

“Relationships between demographic factors, job satisfaction, and intention to leave among women employees in Indonesia”

AUTHORS	Rizki Febriani Siti Nurhasanah Arif Rahman Hakim  
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Rizki Febriani, Dr., Management Department, Faculty of Economics and Business, University of Muhammadiyah Malang, Indonesia. (Corresponding author)

Siti Nurhasanah, Senior Lecturer, Management Department, Faculty of Economics and Business, University of Muhammadiyah Malang, Indonesia.

Arif Rahman Hakim, Master, Assistant Lecturer, Management Department, Faculty of Economics and Business, University of Muhammadiyah Malang, Indonesia.



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Rizki Febriani (Indonesia), Siti Nurhasanah (Indonesia), Arif Rahman Hakim (Indonesia)

RELATIONSHIPS BETWEEN DEMOGRAPHIC FACTORS, JOB SATISFACTION, AND INTENTION TO LEAVE AMONG WOMEN EMPLOYEES IN INDONESIA

Abstract

Job satisfaction is essential for improving company's performance because the more satisfied employees are, the higher their work performance. The intention to leave has recently become a hot topic related to employees' desire to leave the company. Such intentions can undoubtedly harm the company. This study aims to analyze the effect of demographic variables on employee job satisfaction and intention to leave. The sample includes 427 female employees in manufacturing companies in Indonesia. SEM-PLS with Smart-PLS software was used as the analysis method. Research findings show that demographic factors affect the intention to leave and job satisfaction. It was also found that demographic factors affect intention to leave, mediated by job satisfaction. Job satisfaction is essential in the relationship between demographic factors and employee intention to leave. This finding adds to existing insight that different demographic factors can affect employee turnover rates, such as high income, which can reduce employee intention to leave the company. Employee job satisfaction is subject to the influence of demographic factors, including age, with older employees generally expressing higher levels of job satisfaction.

Keywords

demographic factors, job satisfaction, intention to leave, women employees, manufacturing industry

JEL Classification

J28, J63, O15

INTRODUCTION

In an age characterized by continuous business growth, companies are intensifying their efforts to compete in acquiring top-notch talent. Not surprisingly, many employees leave the previous company for other companies that promise more benefits for these human resources. Intention to leave is an essential problem for organizations (Negoro & Wibowo, 2021). When an employee leaves, the resources spent on training, development, and education for that employee are lost (Ertas, 2015; McHugh & Brennan, 1992). The high labor mobility in the business world has raised the awareness of many companies on the need to pay attention to how to retain employees (Agbator & Olori, 2020). The success of a company's business in the face of rapid change also largely depends on the retention of competent employees. With competent employees, companies will find it easier to produce high business results and achieve their goals (Johari et al., 2012).

Job satisfaction is a factor that impacts the intention to leave (Balabanova et al., 2016; Effendi et al., 2021). It is essential in organizational behavior and human resource management practices (Amarasena et al., 2015). Maintaining employee performance relies

heavily on job satisfaction, positively impacting organizational performance (Tabatabaei et al., 2013). Over the past decade, there has been a notable decrease in job satisfaction among women, while men's job satisfaction has exhibited comparatively consistent levels (A. Sousa-Poza & A. A. Sousa-Poza, 2003). Contradicting the findings of Eleswed and Mohammad (2013), women exhibit greater satisfaction and commitment to their work than men. Thus, leaders need to know what factors can affect employees' high and low job satisfaction to stabilize their performance.

Demographic factors also affect the intention to leave (Agbator & Olori, 2020; Qowi et al., 2019). Agyeman and Ponniah (2014) mentioned that age, length of service, income level, educational qualifications, and gender are widely acknowledged as primary factors influencing the intention to remain in a given context. At the same time, Akpa and Asikhia (2016) illustrate that gender does not influence employees' intention to leave an organization. Additionally, age, length of service, and marital status do not impact the intentions to leave, whether high or low (Qowi et al., 2019).

