



Job Demands, Resources, and Turnover Intention: Job Satisfaction Mediation among Outsourced Ground Handling Employees

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Abstract

Background: Turnover intention remains a persistent problem in labour-intensive service industries, particularly among outsourced workers who face job insecurity, limited career mobility, and heavy operational demands. Evidence on how job resources and job demands translate into withdrawal intentions remains inconsistent, and job satisfaction has rarely been tested as a transmission mechanism within a single Job Demands–Resources model in aviation ground handling.

Objective: This study examines the effects of job motivation, job stress, and quality of work life on turnover intention, with job satisfaction as a mediator, among outsourced employees of PT Gapura Angkasa at I Gusti Ngurah Rai International Airport.

Methods: An explanatory quantitative design was applied to 192 respondents drawn by proportionate stratified random sampling from a population of 372 outsourced employees. Data were analysed with Partial Least Squares–Structural Equation Modelling in SmartPLS 4 using a disjoint two-stage hierarchical component model.

Results: Job motivation and quality of work life significantly reduced turnover intention, whereas job stress showed no significant direct effect. Job satisfaction mediated the motivation and stress pathways but not the quality of work life pathway.

Conclusion: The findings extend Job Demands–Resources Theory by showing that job satisfaction is the principal transmission mechanism of the health impairment process, while job resources also operate through a direct motivational route. Management should prioritise structured recognition, workload redistribution, and contract transparency to retain outsourced ground handling personnel.

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INTRODUCTION

Employee turnover intention remains one of the most persistent concerns in contemporary human resource management. Voluntary departures impose direct costs on recruitment, selection, and training, and indirect costs through lost productivity, disrupted coordination, and the erosion of organisational knowledge (Allen et al., 2010; Chattopadhyay & Mohapatra, 2026; Hom et al., 2017). Recent global evidence sharpens this urgency. Gallup (2026) reports that worldwide employee engagement fell to 20 per cent in 2025, its lowest level since 2020, at an estimated cost of USD 10 trillion in lost productivity, while roughly half of the global workforce reported watching for or actively pursuing new employment (Gallup, 2025). The International Labour Organization (2025) further notes that although global unemployment held

at approximately 5 per cent in 2024, informal and precarious employment returned to pre-pandemic levels, leaving contingent workers structurally exposed to insecure conditions. In the Asia Pacific region, voluntary turnover reached 15.6 per cent ([Mercer, 2024](#)), driven by intensified job demands and career uncertainty.

At the national level, data from the Ministry of Manpower indicate that the services and transportation sector recorded the highest turnover rate in Indonesia at 13.9 per cent, concentrated in firms that operate outsourcing arrangements. Such arrangements are widely perceived as disadvantageous because they offer weaker job security, lower wages, and limited access to career development ([Ardila, 2026](#)).

PT Gapura Angkasa, the largest ground handling service provider in Indonesia, employs several thousand outsourced workers across its airport network. Its branch at I Gusti Ngurah Rai International Airport in Denpasar serves one of the busiest airports in the country, where dense flight activity demands speed, precision, and discipline under sustained operational pressure. Over the last three years the branch recorded average turnover of 16.7 per cent in 2023, 17.9 per cent in 2024, and 20.5 per cent in 2025, far above the aviation industry benchmark of below 10 per cent (Puspita et al., 2024). Turnover at this level disrupts operational continuity, raises the workload of remaining staff, and weakens service reliability.

Although these variables have been examined individually, prior empirical evidence on their joint operation is far from settled.

A closer comparison of recent studies exposes the inconsistency. Zamzami et al. (2022) found that quality of work life reduced turnover intention indirectly, transmitted through job motivation and job satisfaction among Indonesian outsourced workers. Pertiwi et al. (2024), studying a comparable population, reported a direct negative effect with no meaningful mediation. Working at a broader level of aggregation, Rubenstein et al. (2018) showed in a meta-analysis of turnover antecedents that attitudinal predictors such as satisfaction explain substantially less variance than situational and contextual factors, while Lesener et al. (2019) demonstrated across longitudinal Job Demands–Resources studies that the motivational and health impairment pathways differ in strength between occupational groups ([Bakker et al., 2023](#)). Taken together, these divergent results imply that the mediating role of job satisfaction is contingent on job design and employment status rather than universal. No study, however, has tested the competing pathways simultaneously in aviation ground handling, where outsourcing is the dominant employment model.

