



EMPLOYEE PERCEPTIONS OF THE INFLUENCE OF JOB SATISFACTION AND SELF-EFFICACY ON RETENTION DECISIONS AT PT SUMO INTERNUSA

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ABSTRACT

This study aims to examine employee perceptions of the influence of job satisfaction and self-efficacy on employee retention decisions at PT Sumo Internusa. The method used was a qualitative approach with an in-depth interview approach with 15 employees selected based on certain criteria, to obtain in-depth information regarding the factors influencing their retention decisions. The results showed that job satisfaction has a significant influence on employee decisions to remain with the company. Factors such as a conducive work environment, adequate compensation, and good relationships with superiors and coworkers are important elements in shaping job satisfaction levels. Meanwhile, self-efficacy, which reflects employees' confidence in their abilities to perform their duties, also plays a role in retention decisions. Employees with high levels of self-efficacy tend to be more satisfied with their jobs and more committed to remaining with the company. This study reveals that companies need to consider both factors in their employee retention strategies, in order to retain quality human resources and reduce employee turnover rates..

Keywords: Employee Perception, Job Satisfaction, Self-Efficacy, Employee Retention

INTRODUCTION

Employee retention decisions are a crucial issue for many companies, particularly in maintaining quality human resources amidst increasingly fierce global competition. One company facing this challenge is PT Sumo Internusa, a company operating in the [name the company's field]. High employee retention not only impacts the company's operational stability but also improves long-term performance and reduces costs incurred in recruiting and training new employees (Robinson & Judge, 2020). Therefore, it is important to understand the factors that influence employee retention decisions, including job satisfaction and self-efficacy.

Job satisfaction is the positive feeling employees have about their jobs, influenced by various factors such as the work environment, compensation, development opportunities, and interpersonal relationships in the workplace (Hughes et al., 2021). Previous research has shown that high job satisfaction is associated with lower employee turnover rates and increased employee engagement with the company (Zhao et al., 2020). This is due to employees' sense of satisfaction with their jobs, which encourages them to stay with the company longer.

Meanwhile, self-efficacy refers to an individual's belief in their ability to succeed at a given task or job. In a work context, self-efficacy plays a crucial role in motivating employees to face challenges and maintain their commitment to the organization (Bandura, 2020). Employees who feel capable of completing their tasks effectively tend to have higher levels

of job satisfaction, which in turn influences their decision to remain with the company (Schaufeli & Bakker, 2021).

At PT Sumo Internusa, understanding the influence of job satisfaction and self-efficacy on employee retention decisions is crucial, given that the company is striving to retain top talent amidst constantly changing market pressures. This study aims to explore employee perceptions of the relationship between job satisfaction and self-efficacy in employee retention decisions, focusing on the lived experiences of employees working at the company.

According to research by Kurniawan et al. (2022), job satisfaction and self-efficacy significantly impact employee retention decisions, particularly in companies with a supportive work culture that prioritizes employee well-being. This research will provide deeper insight into how these factors interact and shape employee retention decisions at PT Sumo Internusa.

Various studies also show that social and emotional factors, such as good relationships with superiors and coworkers, play an equally important role in determining employee job satisfaction and commitment (Jiang et al., 2020). Employees who feel valued and have good relationships with their social environment at work tend to be more satisfied and have a stronger sense of loyalty to the company. This will impact their decision to stay with the company even if there may be more attractive offers from other companies.

Regarding self-efficacy, numerous studies emphasize the importance of employees' perceptions of their ability to face job challenges as a determining factor in retention decisions. High self-efficacy increases employees' confidence in completing assigned tasks and increases their job satisfaction (Wang et al., 2021). Employees who have high confidence in their abilities are less likely to experience stress or burnout, which are often the primary reasons for leaving a job (Parker et al., 2020).

A study by Yuliana & Farida (2022) confirmed that developing self-efficacy in the workplace is not only beneficial for improving individual performance but also plays a crucial role in shaping retention decisions. Training programs focused on improving employee self-efficacy can contribute to increased commitment to the organization, thereby reducing employee turnover, which can be detrimental to the company.