Previous research examining the correlation between demographic factors and job satisfaction has produced inconclusive findings. According to some researchers, there is a link between demographic variables such as age, gender, and work experience, as well as the ups and downs of job satisfaction (Eleswed & Mohammad, 2013; A. Sousa-Poza & A. A. Sousa-Poza, 2003; Tabatabaei et al., 2013). While on the other hand, Ashraf (2020), Bos et al. (2009), Pandey (2017), Sarker et al. (2003), and Sharma and Jyoti (2009) claim that demographic factors do not affect job satisfaction. Paul and Phua (2011) revealed that academic qualifications, gender, marital status, and length of employment did not significantly impact overall job satisfaction. Managers today value employee job satisfaction more than ever because happier employees are more committed to the organization (Eleswed & Mohammad, 2013) and reduce employee intention to leave. With the differences in research results from previous and existing theoretical studies, it is essential to discover further evidence, especially for Indonesia's private company sector, which has not been studied much before.

1. LITERATURE REVIEW AND HYPOTHESES

Job satisfaction pertains to employees' emotions and convictions concerning their occupation. The spectrum of job satisfaction can span from being highly contented to extremely dissatisfied. Another definition of job satisfaction is positive feelings about one's job due to evaluation (Eleswed & Mohammad, 2013). In practice, happier employees will add more value to the organization (Baran & Arabelen, 2018). Job satisfaction can be defined as satisfaction with one's qualifications and responsibilities, satisfaction with one's boss, satisfaction with one's coworkers, and satisfaction with one's work (Rundmo & Iversen, 2007). It may be perceived differently from one employee to another, depending on the expectations, needs, and values of a job. Someone experiencing high job satisfaction harbors positive sentiments regarding his work, while an individual with low job satisfaction holds negative feelings (Robbins & Judge, 2019).

High job satisfaction is valuable for employees as it impacts various workplace factors, including absenteeism and productivity, improving company value (Lussier et al., 2019), and other organizational citizenship behavior (Luthans, 2011). It has been established that delighted employees have better physical and mental well-being. This makes many researchers argue about what causes high job satisfaction. On the other hand, employee dissatisfaction will have a negative effect, producing stress and tension, which usually cause various physiological disorders (Neelamegam, 2010). Disgruntled employees are likelier to break the rules (Lussier et al., 2019) and show counterproductive work behavior (CWB), turnover, and absenteeism (Robbins & Judge, 2019).

Intention denotes an individual's preparedness to engage in a specific behavior (Ajzen, 1991). Employee intent to leave is consistently associated with turnover behavior (Akpa & Asikhia, 2016). Employees' exit intention is their tendency to quit a job (Martin, 1979). Employees' inten-

tion to leave describes their commitment to their current job, their likelihood of finding work elsewhere soon, and their likelihood of leaving and pursuing other opportunities (Tett & Meyer, 1993). Employee turnover and the intention to leave have consistently remained crucial concerns for organizations, regardless of their geographical location, size, or type of business. If this issue is not addressed, the costs associated with employee turnover will rise (Long & Thean, 2011; Negoro & Wibowo, 2021). The repercussions of elevated employee turnover, the departure of valuable personnel, and substantial rises in recruitment and retraining expenses cannot be emphasized enough (McHugh & Brennan, 1992).

Employee turnover, especially the antecedents that influence it and its main consequences, is of great interest to organizational experts (Holtom et al., 2008; Steel & Lounsbury, 2009). Empirical evidence demonstrates that employee turnover impacts organizational profitability and performance (Shaw, 2011). Aside from the financial costs of recruiting new employees (Holtom et al., 2008), employee turnover harms organizational performance by depleting social and human capital (Shaw et al., 2005). High turnover typically indicates employee dissatisfaction triggered by several factors, such as being underpaid, underappreciated, or not challenged enough, seeing limited growth opportunities, or having poor relationships with coworkers or supervisors (Ertas, 2015). Therefore, companies must see what factors make employees want to leave the organization.

Demographic factors significantly influence employees' desire to leave their company (Khan et al., 2014; Agbator & Olori, 2020). Therefore, company management should consider employee demographic factors during selection, which will help minimize job mobility. Mohammed et al. (2017) state a significant positive and negative correlation between demographic factors and several elements of job satisfaction. The study recommended that organizational management ensures employees' job satisfaction and prevents any negative impacts on productivity. Demographic factors, namely age, influence job satisfaction felt by employees (Bello & Nasiru, 2021).