The novelty of this study is therefore twofold. Theoretically, it extends Job Demands–Resources Theory by positioning job satisfaction as the mechanism through which demands and resources are converted into withdrawal intentions, and by specifying all three antecedents as hierarchical component models rather than unidimensional scales, which allows the relative weight of each sub-dimension to be recovered ([Sarstedt et al., 2019](#)). Empirically, it supplies the first evidence drawn from outsourced ground handling personnel at a major Southeast Asian hub, a workforce that is operationally critical yet largely absent from the retention literature.

Outsourced employees occupy a structurally vulnerable position. They are held to the same performance targets and service standards as permanent staff, yet face narrower job security, shorter career ladders, lower compensation, and restricted access to welfare facilities. When job demands outweigh the resources supplied to meet them, the imbalance surfaces as strain, weakened motivation, and reduced satisfaction, and over time it converts into an intention to leave.

Workforce stability carries particular weight in aviation ground handling. The function spans passenger service, baggage and ramp handling, cargo processing, and operational support, all of which depend on readiness, discipline, technical skill, and tight cross-unit coordination. Elevated turnover in this setting therefore threatens not only the employing firm but airport punctuality, service quality, and passenger satisfaction.

Job motivation is the first factor examined here. It comprises the internal and external drives shaping an employee's energy, commitment, and willingness to pursue organisational goals. Employees with strong job motivation display closer work engagement and firmer loyalty. Where motivation is weak, work is experienced as directionless and unrecognised. The effect is amplified under outsourcing, because non-permanent status already loosens the employee's

attachment to the organisation.

Job stress operates in the opposite direction. It emerges when job demands exceed an employee's capacity, resources, or available support. Ground handling staff routinely absorb heavy workloads, rotating shifts, time pressure, the risk of operational error, and continuous passenger service demands, a combination that produces both physical and mental fatigue. Left unmanaged, these strains erode job satisfaction and raise the likelihood of job search behaviour.

Quality of work life captures the extent to which an organisation sustains a safe, fair, and supportive working environment. Its components include adequate compensation, development opportunities, sound working relationships, job security, work-life balance, and employee participation in decisions. Where these conditions are met, employees report higher satisfaction and stronger attachment; where they are absent, negative perceptions of the employer harden.

Job satisfaction reflects an employee's positive appraisal of the work itself, its rewards, supervisory and peer relationships, and prospects for advancement. Satisfied employees commit more readily to the organisation, whereas dissatisfaction converts expectations that have gone unmet into an intention to leave. Among outsourced workers this appraisal carries added weight, since it encodes perceptions of fairness, employment stability, and recognition of contribution.

Job Demands–Resources Theory supplies the framework that links these constructs. The theory holds that every job combines demands, such as workload and time pressure, which deplete energy and trigger the health impairment process, with resources, such as motivation, supervisory support, and quality of work life, which fuel the motivational process and buffer strain (Bakker et al., 2023). Positioned this way, the theory explains why job stress and job resources should reach turnover intention along different routes.

This study therefore analyses the effects of job motivation, job stress, and quality of work life on the turnover intention of outsourced employees at the I Gusti Ngurah Rai branch of PT Gapura Angkasa, with job satisfaction specified as a mediating variable.

The study refines Job Demands–Resources Theory by testing whether job satisfaction transmits the effect of demands and resources uniformly, or whether the two processes reach turnover intention along separate routes, and by modelling each antecedent as a hierarchical component so that sub-dimensional weights become visible.

The findings give ground handling management an evidence base for allocating limited retention budgets between motivational interventions, workload control, and improvements to the quality of work life of outsourced staff.

The study establishes which pathway dominates indicates where policy should intervene: if satisfaction carries the stress effect in full, then reducing demands without repairing satisfaction will not lower turnover, whereas resource-based levers may act on turnover intention directly.

Hypothesis Development

Job Demands–Resources Theory (JD-R Theory)

This study rests on Job Demands–Resources Theory, formulated by Demerouti et al. (2001) and developed by Bakker and Demerouti (2023; 2007). The theory holds that every occupation combines job demands with job resources, and that the two jointly shape psychological wellbeing, motivation, and work behaviour. Bakker et al. (2023) subsequently consolidated a decade of evidence showing that the health impairment and motivational processes are empirically separable rather than two labels for one mechanism, which is precisely the distinction this study tests. Within the present model, job stress represents job demands, while job motivation and quality of work life represent job resources.