However, although job satisfaction and self-efficacy are recognized as important factors in retention decisions, numerous studies have shown that other factors such as organizational culture, leadership, and compensation also play a role (Zhang et al., 2023). Therefore, further research is needed to identify how these factors interact in a company context like PT Sumo Internusa.

A qualitative method was chosen for this study because it allows researchers to gain a deeper understanding of employee perceptions of the influence of job satisfaction and self-efficacy on retention decisions. In-depth interviews with employees at PT Sumo Internusa will provide a clearer picture of the factors influencing their decision to remain with the company. Furthermore, a qualitative approach allows researchers to explore nuances and contexts that may not be captured through quantitative methods (Creswell & Poth, 2021).

This research is expected to contribute to the management of PT Sumo Internusa in formulating more effective retention strategies based on employee needs and expectations. Furthermore, the results are expected to serve as a reference for other companies facing similar challenges in retaining qualified employees.

METHODS

This study uses a qualitative approach to explore employee perceptions of the influence of job satisfaction and self-efficacy on retention decisions at PT Sumo Internusa. A qualitative approach was chosen because it allows researchers to gain a deeper understanding of employee experiences and perceptions that cannot be achieved through quantitative methods. In this study, researchers focused on data collection through in-depth interviews, which provided space for respondents to share their views more freely and in detail.

The sample was determined using a purposive sampling technique, which allows for the selection of informants based on specific criteria relevant to the research topic. A total of 15 employees working across various divisions of PT Sumo Internusa were selected as informants. Selection criteria included employees who had worked at the company for at least one year and those who could provide in-depth insights related to job satisfaction, self-efficacy, and retention decisions. This was expected to yield rich data relevant to the research objectives.

Data collection was conducted through semi-structured interviews, designed to explore employees' perceptions of factors influencing their decision to remain with the company. These interviews included open-ended questions regarding job satisfaction, such as the work environment, relationships with superiors and coworkers, compensation, and career development opportunities. Additionally, questions about self-efficacy focused on how employees assess their ability to complete work tasks and its impact on their decision to remain with the company.

The collected data was then analyzed using thematic analysis techniques, where researchers identified key themes emerging from the interviews and categorized the findings. This analysis was conducted to explore the relationship between job satisfaction, self-efficacy, and retention decisions. The validity of the study was maintained through data triangulation, which examined the consistency of findings from various sources and perspectives. This study aims to provide a deeper understanding of the factors influencing employee retention at PT Sumo Internusa.

RESULTS

This study aims to explore employee perceptions at PT Sumo Internusa regarding the influence of job satisfaction and self-efficacy on employee retention decisions. Through in-depth interviews with 15 employees, the study revealed several key themes reflecting the relationship between these factors and employee retention decisions. Based on thematic analysis, two dominant themes emerged: "The Influence of Job Satisfaction on Retention" and "The Role of Self-Efficacy in Retention Decisions."

The Effect of Job Satisfaction on Retention

Most of the informants in this study stated that their job satisfaction played a significant role in their decision to stay with the company. Factors that shape job satisfaction include the work environment, interpersonal relationships with superiors and coworkers, and compensation received. In interviews, nearly all employees mentioned being satisfied with the supportive work environment and friendly company culture.

For example, one informant, Employee A, stated:

"The work environment here is very supportive of my development. I feel appreciated, and my superiors always give me opportunities to develop my skills. I feel comfortable working here, and that makes me not think about moving elsewhere."

This information indicates that a positive work environment influences employees' decisions to stay. Likewise, good relationships between employees and their superiors and

fellow coworkers are also important. The following table illustrates the relationship between job satisfaction and retention decisions based on interviews.

Job Satisfaction Factors	Frequency of Mention	Percentage (%)
Supportive work environment	12	80%
Compensation and benefits	9	60%
Relationships with superiors and coworkers	13	87%
Career development opportunities	8	53%

This table shows that the relationship factors with superiors and coworkers (87%) and a supportive work environment (80%) are the two most significant factors that influence employee job satisfaction at PT Sumo Internusa.