Organizations must understand that older people tend to feel dissatisfied because their work is tedious;

younger employees perform their duties diligently because of the new spirit. Therefore, older people should be considered if they fail to meet targets. Staff training is also required to encourage older people to use their skills and talents more effectively. Employee job satisfaction is significantly influenced by demographic factors such as age, education, experience, marital status, and income (Neelamegam, 2010). There exists a noteworthy correlation between demographic variables, including gender, age, salary, and family income, and job satisfaction indicators such as decision-making involvement, opportunities for training, and enhanced knowledge and proficiency (Rahman et al., 2020).

A direct and inverse relationship exists between employee job satisfaction and the intention to leave (Negoro & Wibowo, 2021; Sapar & Oducado, 2021). A strong negative correlation was observed between job satisfaction and the intention to leave (Macuka & Tucak Junaković, 2021). According to Effendi et al. (2021), job satisfaction and intention to leave have a significant but negative relationship. These results indicate that high job satisfaction reduces employees' desire to leave. Balabanova et al. (2016) suggest that wage satisfaction has the most substantial negative impact on Russian employees' intention to quit.

Employee job satisfaction correlates with various demographic factors, including gender, age, and education (Tabatabaei et al., 2013). Demographic factors contribute significantly to the high perception of job satisfaction (Neelamegam, 2010). These variables were also discovered to have significant positive and negative effects on several aspects of job satisfaction (Mohammed et al., 2017). To meet productivity goals, organizational management must ensure employees are happy with their jobs.

Demographics also correlate with intentions to leave. Age, marital status, length of service, educational level, current academic rank, and monthly income all play a substantial role in influencing employees' intentions to leave their university or organization (Akpa & Asikhia, 2016). Job satisfaction is also correlated with turnover; for example, nurses' job satisfaction is related to their intention to remain in their current jobs. Demographic factors, job satisfaction, and turnover intention are all linked with other variables (Sapar & Oducado, 2021).

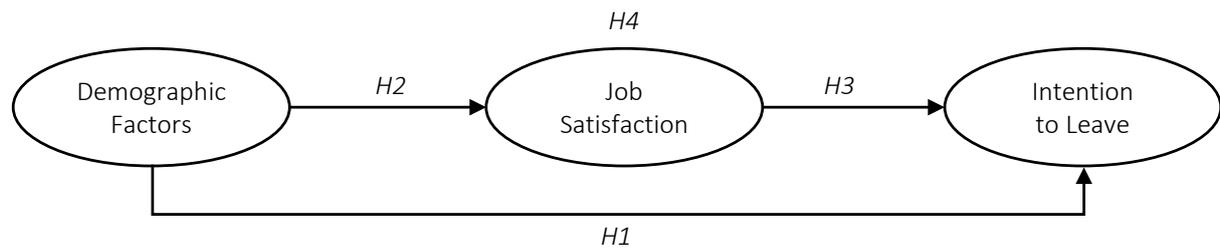


Figure 1. Conceptual framework

Human resources or employees are undeniably becoming essential assets in today's business world. Human resources are not just a means of production but also a driver and determinant of the manufacturing process and all organizational activities (Kadir & Amalia, 2017). The company needs to consider the intention to leave and the job satisfaction of human resources. As a result, this study aims to examine demographic factors that influence employee job satisfaction and intention to leave.

The following research hypotheses (Agbator & Olori, 2020; Khan et al., 2014; Bello & Nasiru, 2021; Chirchir, 2016; Guler, 2018; Neelamegam, 2010; Negoro & Wibowo, 2021; Sapar & Oducado, 2021; Rahman et al., 2020; Macuka & Tucak Junaković, 2021; Mohammed et al., 2017; Akpa & Asikhia, 2016; Kadir & Amalia, 2017) and conceptual framework (Figure 1) are proposed based on theoretical and empirical relationships between the variables:

- H1: Demographic factors have a significant influence on intention to leave.*
- H2: Demographic factors have a significant and favorable influence on employee job satisfaction.*
- H3: Employee job satisfaction has a significant and negative influence on intention to leave.*
- H4: Demographic factors have a significant influence on intention to leave through employee job satisfaction.*

2. METHODS

Explanatory research methods are employed to assess the relationships between variables or the impact of one variable on others. The path analysis method using SEM-PLS (structural equation modeling par-

tial least square) was utilized for the quantitative approach. The sample comprises 427 female employees of Indonesian private manufacturing companies collected through the online questionnaire. The outer and inner models are both evaluated during SEM-PLS testing. The outer model was evaluated with a loading factor validity value of more than 0.7 and an AVE value greater than 0.5, indicating that the variable had adequate convergent validity (Hair et al., 2019). The model's outer reliability was assessed using a Cronbach's alpha value and a composite reliability greater than 0.6. The inner model is then evaluated based on the built model's goodness of fit (GoF) value.

The variables were evaluated using a Likert scale with five scales ranging from strongly disagree (score 1) to strongly agree (score 5). Indicators used for the job satisfaction variable include job satisfaction with qualifications and responsibilities, job satisfaction with management, job satisfaction with colleagues, and job satisfaction with overtime (Rundmo & Iversen, 2007). Then, the demographic factor indicator consists of age, marital status, number of children, and total family income (Agyeman & Ponniah, 2014; Eleswed & Mohammad, 2013). Furthermore, the intention to leave indicator uses the tendency of individuals thinking about leaving the company, the possibility of individuals looking for jobs in other organizations, the possibility of individuals leaving the company, the possibility of individuals leaving the company shortly, the possibility of individuals to leave the company when there is a better opportunity (Firth et al., 2004; Lum et al., 1998).

3. RESULTS

The study was conducted on 427 female employees of private manufacturing companies in Indonesia. The demographic results show that in the age category, 216 respondents of 25-35 years constituted

Table 1. Respondent demographics

Characteristics	Category	Frequency	Percentage
Age	< 25 years old	3	0.7%
	25-35 years old	216	50.6%
	36-45 years old	190	44.5%
	> 45 years old	18	4.2%
	Total	427	100%
Marital Status	Not Married	5	1.2%
	Married	396	92.7%
	Widow	26	6.1%
	Total	427	100%
Number of Children	1-3	387	90.6%
	>3	40	9.4%
	Total	427	100%
Family Income	< IDR 1,500,000	123	28.8%
	IDR 1,500,000 - IDR 3,000,000	118	27.6%
	> IDR 3,000,000	186	43.6%
	Total	427	100%

the majority (50.6%); 396 were married (92.7%); 387 employees had 1-3 children (90.6%). From the income category, 186 respondents earned > IDR 3,000,000 (43.6%). The detailed results of respondents' demographics are shown in Table 1.

er model by looking at the outer loading value/loading factor of the variable, which must be > 0.6, and the AVE value, which must be > 0.5. The outcomes of outer model testing are shown in Table 2.

Evaluation of measurements in SEM-PLS is carried out in two stages, covering the outer and inner models. The first stage evaluates the out-

Table 2 shows the results of the convergent validity test; all variables of the model are > 0.6 with an AVE value of > 0.5. As a result, all indicators

Table 2. Outer model results

Variable	Items	Outer Loading	AVE	Information
Demographic Factors	X1.1	0.949	0.617	Acceptable
	X1.2	0.609		Acceptable
	X1.3	0.620		Acceptable
	X1.4	0.900		Acceptable
Intention to Leave	Y1.1	0.785	0.666	Acceptable
	Y1.2	0.895		Acceptable
	Y1.3	0.795		Acceptable
	Y1.4	0.777		Acceptable
	Y1.5	0.823		Acceptable
Job Satisfaction	Z1.1.1	0.822	0.682	Acceptable
	Z1.1.2	0.831		Acceptable
	Z1.1.3	0.848		Acceptable
	Z1.1.4	0.805		Acceptable
	Z1.1.5	0.860		Acceptable
	Z1.1.6	0.871		Acceptable
	Z1.1.7	0.872		Acceptable
	Z1.1.8	0.874		Acceptable
	Z1.2.1	0.774		Acceptable
	Z1.2.2	0.830		Acceptable
	Z1.2.3	0.861		Acceptable
	Z1.2.4	0.851		Acceptable
	Z1.3.1	0.798		Acceptable
	Z1.3.2	0.780		Acceptable
	Z1.3.3	0.761		Acceptable
Z1.4.1	0.821	Acceptable		
Z1.4.2	0.821	Acceptable		
Z1.4.3	0.774	Acceptable		

of demographic factors, intention to leave, and job satisfaction can be concluded to be convergently valid.