Turnover Intention

Turnover intention denotes an individual's conscious intent to leave the organisation voluntarily (Dhoopar et al., 2026; Mobley, 1977). March and Simon (1958) argued that such decisions turn on job satisfaction, organisational commitment, and the availability of external alternatives, and Mosadeghrad (2013) later linked job stress and quality of work life to the same outcome (Ramadhani, 2026). Two recent syntheses qualify this account (Otenyo, 2023). Hom et al. (2017), reviewing a century of turnover research, argued that intention is better modelled as the endpoint of several distinct processes rather than a single attitudinal chain, and Rubenstein et

al. (2018) confirmed meta-analytically that contextual and situational antecedents rival attitudes in predictive weight (Lemb et al., 2025). Lee et al. (2018) accordingly recommend retention strategies aimed at job design rather than satisfaction alone (Y. Lee et al., 2022). In the Indonesian outsourcing context, Lee et al. (2022) found that quality of work life reaches turnover intention through job motivation and job satisfaction.

Job Motivation

Job motivation is the composite of internal and external drives governing work behaviour. Herzberg et al. (1959) held that motivator factors such as achievement, recognition, and development opportunities raise job satisfaction, while hygiene factors merely prevent dissatisfaction (Ahlstedt et al., 2024). Within the Job Demands–Resources framework, job motivation functions as a personal resource that offsets the cost of job demands and strengthens attachment to the organisation (Bakker et al., 2023; Bakker & Demerouti, 2017). Lim and Dini (2023) report that this attachment is transmitted to turnover intention largely through job satisfaction rather than directly.

Job Stress

Job stress, in Job Demands–Resources terms, is the consequence of job demands that are not matched by adequate resources (Demerouti et al., 2001; Demerouti & Bakker, 2023). Once demands exceed individual capacity, employees experience psychological strain that depresses job satisfaction, and Ganster and Rosen (2013) show that sustained exposure damages psychological wellbeing and reshapes work attitudes (Chen et al., 2022). Lesener et al. (2019), pooling longitudinal Job Demands–Resources studies, found that the health impairment path reaches withdrawal outcomes principally through diminished wellbeing rather than immediately, which supports the expectation of full mediation on the stress pathway in the present model (Bakker et al., 2023).

Quality of Work Life (QWL)

Quality of work life describes how far an organisation supplies a working environment that supports the physical, psychological, and social wellbeing of its staff (Walton, 1973; Zhang et al., 2026). Sirgy et al. (2001) operationalise the construct through the extent to which work satisfies employee needs across health, economic, social, and self-actualisation domains (Rai, 2026). A safe environment, an equitable compensation system, and genuine development opportunities all sharpen positive perceptions of the employer, and Pertiwi et al. (2024) find a negative effect of quality of work life on turnover intention among outsourced employees. Leitão et al. (2019) add that these gains extend to organisational performance, while Lee et al. (2022) show that job satisfaction carries part of the effect of quality of work life on turnover intention.

Based on the literature reviewed above, the research hypotheses are formulated as follows:

- H1: Job motivation has a significant effect on job satisfaction.
- H2: Job motivation has a significant effect on turnover intention.
- H3: Job stress has a significant effect on job satisfaction.
- H4: Job stress has a significant effect on turnover intention.
- H5: Quality of work life has a significant effect on job satisfaction.
- H6: Quality of work life has a significant effect on turnover intention.
- H7: Job satisfaction has a significant effect on turnover intention.
- H8: Job motivation has a significant effect on turnover intention through job satisfaction.
- H9: Job stress has a significant effect on turnover intention through job satisfaction.
- H10: Quality of work life has a significant effect on turnover intention through job satisfaction.