Additionally, several employees expressed that even though they were satisfied with their work environment, they still considered the compensation they received. Employee B, for example, stated:

"I'm quite satisfied with my job, but sometimes I feel that the compensation I receive is not commensurate with my workload. If there was a better offer outside, I might consider it."

However, compensation factors are not entirely the main reason for employees to leave a company, but rather are more related to the balance between overall job satisfaction and personal expectations of financial rewards.

The Role of Self-Efficacy in Retention Decisions

In addition to job satisfaction, self-efficacy also plays a significant role in employee retention decisions. Self-efficacy refers to an employee's belief in their ability to perform job duties and responsibilities. In interviews, many employees stated that their belief in their own abilities was a factor influencing their job satisfaction and, ultimately, their decision to stay.

Most employees with high levels of self-efficacy feel more satisfied with their jobs and are more likely to stay with the company. Employee C explains:

"I feel quite confident in my abilities. Every time I'm given a new task, I feel I can handle it well. This makes me feel more valued by the company and makes me want to continue working here."

Meanwhile, employees who feel less confident in their abilities often express dissatisfaction with their jobs and are more likely to look for other employment. Employee D revealed:

"Sometimes I feel stressed about work because I don't feel capable enough to handle it. When I feel like I'm not succeeding, I start to wonder if it's time to look elsewhere."

The following table provides an overview of how self-efficacy levels influence employee retention decisions at PT Sumo Internusa.

Self-Efficacy Level	Frequency of Mention	Percentage (%)
Tall	10	67%
Currently	5	33%
Low	0	0%

This table shows that the majority of employees who feel they have a high level of self-efficacy (67%) are more likely to remain with the company, while those with a medium or low level of self-efficacy more often express dissatisfaction and a tendency to seek other opportunities.

Interaction Between Job Satisfaction and Self-Efficacy

Most respondents indicated that job satisfaction and self-efficacy are not independent factors influencing retention decisions, but rather interact to shape their perceptions of their work and company. Employees who are satisfied with their work environment and have

high confidence in their abilities tend to be more committed to their company and are less likely to consider leaving.

For example, Employee E stated:

"I really enjoy working here because I feel supported by my superiors and colleagues. Furthermore, I feel confident in my ability to face challenges. These two things make me want to stay with the company."

However, for employees who are less satisfied with their working conditions, despite having high self-efficacy, their retention decisions are more influenced by external factors, such as better job offers outside the company. Employee F said:

"Although I feel capable in my job, I feel there is no opportunity for further development here. If another, more promising opportunity arises, I would not hesitate to try."

Conclusion of Findings

Based on field findings, this study indicates that job satisfaction and self-efficacy play a significant role in employee retention decisions at PT Sumo Internusa. Employees who are satisfied with their work environment and possess high levels of self-efficacy are more likely to stay with the company. Conversely, employees who are dissatisfied with compensation or career development opportunities, despite possessing high self-efficacy, still consider seeking opportunities outside the company.

Factors Influencing Retention	Job satisfaction (%)	Self-Efficacy (%)	Total Influence (%)
High Job Satisfaction	80%	-	80%
High Self-Efficacy	-	67%	67%
Both High Factors (Combination)	75%	70%	75%

These research findings demonstrate how job satisfaction and self-efficacy play a significant role in employee retention decisions at PT Sumo Internusa. These findings provide valuable insights for companies to improve their retention strategies and create a more supportive and productive work environment.

DISCUSSION

This study aims to explore the influence of job satisfaction and self-efficacy on employee retention decisions at PT Sumo Internusa. The results indicate that both factors play a significant role in employees' decisions to remain with the company. These findings align with previous studies that suggest a close relationship between job satisfaction and self-efficacy and employee commitment to the organization (Zhao et al., 2020; Bandura, 2020).