The next outer model evaluation tests the reliability of demographic factors, intention to leave, and job satisfaction by looking at the value of Cronbach's alpha (CA) and composite reliability (CR), which should be greater than 0.6 and more significant than 0.7. The reliability test results are shown in Table 3.

Table 3. Construct reliability result

Variable	CA	CR	Information
Demographic Factors	0.817	0.861	Reliable
Intention to Leave	0.874	0.909	Reliable
Job Satisfaction	0.972	0.975	Reliable

Table 3 shows that all Cronbach's alpha and composite reliability variables are > 0.7 and meet the criteria. Thus, all variables are declared reliable, and the variable's reliability level is vital.

The assessment of the inner model involves the evaluation of goodness of fit in PLS, which is ascertained by examining the Q2 value. In regression analysis, Q2 corresponds to the coefficient of determination, also known as R-square or R2. A higher R2 indicates a better model fit to the data. A Q-Square greater than zero denotes a predictive model, while a Q-Square less than zero signifies a non-predictive model (Ghozali & Latan, 2015; Hair et al., 2019). Table 4 shows the R-Square (R²) for intention to leave and job satisfaction.

Table 4. R-Square results

Variable	R-square
Intention to Leave	0.718
Job Satisfaction	0.281

Table 5. Hypotheses testing

Hypothesis	Original Sample	T Statistics	P Values	Information
Direct Effect				
Demographic Factors → Intention to Leave	-0.366	8.156	0.000	Accepted and Significant
Demographic Factors → Job Satisfaction	0.530	16.905	0.000	Accepted and Significant
Job Satisfaction → Intention to Leave	-0.594	12.697	0.000	Accepted and Significant
Indirect Effect				
Demographic Factors → Job Satisfaction → Intention to Leave	-0.315	8.421	0.000	Accepted and Significant

According to Table 4, the R-square for the job satisfaction variable is 0.281, implying that demographic factors have a 28.1% influence on job satisfaction. In comparison, other factors influence the other 71.9%. The R-square value for the intention to leave variable is 0.718, indicating that job satisfaction and demographic factors influence the intention to leave by 71.8%. In comparison, other factors influence the other 28.2%.

The value of Q2 is known from Table 4 as follows:

$$Q^2 = 1 - (1 - R^2_1) \cdot (1 - R^2_2) \dots (1 - R^2_n),$$

$$Q^2 = 1 - (1 - 0.718) \cdot (1 - 0.281), \tag{1}$$

$$Q^2 = 1 - 0.20267 = 0.7973 = 79.73\%.$$

The calculation results show that the model equation's Q-square value is 79.73%, indicating that the structural model has good predictive relevance and is suitable for model prediction. This Q² value of 79.73% also shows that the model built can explain and inform the diversity of data formed.

The estimated model yielded a significant direct influence of demographic factors on intention to leave, as indicated by the path coefficient value of -0.366 and p-value of 0.000 less than 0.05 (error level = 5%); hypothesis 1 is accepted. Furthermore, the analysis of demographic factors' impact on job satisfaction reveals a significant direct effect with a path coefficient value of 0.530 and a p-value less than 0.05 (error level α = 5%). Therefore, hypothesis 2 is accepted.

The path coefficient value for the direct effect of job satisfaction on intention to leave is -0.594, with a p-value of 0.000 less than 0.05 (error level α = 5%), indicating that the direct effect of job satisfaction on intention to leave is significant. The results show



Figure 2. Formed path analysis model

that hypothesis 3 is accepted. The path coefficient value for the indirect effect between demographic factors mediated through job satisfaction on turnover intention is associated with a p-value of 0.000, less than the 0.05 threshold. This shows that the indirect effect between demographic factors, mediated by job satisfaction and turnover intention, is significant, so hypothesis 4 is accepted. The path analysis model is shown in Figure 2.