METHOD

This study applies a quantitative approach with an explanatory research design intended to explain causal relationships between variables. The independent variables are job motivation (X1), job stress (X2), and quality of work life (X3); job satisfaction is the mediating variable (M); and turnover intention is the dependent variable (Y). An explanatory design was selected because

the theoretical relationships are already established by Job Demands–Resources Theory, so the task is to test and explain directional effects rather than to describe or explore them. Partial Least Squares–Structural Equation Modelling was preferred over covariance-based structural equation modelling on three grounds. First, the model is complex, containing three second-order constructs and a mediating path, and Partial Least Squares handles such structures without the identification problems that covariance-based estimation encounters. Second, the objective is prediction and theory extension rather than the confirmation of a global model fit, which is the domain in which Partial Least Squares performs best (Hair et al., 2019). Third, the questionnaire data are not multivariate normal, a condition under which the distribution-free estimation of Partial Least Squares remains robust (Becker et al., 2023).

The research population comprises outsourced employees of PT Gapura Angkasa at the I Gusti Ngurah Rai branch who serve ten foreign airlines. The population totals 372 employees, distributed across the Preflight and Postflight units. Applying the Cochran (1977) formula at a 95 per cent confidence level and a 5 per cent margin of error yields an initial estimate of 384 respondents, which the finite population correction reduces to a minimum of 189 (Narayan et al., 2023). A sample of 192 respondents was drawn by proportionate stratified random sampling, which satisfies the minimum requirement and represents 51.6 per cent of the population. Data were collected through a questionnaire using a five-point Likert scale.

Variables were operationalised through the Hierarchical Component Model approach, that is, as second-order constructs in Partial Least Squares–Structural Equation Modelling. A Hierarchical Component Model represents an abstract construct at a higher level while retaining its concrete sub-dimensions as lower-order components, which reduces the number of structural paths and improves model parsimony (Sarstedt et al., 2019). Job motivation, job stress, and quality of work life were each specified as reflective-reflective higher-order constructs and estimated using the disjoint two-stage approach: in the first stage the lower-order components were estimated with their own indicators, and in the second stage the resulting latent variable scores served as indicators of the higher-order construct. The disjoint two-stage approach was preferred over the repeated indicator approach because it avoids the bias that arises when the number of indicators differs across lower-order components (Becker et al., 2023). Figure 1 sets out the resulting structure, and Table 1 details each construct.

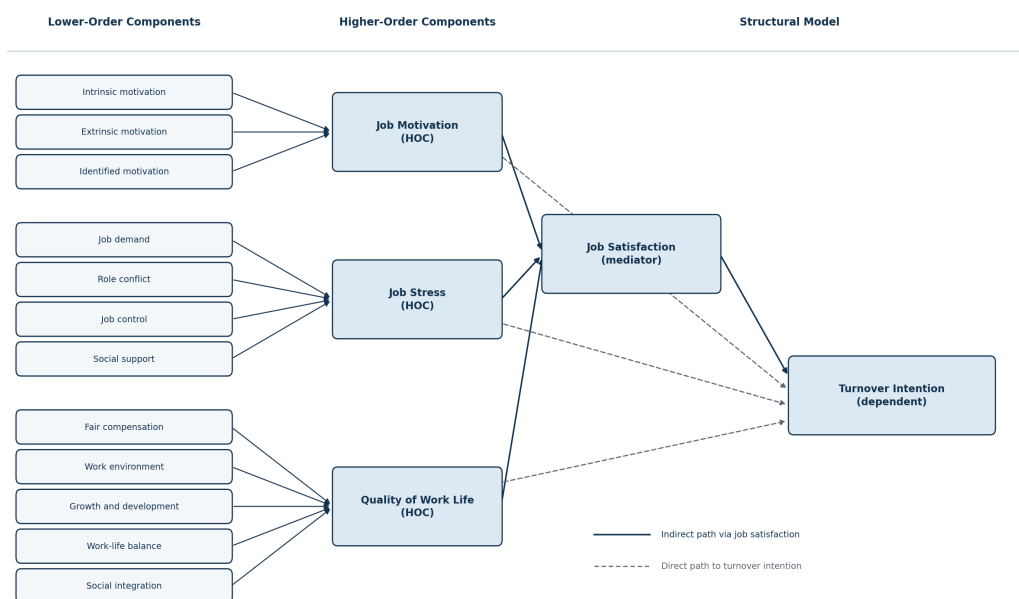


Figure 1. Hierarchical Component Model of the Research Construct
Source: Constructed by the authors following Sarstedt et al. (2019).

