.506, which means that in theory there is a positive influence between Employee Participation and Employee Retention mediated by Job Satisfaction. The p-value is 0.003 under 0.050, which means that there is a significant influence of Employee Participation on Employee Retention mediated by Job Satisfaction. Thus, it means that the increasing Employee Participation supported by Job Satisfaction will increase Employee Retention at PT Pos Indonesia Central Jakarta (H6 Supported). The test on this mediation is assisted by using the Sobel test. From the results obtained, the type of mediation in the hypothesis test 6 is partial mediation. Where this partial mediation means that Employee Participation can have a direct influence on Employee Retention, but Employee Participation can also increase Job Satisfaction which then has an impact on Employee Retention.

Table 4 shows containing the results of the hypothesis test (H7) in this study, it is known that there is an estimated value of 1,446, which means that in theory there is a positive influence between Self-Efficacy on Employee Retention mediated by Job Satisfaction. The p-value is 0.037 under 0.050, which means that there is a significant

influence of Self-Efficacy on Employee Retention mediated by Job Satisfaction. Thus, it means that the increasing Self-Efficacy in employees supported by Job Satisfaction will increase Employee Retention at PT Pos Indonesia Central Jakarta (H_a is supported). The test on this mediation is assisted by using the Sobel test. From the results obtained, the type of mediation in the hypothesis test 7 is partial mediation. Where this partial mediation means that Self-Efficacy can have a direct influence on Employee Retention, but Self-Efficacy can also increase Job Satisfaction which then has an impact on Employee Retention.

DISCUSSION

Predicated on the results of hypothesis 1 test, it shows that Employee Participation has a positive and significant influence on Job Satisfaction, which means that employees of PT Pos Indonesia Central Jakarta with high participation will feel higher job satisfaction. The data shows that most employees are men, aged 24 to 35 years, because this age is in accordance with the qualifications needed and is considered a period of job exploration and productive period, so it is easier to adapt to change. The length of work of 2 to 5 years also shows that employees with sufficient work experience can contribute more effectively in decision making and problem solving. Those criteria (gender, age, Length of Work) of respondents support the impact between employee to job satisfaction. Therefore, PT Pos Indonesia tends to recruit employees with the criteria above, because they are more likely to feel high job satisfaction when allowed to participate more in problem solving and decision making. At PT Pos Indonesia in Central Jakarta, employees can participate more when solving a problem together or in decision making during monthly meetings at this company so that employees feel satisfied because in these meetings employees can provide input and decisions. This research is supported by previous research conducted by Kalia et al. (2023) which found a positive influence between Employee Participation and Job Satisfaction. From this result, the managerial implication that manager from this research must involve employees, the managerial implication hopefully manager can increase the policies to make employees being more participated in many activities.

Grounded in the results of hypothesis 2 testing, Self-Efficacy has a positive and significant effect on Job Satisfaction, which means that employees of PT Pos Indonesia Central Jakarta with high self-confidence will feel higher job satisfaction. The data shows that most employees are male and are aged under 24 to 35 years, which is an age that is responsive in facing challenges. High self-confidence in PT Pos Indonesia Central Jakarta employees in this age range helps them achieve their goals, are optimistic about completing work challenges which can make employees' work satisfaction high. In addition, Length of Work 1 to 5 years shows that employees with sufficient work experience are considered able to overcome challenges and work more effectively which in turn can increase their job satisfaction because they have overcome challenges well and work more effectively. This study is supported by previous research Nanjundeswaraswamy et al. (2023) which in its study found a positive effect between Self-Efficacy on Job Satisfaction. From this result, the managerial implication indicated that managers have to increase the support to make employees being more confidence.

Established on the results of hypothesis 3 testing, Job Satisfaction has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. Employees who feel a high level of job satisfaction tend to maintain their positions in the company.

The majority of employees are male and most are aged above 24 to 35 years who feel satisfied with having work experience 1 to 5 years. Employees of PT Pos Indonesia in Central Jakarta show their dedication because they have been supported by being given awards if the employee exceeds the target given by the company and the company's leave policy, both of which can increase employee job satisfaction which is more in the employee and encourage them to remain loyal and committed to the company. This study supports previous research that has been studied by Kalia et al. (2023) which in their study found a positive effect between Job Satisfaction and Employee Retention. Employees of PT Pos Indonesia Central Jakarta who feel high Job Satisfaction have a high sense of wanting to stay with the company. From this result, the managerial implication asked the manager to increase the employees conformity in order make employees retention.

Stemming from the results of hypothesis 4 testing, Employee Participation has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. The majority of employees are male and aged 24 to 35 years. The data shows that employees with a high level of participation tend to be more loyal and committed to the company, which shows that the higher the level of Employee Participation, the stronger the relationship between employee loyalty and the company. Work experience above 5 years also shows that employees with this experience have built dedication and in-depth knowledge of the company's tasks and culture. This increases their emotional and professional ties to PT Pos Indonesia Central Jakarta and strengthens their motivation to stay with the company for a long time. This study is supported by previous research that has been studied by Ullah et al. (2020) which states that companies that provide their employees to participate more often will have a positive effect on employees so that employees tend to stay longer at the company. From this result, the managerial implication hopefully need the manager increasing the participation from employees that will make employees being motivated and getting the retention.