4. DISCUSSION

The results show that the intention to leave decreases with specific demographic factors (older age, being married or widowed, having more children, and having a higher income). Conversely, employees of younger age, unmarried, with fewer children, and a relatively small income show a higher intention to leave. These findings support Balabanova et al. (2016), Effendi et al. (2021), Negoro and Wibowo (2021), and Sapar and Oducado (2021) that demographic factors influence the intention to leave.

Older age is very relevant to the low desire of female employees to leave the organization; this is because, indeed, more mature employees no longer feel the need to find a new job, especially since the current situation of finding a job is challenging. It has been suggested that employees of an older age range are more prone to resign than their younger counterparts due to their longer tenure, resulting in elevated compensation and more attractive pension benefits (Akpa & Asikhia, 2016). Akpa and Asikhia (2016), Judeh (2012), and Sanjeevkumar (2012) confirmed that younger employees are more

prone to leaving the university/organization than older employees. Young individuals (Gen Z, 25-35 years) are in the process of a job search that meets their expectations and needs.

Such demographic factors as older age, being married or widowed, having a higher number of children, and having a sufficient income are associated with higher levels of job satisfaction. In contrast, such demographic factors as younger age, unmarried marital status, fewer children, and a relatively small amount of income lower job satisfaction. These findings support Amarasena et al. (2015), Bello and Nasiru (2021), Chirchir (2016), Mohammed et al. (2017), Neelamegam (2010), and Rahman et al. (2020) that demographic factors influence employee job satisfaction. Demographic factors such as gender, age, salary, and family income were found to have a significant correlation with job satisfaction, particularly in participation in decision-making, access to training facilities, and opportunities for increased knowledge and skills development (Rahman et al., 2020).

Employees who are young, unmarried, and have relatively small incomes make it very difficult to survive long and be satisfied with the work they are currently doing, so the sense of wanting to try and find new things that suit their needs will continue to be explored; employees aged 21-30 have less intention to stay (Agbator & Olori, 2020). Older employees have higher job satisfaction levels than younger ones (Eleswed & Mohammad, 2013). This is not without reason; older employees may be less eager to find a new job and move to a new organization than younger employees. The age demographic fac-

tor in this case is obvious (Chambers, 1999; Eleswed & Mohammad, 2013; G. Johnson & W. Johnson, 2000): Older workers are more likely to be satisfied with their jobs.

The findings demonstrate a negative correlation between job satisfaction and intention to leave, indicating that the intention to leave decreases as job satisfaction increases. Conversely, the intention to leave is higher if job satisfaction is lower. These findings are empirically supported by Balabanova et al. (2016), Effendi et al. (2021), Negoro and Wibowo (2021), and Sapar and Oducado (2021). A noteworthy correlation exists between job satisfaction and employees' propensity to consider leaving their positions. So, when job satisfaction (responsibility, management, coworkers, overtime work) increases, the intention to leave occurs. Indeed, job satisfaction is a crucial factor that companies should enhance. Research has shown that contented employees deliver higher-quality performance within efficient timeframes, contributing to continually growing profits (Sharma & Jyoti, 2009); satisfied employees will tend to be creative and innovative to enable the organization to grow and change following existing conditions.

Intention to leave will be low if the company can meet employee job satisfaction from various things, so the company needs to identify factors that affect satisfied and dissatisfied employees. Per Herzberg's (1993) two-factor theory, two distinct sets of factors play a role in determining whether individuals experience satisfaction or dissatisfaction in their work. They include hygiene factors and motivators. Employees' basic needs are addressed by hygiene factors (e.g., salary, fair company policies, coworker relations, job security, and working conditions). Nonetheless, they are ineffective at motivating employees and can lead to dissatisfaction. Additionally, motivators are associated with increasing employee satisfaction and motivation (e.g., achievement, recognition, the job itself, responsibility, and promotion), and these motivators can shape employee satisfaction and contribute to employee growth (Amarasena et al., 2015; Chirchir, 2016). Therefore, companies should focus on improving hygiene factors for

their employees, as this can increase motivators and job satisfaction among employees, ultimately reducing their intention to leave.