Table 1

Operationalisation of Variables and Hierarchical Component Structure

Construct (HOC)	Lower-Order Components (LOC)	Items	Source
Job Motivation	Intrinsic motivation; Extrinsic motivation; Identified motivation	12	Herzberg et al. (1959); Vroom (1964); Ahlstedt (2024)
Job Stress	Job demand; Role conflict; Job control; Social support	14	Karasek (1979); Lindahl Norberg (2023)
Quality of Work Life	Fair compensation; Work environment; Growth and development; Work-life balance; Social integration	17	Walton (1973); Sirgy et al. (2001); Rai (2026)
Job Satisfaction	Intrinsic satisfaction; Extrinsic satisfaction; Overall satisfaction	9	Locke (1976); Schulz (2026)
Turnover Intention	Thinking of quitting; Intention to search; Intention to quit	6	Mobley (1977); Dhoopar (2026)

Source: Processed by the authors, 2025.

Data were analysed using Partial Least Squares–Structural Equation Modelling in SmartPLS 4. Model evaluation proceeded in two stages. The measurement model was assessed for convergent validity, discriminant validity, and reliability. Discriminant validity was established with the heterotrait-monotrait ratio of correlations, applying the conservative 0.85 threshold recommended by Franke and Sarstedt (2019) rather than relying on the Fornell–Larcker criterion alone (Yang & Yao, 2024). The structural model was then evaluated through the coefficient of determination, effect size, predictive relevance obtained by blindfolding, and inner variance inflation factors, with hypotheses tested by bootstrapping with 5,000 resamples (Hair et al., 2019).

RESULTS AND DISCUSSION

Respondent Characteristics

Of the 192 respondents, 58.9 per cent were male and 41.1 per cent female. Most were aged 25 to 30 years (54.2 per cent) or 31 to 35 years (37.0 per cent). By length of service, 53.6 per cent had served one to three years and 42.7 per cent more than three years. By work unit, 75.0 per cent came from Preflight and 25.0 per cent from Postflight.

Validity and Reliability

Evaluation of the measurement model showed that all indicators loaded above 0.60, with values ranging from 0.682 to 0.938. Average variance extracted exceeded 0.50 for every construct, peaking at job satisfaction (0.866) and reaching its lowest value at turnover intention (0.503). Cronbach's alpha exceeded 0.80 and composite reliability exceeded 0.85 throughout, indicating strong internal consistency.

Table 2

Convergent Validity and Reliability

Variable	AVE	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	Remarks
Job Motivation	0.830	0.959	0.960	0.967	Valid & Reliable
Job Stress	0.817	0.955	0.958	0.964	Valid & Reliable
QWL	0.846	0.964	0.965	0.971	Valid & Reliable

Variable	AVE	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	Remarks
Job Satisfaction	0.866	0.961	0.961	0.970	Valid & Reliable
Turnover Intention	0.503	0.803	0.808	0.859	Valid & Reliable

Source: Data processed, 2025.

Table 3
Discriminant Validity (Heterotrait-Monotrait Ratio)

Construct	JM	JS	QWL	SAT	TI
Job Motivation (JM)	–				
Job Stress (JS)	0.412	–			
Quality of Work Life (QWL)	0.638	0.375	–		
Job Satisfaction (SAT)	0.702	0.518	0.681	–	
Turnover Intention (TI)	0.489	0.443	0.472	0.396	–

Source: SmartPLS 4 output, 2025. All values fall below the 0.85 threshold.

Discriminant validity was confirmed by the heterotrait-monotrait ratio reported in Table 3. The highest value, 0.702 between job motivation and job satisfaction, remains below the conservative 0.85 threshold, so the constructs are empirically distinct (Franke & Sarstedt, 2019; Yang & Yao, 2024).

Table 4
Structural Model Assessment: Coefficient of Determination, Effect Size, Predictive Relevance, and Collinearity

Path / Construct	R ²	R ² adj.	f ²	Q ²	Inner VIF
Job Satisfaction (endogenous)	0.712	0.708	–	0.598	–
Turnover Intention (endogenous)	0.270	0.254	–	0.131	–
Job Motivation → Job Satisfaction	–	–	0.628	–	1.879
Job Stress → Job Satisfaction	–	–	0.417	–	1.334
QWL → Job Satisfaction	–	–	0.435	–	1.842
Job Motivation → Turnover Intention	–	–	0.061	–	2.418
Job Stress → Turnover Intention	–	–	0.019	–	1.512
QWL → Turnover Intention	–	–	0.058	–	2.277
Job Satisfaction → Turnover Intention	–	–	0.041	–	2.986

Source: SmartPLS 4 output, 2025.