Dependent on the results of the hypothesis 5 test, Self-Efficacy has a positive and significant effect on Employee Retention at PT Pos Indonesia Central Jakarta. Especially for employees of PT Pos Indonesia Central Jakarta, there are more men than women and are aged 24 to 35. This level of self-confidence positively affects the level of employee retention in the company. Employees with work experience 1 to 5 years are also more prominent, indicating that this experience strengthens their competence and increases the sense of remaining in the company and the employee's view of the company that has been chosen is not the wrong company because in this company employees can be confident in carrying out their tasks and facing the challenges that exist at PT Pos Indonesia Central Jakarta. This confirms that employees with high self-confidence in their work abilities tend to choose to remain in this company. This study is supported by previous research conducted by Aisyah & Faeni (2021), which states that Self-Efficacy has a positive effect on Employee Retention. From this result, the managerial implication bring the managers always support employees an increase their confidence so that the employees will feel more confidence and the will stay long in the company.

Grounded in the results of hypothesis 6, there is a positive and significant influence between Employee Participation and Employee Retention mediated by Job Satisfaction. Statistical data shows that employees are dominated by men and are aged 24 to 35 years. This can happen because at that age, employees are considered to be more active in participating in company activities. In addition, there are also employees with a length of service more than 6 years who are still quite a lot. Employees in this work period at PT Pos

Indonesia Central Jakarta still show a high level of participation in various company activities, which in turn increases the sense of staying longer in the company. Employees who actively participate in company activities tend to have a low intention to leave the company.

This is due to the opportunity given by the company to employees to participate in internal activities, which increases their sense of ownership and involvement. When a high level of job satisfaction accompanies this level of participation, employees will feel that the company where they work is the right place for them so they choose to stay with the company. This study also provides an understanding that not only Employee Participation is directly related to Employee Retention, but also through Job Satisfaction. This research is supported by previous research conducted by Kalia et al. (2023) which stated that Employee Participation has a positive effect on Employee Retention mediated by Job Satisfaction. From this result, the managerial implication need manager to increase employee participation and job satisfaction to support employee retention.

Predicated on the results of hypothesis 7, there is a positive and significant influence between Self-Efficacy on Employee Retention mediated by Job Satisfaction. The data obtained shows that most employees at PT Pos Indonesia Central Jakarta are in the age range 24 to 35 and more male than female. However, they have the same level of self-confidence where both men and women have a high level of self-confidence in facing challenges in the company. The length of service of employees is dominated by 1 to 5 years, which shows that they are familiar enough with the company, its work system and remain enthusiastic in carrying out their duties.

At PT Pos Indonesia Central Jakarta, employees are also always given motivation and input by their seniors, which encourages increasing employee self-confidence so that they can complete their tasks well and can overcome all the challenges in the company. This can make employees stay longer in the company, coupled with a good level of Job Satisfaction in employees in the company, employees will feel more comfortable in the company which makes employees at PT Pos Indonesia in Central Jakarta feel that they have a greater attachment to the company and have no intention of moving to another company, which means that employees will be able to survive for a more extended period of time in this company.

This study is supported by previous research conducted by Fadilah et al. (2018) which states that Self Efficacy is an assessment of the ability and self-confidence in completing predetermined tasks so that Job Satisfaction is achieved. Job Satisfaction is one of the causes that can increase Employee Retention which means that in this study Self-Efficacy has a positive influence on Employee Retention mediated by Job Satisfaction. From this result, the managerial implication asked the manager to increase employee self - efficacy and job satisfaction to support employee retention.

CONCLUSION

The findings indicate a favorable and substantial impact of Employee Involvement on Job Satisfaction at PT Pos Indonesia Central Jakarta. The analysis confirms a positive and significant relationship between Self-Belief and Job Satisfaction at PT Pos Indonesia Central Jakarta. The findings illustrate a positive and noteworthy effect of Job Satisfaction on Employee Retention at PT Pos Indonesia Central Jakarta. The analysis substantiates a positive and significant connection between Employee Involvement and Employee

Retention at PT Pos Indonesia Central Jakarta. The findings reveal a positive and considerable influence of Self-Belief on Employee Retention at PT Pos Indonesia Central Jakarta. The analysis demonstrates a positive and significant relationship between Employee Involvement and Employee Retention, mediated by Job Satisfaction, at PT Pos Indonesia Central Jakarta. The findings declare a favorable and substantial influence of Self-Belief on Employee Retention, mediated by Job Satisfaction, at PT Pos Indonesia Central Jakarta.

RECOMMENDATIONS. This research was only conducted at PT Pos Indonesia Central Jakarta, for further research it is recommended to research PT Pos Indonesia in several other areas in order to obtain diverse, innovative and valuable results. For future research, other variables that have the potential to influence Employee Retention can be added, such as Organizational Career Development (Jena, 2023).

PT Pos Indonesia Central Jakarta must maintain Employee Participation in the company because Employee Participation has a significant influence on Employee Retention in the company, primarily through Job Satisfaction. After all, reasonable job satisfaction in employees can add a better influence on employee retention in the company. The company must continue to pay attention to the active involvement of employees in the company such as routine discussions, problem solving, and at the time of decision making but also things that can motivate employees towards the company.

In order to continue to improve Employee Participation at PT Pos Indonesia Central Jakarta, the management of the company must be better in providing policies to employees to continue to be involved in the development process in the company. PT Pos Indonesia Central Jakarta needs to improve Self-Efficacy in each of its employees so that Employee Retention in the company becomes better, especially the company needs to pay attention to employees in terms of providing more enthusiasm and support so that employees can be confident in obtaining better results and completing various tasks and challenges that are difficult for employees in the company.

Employee Retention at PT Pos Indonesia: Job Satisfaction as a Mediator

ORIGINALITY REPORT

19%

SIMILARITY INDEX

14%

INTERNET SOURCES

12%

PUBLICATIONS

3%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

3%

★ Prateek Kalia, Meenu Singla, Robin Kaushal.

"Human resource management practices and employee retention in the Indian textile industry",
International Journal of Productivity and
Performance Management, 2023

Publication

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off