The results suggest a noteworthy indirect impact of demographic factors on job satisfaction and intention to leave. In other words, employees of older age, married or even widowed, with greater number of children, and the large enough income will have high job satisfaction; as a result, increased job satisfaction reduces intention to leave. Conversely, employees of younger age, unmarried, with fewer children, and a relatively small amount of income will have decreased job satisfaction; so, if job satisfaction is low, it will boost intention to leave.

These results emphasize the importance of job satisfaction. Demographic factors significantly impact job satisfaction and the intention to leave. These results show that job satisfaction partially mediates demographic factors and intention to leave. It can be asserted that content employees tend to display elevated levels of commitment to their organization and tasks, leading to a decreased likelihood of leaving their positions (Rahman et al., 2020). Following the two-factor theory (Herzberg, 1993; Pandey, 2017), job satisfaction can be interpreted intrinsically and extrinsically. Intrinsic job satisfaction can be considered an individual's intra-satisfaction with the job, while extrinsic job satisfaction is described as satisfaction with outside working conditions.

Older employees are more likely to be happier with their jobs because the length of work has been extended and finding a new job is unthinkable. Such workers often exhibit a greater level of comfort and tolerance when it comes to authority, and they may adapt by adjusting their work-related expectations downward (Eleswed & Mohammad, 2013; Spector, 1997). Likewise, marriage and significant income make employees feel satisfied with their work. In the end, when the demographic matches the employee, it will be able to increase job satisfaction and reduce the intention to leave. The employee's job satisfaction is fulfilled according to his demographics.

CONCLUSION

This study aims to analyze the impact of demographic factors on job satisfaction and intention to leave and the role of job satisfaction in mediating the relationship between demographic factors and intention to leave of women employees in Indonesia. The results show that demographic factors affect intention to leave. Demographic factors also affect employee job satisfaction. Job satisfaction is also found to affect employee intention to leave. Meanwhile, job satisfaction mediated the relationship between demographic factors and intention to leave.

Differences in demographic factors owned by employees will affect the high and low levels of their desire to leave the company, as will job satisfaction. Therefore, in this case, companies must prioritize employees' recruitment and selection process from the outset, focusing on aligning their demographics with factors that can boost job satisfaction and diminish their inclination to leave the company. This study obtained multiple findings that bolster previous research on the effect of demographic factors and intention to quit. The older the employees, the better their marital status, the more children they have, and the higher their outgoing income, the less likely they are to leave the company. These findings concluded that employees' demographic situations significantly influenced their choice to remain with or depart from the company.

Furthermore, demographic factors also affect job satisfaction, especially on the age side of employees, which is said that the older the employees, the higher their job satisfaction. The impact of this demographic factor on the intention to leave is also observed through its influence on job satisfaction. So, it is essential to pay attention to prevent high employee turnover. Companies should note that different demographic factors can influence job satisfaction differently. It is crucial to emphasize that the impact of demographic factors on job satisfaction may vary depending on the specific context and industry.

Human resource managers must pay attention to the recruitment system, especially in the published job specifications: what kind of employees are desired by the company based on their age level, marital status, number of children, and income. Similarly, in the selection system, they must also consider the condition of their demographic factors so that those selected will last a long time working in the company.

This study certainly has limitations; this paper used an online questionnaire that allowed respondents to have more understanding of the content of the available statements to bring up biased answers. In addition, respondents are limited to one specific field, manufacturing; thus, future studies should investigate other industries.

AUTHOR CONTRIBUTIONS

Conceptualization: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Data curation: Rizki Febriani, Siti Nurhasanah.

Formal analysis: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Investigation: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Methodology: Rizki Febriani, Siti Nurhasanah.

Project administration: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Resources: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Supervision: Rizki Febriani, Siti Nurhasanah.

Validation: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Writing – original draft: Rizki Febriani, Siti Nurhasanah, Arif Rahman Hakim.

Writing – review & editing: Arif Rahman Hakim.

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