Table 4 summarises the structural model. The model explains 71.2 per cent of the variance in job satisfaction and 27.0 per cent in turnover intention, both with positive predictive relevance. Effect sizes are large on the three paths into job satisfaction and small on every path into turnover intention, and job stress registers the weakest effect size, consistent with its non-significant direct coefficient. All inner variance inflation factors fall below the 3.3 threshold, although job satisfaction records the highest value at 2.986, a point returned to in the discussion.

Hypothesis Test (Direct Effect)

The results of the direct effect hypothesis testing are presented in Table 5.

Table 5

Direct Effect Hypothesis Test Results

Hypothesis	O	M	STDEV	T Stat	P Value	Remarks
H1: Job Motivation → Job Satisfaction	0.578	0.577	0.046	12.452	0.000	Accepted
H2: Job Motivation → Turnover Intention	-0.314	-0.326	0.117	2.673	0.008	Accepted
H3: Job Stress → Job Satisfaction	-0.399	-0.400	0.041	9.754	0.000	Accepted
H4: Job Stress → Turnover Intention	0.191	0.194	0.104	1.841	0.066	Rejected
H5: QWL → Job Satisfaction	0.482	0.483	0.042	11.575	0.000	Accepted
H6: QWL → Turnover Intention	-0.309	-0.325	0.101	3.061	0.002	Accepted
H7: Job Satisfaction → Turnover Intention	0.313	0.326	0.157	1.994	0.046	Accepted

Source: SmartPLS Output 4, 2025.

Table 6

Mediation Test Results (Indirect Effect)

Hypothesis	O	M	STDEV	T Stat	P Value	Remarks
H8: Job Motivation → Job Satisfaction → Turnover Intention	0.181	0.187	0.092	1.967	0.049	Accepted (Partial)
H9: Job Stress → Job Satisfaction → Turnover Intention	-0.125	-0.130	0.063	1.966	0.049	Accepted (Full)
H10: QWL → Job Satisfaction → Turnover Intention	0.151	0.158	0.078	1.933	0.053	Rejected

Source: SmartPLS Output 4, 2025.

Discussion

The Effect of Job Motivation on Job Satisfaction and Turnover Intention

Job motivation raised job satisfaction significantly. The more strongly employees are motivated, the more satisfied they report being. For outsourced staff at PT Gapura Angkasa, that motivation is generated by recognition of performance, compensation perceived as fair, supervisory support, opportunities to build skills, and clarity of role.

This pattern follows the motivational process of Job Demands–Resources Theory, in which job resources raise engagement, satisfaction, and commitment (Bakker et al., 2023; Bakker & Demerouti, 2017). Motivation operates as a psychological resource that helps employees absorb job demands. Where it is present, pressure is easier to withstand and the work is read as meaningful rather than as mere routine.

Job motivation also reduced turnover intention significantly. Motivated employees form a stronger emotional attachment to their work and see their contribution acknowledged, which supplies a reason to stay that competes with external offers.

The mechanism is perceptual. When an organisation supplies recognition, incentives, development opportunities, and a supportive environment, employees read the organisation as

invested in their careers and wellbeing, and the impulse to search elsewhere weakens. Where those signals are absent, turnover intention rises.

These findings align with Zamzami et al. (2022) and Hanum et al. (2023). Both report that motivated employees hold higher satisfaction and firmer loyalty. Motivation shapes a positive appraisal of the work because employees judge it to carry value and challenge. It also strengthens commitment, since organisational support is seen to match employee expectations.

The Effect of Job Stress on Job Satisfaction and Turnover Intention

Job stress depressed job satisfaction significantly but did not reach turnover intention directly. Its influence therefore travels through satisfaction rather than around it, which is the health impairment process described by Job Demands–Resources Theory (Bakker & Demerouti, 2017) and the pattern Lin (2023) reports.