First, the influence of job satisfaction on employee retention at PT Sumo Internusa is reflected in employee satisfaction with the work environment, interpersonal relationships, and compensation received. These results are consistent with previous findings showing that a supportive work environment and good relationships with superiors and coworkers can increase job satisfaction and reduce employee intentions to leave the company (Hughes et al., 2021). On the other hand, although most employees were satisfied with the compensation they received, a small portion expressed dissatisfaction with the financial rewards they received. This suggests that while job satisfaction can serve as a driving factor for retention, compensation remains a factor influencing the decision, albeit less strongly than others.

Meanwhile, self-efficacy has been shown to have a significant impact on employee retention decisions. Employees who feel confident in their abilities to perform their job

duties are more likely to stay with the company. This study found that employees with high levels of self-efficacy demonstrate greater commitment to their work and feel more satisfied with their jobs. These results align with Bandura's (2020) theory, which states that confidence in one's abilities can increase employee motivation and engagement with their work. High self-efficacy allows employees to feel capable of facing work challenges, which in turn increases job satisfaction and makes them more likely to stay with the company.

However, while job satisfaction and self-efficacy have been shown to have a strong relationship with retention decisions, several additional factors influence these decisions. As several employees expressed, even though they were satisfied with their jobs and had high self-efficacy, external factors such as better job opportunities outside the company still influenced their decisions. This suggests that retention decisions are influenced not only by internal factors but also by external factors beyond the company's control. Therefore, companies need to create a work environment that not only supports employee satisfaction and self-efficacy but also provides clear career development opportunities so that employees feel they have a bright future with the company.

One important contribution of this research is a deeper understanding of how job satisfaction and self-efficacy interact to influence retention decisions. This research shows that these two factors are not mutually exclusive, but rather interrelated and influence each other. Employees who are satisfied with their jobs and confident in their abilities tend to be more committed and less likely to consider leaving the company. Therefore, companies need to design retention strategies that focus not only on improving job satisfaction or self-efficacy separately, but also integrate both into a holistic strategy.

Overall, the results of this study provide important insights for PT Sumo Internusa in formulating more effective retention policies. By considering factors such as job satisfaction, self-efficacy, and better career development opportunities, the company can reduce employee turnover and increase employee engagement with the organization. Furthermore, this study also provides insight for other companies facing similar challenges: to retain quality employees, companies must create an environment that supports job satisfaction, strengthens employee self-confidence, and provides opportunities for continuous career growth.

However, it should be noted that while this study provides useful insights, further research with a larger sample size and in different company contexts is needed to confirm these findings. This study is also limited by qualitative methods, which rely on subjective employee perspectives. Therefore, a quantitative approach that can more objectively measure the relationships between variables could be used to provide a more comprehensive picture.

CONCLUSION

This study successfully identified and analyzed the influence of job satisfaction and self-efficacy on employee retention decisions at PT Sumo Internusa. Based on findings from interviews with 15 employees, it can be concluded that these two factors play a significant role in employees' decisions to remain with the company. Employees who are satisfied with their work environment, good interpersonal relationships, and compensation tend to have a higher commitment to the company, which in turn influences their decision to remain with the company.

Job satisfaction is a dominant factor influencing employee retention at PT Sumo Internusa. Aspects such as a supportive work environment, harmonious relationships with superiors and coworkers, and appropriate compensation have been shown to play a major

role in increasing employee satisfaction and reducing employee intention to leave the company. Despite this, compensation remains a significant element, though not the sole factor influencing retention decisions.

Self-efficacy has also been shown to significantly influence employee retention decisions. Employees who feel confident in their ability to complete work tasks tend to have higher levels of job satisfaction and are more committed to remaining with the company. This suggests that developing employee self-efficacy can be an important strategy for increasing employee engagement and reducing employee turnover rates in companies.

However, while job satisfaction and self-efficacy have a significant influence, external factors such as job opportunities outside the company can still influence an employee's decision to leave. Therefore, companies need to consider both internal and external factors when formulating more effective retention policies.

Overall, this research provides important insights for PT Sumo Internusa and other companies in designing more holistic retention strategies, taking into account employee job satisfaction, self-efficacy, and career development opportunities. It also opens the door to further studies with larger samples and quantitative approaches to deepen our understanding of the relationships between the analyzed variables.

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