The absence of a direct effect is itself informative. Ground handling work at a hub airport carries heavy workloads, compressed turnaround times, and role conflict, yet these demands appear to be normalised as an expected feature of the occupation. What converts them into an intention to leave is not the demand itself but the erosion of satisfaction that follows when the demand goes unrelieved. Lesener et al. (2019) report the same sequencing across longitudinal studies: strain reaches withdrawal outcomes through diminished wellbeing rather than immediately (Bakker et al., 2023).

The finding carries a clear operational reading. Reducing exposure to demands will only lower turnover if the reduction is registered by employees as an improvement in their working experience. Rotating shift patterns or adding headcount without addressing recognition, role clarity, and supervisory support is unlikely to move turnover intention, because the mediating variable remains untouched.

The Effect of Quality of Work Life on Job Satisfaction and Turnover Intention

Quality of work life raised job satisfaction and lowered turnover intention, both significantly. The result supports Walton (1973), who held that a conducive environment, equitable compensation, and career development sharpen positive appraisals of work, and it matches the evidence of Pertiwi et al. (2024) and Zamzami et al. (2022) from Indonesian outsourcing settings.

The distinguishing feature of this pathway is that job satisfaction did not mediate it. Quality of work life reaches turnover intention directly, without passing through an attitudinal intermediary. The most plausible reading is that its components, namely job security, compensation adequacy, and career progression, speak to the conditions of the employment relationship rather than to the experience of the work itself. For outsourced employees these conditions are the very terms under which they decide whether to remain, so they act on the decision directly. Leitão et al. (2019) similarly locate the effects of quality of work life at the level of the employment arrangement rather than of task-level attitudes (Abebe & Assemie, 2023).

This divergence between the resource pathways is the study's principal empirical contribution. Job motivation, an intrinsic resource, works partly through satisfaction; quality of work life, a structural resource, works around it. Treating all job resources as functionally interchangeable, as much of the retention literature does, therefore obscures where intervention will actually take effect.

The Effect of Job Satisfaction on Turnover Intention and the Role of Mediation

Job satisfaction showed a positive and significant effect on turnover intention. The direction contradicts Mobley (1977) and the weight of prior evidence, and it requires explanation rather than assertion (Dhoopar et al., 2026).

Three explanations were examined. The first, and the one the data support, is statistical suppression. The zero-order correlation between job satisfaction and turnover intention is negative ($r = -0.281$), in the direction theory predicts, yet the partial coefficient turns positive once job motivation, job stress, and quality of work life are held constant. A sign reversal between the bivariate and partial estimate is the defining signature of a suppression effect (Harlow, 2023; Kline, 2016). Job satisfaction shares substantial variance with the three antecedents; once that

shared variance is removed, the residual component of satisfaction no longer carries the retention meaning attached to the construct as a whole.

The second explanation, severe multicollinearity, is not supported. The inner variance inflation factor for the path from job satisfaction to turnover intention is 2.986, elevated relative to the other predictors but below the 3.3 threshold (Hair et al., 2019). Collinearity is therefore high enough to make suppression plausible but too low to render the estimate unstable.

The third explanation concerns the sample. Bali's aviation labour market is unusually competitive, and outsourced ground handling staff are highly employable across operators at the same airport. Satisfaction with the work may coexist with dissatisfaction over contract status, so a satisfied and visibly competent employee is also the one most likely to be recruited by a competitor. Hom et al. (2017) describe precisely this configuration, in which attitudinal and opportunity-driven turnover processes run in parallel rather than in sequence. The coefficient should therefore be read as a partial, sample-specific estimate rather than as evidence that satisfaction encourages departure, and replication in a less competitive labour market is required before the finding is generalised.

The mediation tests showed that job satisfaction partially mediates the relationship between job motivation and turnover intention, fully mediates the relationship between job stress and turnover intention, and does not mediate the relationship between quality of work life and turnover intention. Full mediation on the stress pathway confirms that job demands reach the intention to leave entirely through a decline in satisfaction rather than directly.

Managerial Implications

The findings translate into four operational priorities for PT Gapura Angkasa. First, because job motivation acts on turnover intention both directly and through satisfaction, it offers the highest return per unit of spending. A structured recognition scheme with a monthly operational performance award, published criteria, and supervisory citation at shift handover would formalise the acknowledgement that currently depends on individual managers.

Second, since job stress reaches turnover only through satisfaction, workload interventions must be visible to employees to have effect. Publishing rotation schedules at least fourteen days in advance, capping consecutive high-density shifts during peak season, and installing a standing forum in which crews can escalate role conflict would make the reduction in demands legible rather than merely administrative.

Third, because quality of work life bypasses satisfaction and reaches turnover directly, the levers are contractual rather than attitudinal. Transparent contract renewal timelines, a published progression route from outsourced to permanent status with stated eligibility criteria, and parity of access to training and welfare facilities address the employment terms on which the decision to stay is actually made.

Fourth, the anomalous coefficient on job satisfaction warns against treating satisfaction surveys as a sufficient early warning system. Exit risk among this workforce should be monitored through tenure bands, contract expiry clustering, and competitor recruitment activity at the airport, alongside attitudinal measurement.

Theoretical Implications

Three contributions to Job Demands–Resources Theory follow. The theory has generally treated job satisfaction as one indicator among several of the motivational process. These results indicate instead that satisfaction functions as the exclusive conduit of the health impairment process, since job stress reaches turnover intention only through it, while the motivational process operates along two routes at once. The two processes are therefore asymmetric in structure and not merely opposite in sign.

The results also show that job resources are not interchangeable. Motivation, an intrinsic resource, is mediated; quality of work life, a structural resource, is not. This suggests that the resource side of the theory requires a distinction between resources embedded in the work and resources embedded in the employment contract, a distinction that carries particular weight where the employment relationship is itself contingent (Bakker et al., 2023).

Finally, specifying the antecedents as hierarchical component models rather than unidimensional scales preserves the sub-dimensional structure of each construct while keeping the structural model parsimonious, and it demonstrates the value of the approach for testing Job Demands–Resources propositions in contingent work settings ([Sarstedt et al., 2019](#); [Yeboah et al., 2026](#)).

Limitations and Future Research

Four limitations bound these findings. The study covers a single branch, so the results describe one labour market rather than the Indonesian ground handling sector as a whole. The cross-sectional design cannot capture change in attitudes over time, which matters given that the health impairment process is theorised to unfold gradually. All variables were measured by self-report at one point in time, leaving open the possibility of common method variance. The positive coefficient linking job satisfaction to turnover intention remains sample-specific and awaits replication.

Future research should extend the design across multiple branches and operators, adopt a longitudinal or mixed methods approach to trace how demands accumulate into withdrawal, and introduce organisational commitment, job insecurity, and perceived employability as additional constructs. Perceived employability is especially pertinent, since it would test directly whether the suppression effect identified here reflects labour market opportunity rather than attitude.

CONCLUSION

This study examined the effects of job motivation, job stress, and quality of work life on turnover intention, with job satisfaction as a mediator, among 192 outsourced employees of PT Gapura Angkasa at the I Gusti Ngurah Rai branch. Partial Least Squares–Structural Equation Modelling showed that job motivation and quality of work life reduce turnover intention significantly, while job stress carries no significant direct effect. All three antecedents affect job satisfaction significantly. Job satisfaction partially mediates the job motivation pathway, fully mediates the job stress pathway, and does not mediate the quality of work life pathway.

The study contributes to Job Demands–Resources Theory in two respects. It establishes that job satisfaction is the exclusive conduit of the health impairment process while the motivational process reaches turnover intention along two routes simultaneously, so the two processes differ in structure and not only in direction. It further shows that job resources are not functionally interchangeable: intrinsic resources such as job motivation operate through satisfaction, whereas structural resources such as quality of work life act on turnover intention directly. In contingent employment, therefore, the resource side of the theory requires a distinction between resources located in the work and resources located in the employment contract.

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AUTHOR CONTRIBUTION STATEMENT

Putu Dea Saraswati Wirawan contributed to the conceptualization, research design, data collection, data analysis, interpretation of findings, and preparation of the original manuscript. Yoseva Maria Pujirahayu Sumaji and Bisma Jatmika Tisnasasmita contributed to methodology development, data interpretation, manuscript refinement, and final evaluation. All authors collaboratively contributed to the development of the research, reviewed and approved the final version of the manuscript, and take responsibility for the integrity, accuracy, and accountability of all aspects of the work.

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