Influence Human Resources Management Practice to Intention to Stay with Job Satisfaction as a Mediation Variable (Study on Coffee Plus Order Employees)

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Abstract

The study was conducted with the aim of knowing the influence of Human Resources Management Practice (HRMP) on Intention to stay (ITS) with job satisfaction as its mediating variable, on Pesen Kopi Plus's employees. The method used in this study is descriptive analytics observation, with cross sectional approaches. Used a sample of 78 respondents with data sources obtained from primary data in the form of questionnaires. Then data analysis techniques regarding scale ranges and Partial Least Square (PLS), using quantitative research and path analysis with Smart PLS. The results of the study showed that Human Resources Management Practice (HRMP) had a significant and positive effect on Intention to stay (ITS). Human Resources Management Practice (HRMP) has a significant and positive effect on job satisfaction. Similarly, job satisfaction has a significant and positive effect on Intention to stay (ITS). In addition, job satisfaction proves a significant influence and mediates the relationship between Human Resources Management Practice (HRMP) and Intention to Stay (ITS).

Keywords: Human Resources Management Practice, Job Satisfaction, Intention To Stay,Pesen Kopi Plus.

Abstrak

Penelitian dilakukan dengan tujuan untuk mengetahui pengaruh Human Resources Management Practice (HRMP) terhadap Intention to stay (ITS) dengan kepuasan kerja sebagai variabel mediasinya, pada karyawan Pesen Kopi Plus. Metode yang digunakan dalam penelitian ini adalah observasi deskriptif analitik, dengan pendekatan cross sectional. Sampel yang digunakan berjumlah 78 responden dengan sumber data diperoleh dari data primer berupa kuesioner. Kemudian teknik analisis data mengenai rentang skala dan Partial Least Square (PLS), menggunakan penelitian kuantitatif dan analisis jalur dengan Smart PLS. Hasil penelitian menunjukkan bahwa Human Resources Management Practice (HRMP) berpengaruh signifikan dan positif terhadap Intention to stay (ITS). Praktik Manajemen Sumber Daya Manusia (HRMP) berpengaruh signifikan dan positif terhadap kepuasan kerja. Begitu pula kepuasan kerja berpengaruh signifikan dan positif terhadap Intention to stay (ITS). Selain itu, kepuasan kerja membuktikan adanya pengaruh signifikan dan memediasi hubungan antara Human Resources Management Practice (HRMP) dan Intention to Stay (ITS).

Kata Kunci: Praktik Manajemen Sumber Daya Manusia, Kepuasan Kerja, Niat Tinggal,Pesen Kopi Plus.

INTRODUCTION

An important element that is a key factor in implementing development and achieving the goals of an organization is the workforce. Special attention to the management of its human resources needs to be taken into consideration by each organization, so that it can produce a quality workforce for the

implementation of the activities needed to achieve a goal. Managing quality human resources requires maximum effort, thereby preventing management failures. In this case, it is related to the desire of employees to remain in a company, to prevent labor problems that are difficult to avoid, namely high levels of turnover (Siahaan, 2014).   The importance of the workforce as a contributor to the achievement of organizational goals has been recognized by human resource management. Besides that, human resource management also has another function, namely ensuring that the organization can retain employees and improve employee performance (Robbins & Coulter, 2012). In research conducted by Ghazali et al., (2012) is knownHuman Resources Management Practice (HRMP) Overall it has a positive influence onIntention to Stay (ITS) on workers in the hotel industry in Kuala Lumpur.

In general HRMP has a positive influence on the workforce, more specifically on ITS from the workforce (Johari, 2022). ITS It is important to pay further attention, because it is related to the employee's intention to stay in an organization, where employees tend to want to stay with the organization until the situation where the employee has to leave or leave the organization for certain reasons. However, there are also several studies that say that compared to the influence of HRMP, job satisfaction plays a greater role in determining the desire of workers to remain in a company. As discussed by Isaac et al., (2020) where it is known that job satisfaction felt by workers can influence the desire of workers to continue working in their environment, compared to their role HRMP it self. Because there are gaps in the different results between each study, further research needs to be carried out to fill these gaps.

HRMP has a function and role in growing and increasing the workforce's intention to stay with a company, which through HRMP, The company will strive to meet the needs and desires of employees in their work, so that employees can be motivated to stay with the company. But in reality, HRMP in an industry often does not fully run ideally, where as HRMP often becomes an illustration of whether an organization has managed human resources well or not (Rudi, 2022).

Differences of opinion from several previous researchers regarding the factors that influence a worker's desire to remain in their work environment have then led to several conflicting opinions, regarding which one has a more significant role. Basically HRMP can affect a worker's job satisfaction, as stated by Sahara et al., (2016) that labor needs are met by HRMP will have a positive impact in the form of job satisfaction felt by the workforce. This is directly proportional to job satisfaction which can increase the workforce's desire to stay in their workplace, according to Dini et al., (2021) regarding job satisfaction which has a significant effect onIntention to Stay labor.

Based on (http://www.ico.org/2019) cited from (Ibrahim, 2020), coffee consumption in Indonesia has increased rapidly in 2018. Indonesia is a country with diverse cultures, one of which is the culture of drinking coffee. Along with the development of generations, coffee is now not only enjoyed by older people but also enjoyed by young people. Various kinds of coffee innovations have attracted the interest of young people to enjoy it, both in daily socializing, or as a friend when doing assignments. Not a few teenagers use cafes, coffee shops or coffee shops as places for them to socialize and do assignments. The diverse backgrounds of the people of Malang in terms of education, economics, social and culture make Malang a busy city. In addition, there are many leading universities in Malang, making Malang City a destination city for migrants to pursue education. The large number of immigrants and the people of Malang itself have caused people's interest in cafes to increase.

The business opportunities related to the high consumption of coffee in Indonesia have made entrepreneurs start to take advantage of this situation in droves. One of them is Pesen Kopi Plus.

Pesen Kopi Plus is also aggressive in expanding its business, having previously opened 21 coffee shop branches under the name Pesen Kopi in several areas in East Java such as Surabaya, Sidoarjo, Pasuruan, Jember, Batu, and many more. Pesen Kopi then developed its quality by opening a cafe dine-in called Pesen Kopi Plus which currently has 4 outlets, namely in Malang number 3 and in Sidoarjo.

In particular, Pesen Kopi Plus is one of the cafes that carries a theme of Coffee and Eatery with a larger menu that is not available at regular Pesen Kopi shops. The large number of competitors in Malang made Pesen Kopi then put its name first by changing its business strategy to something more premium. Business competition is very tight, Pesen Kopi Plus as one of the cafes that is active in driving entrepreneurs in the cafe business must be able to survive so that customers still feel comfortable with the coffee they sell and the atmosphere served by Pesen Kopi Plus. Currently, Pesen Kopi Plus has a total of 78 employees in 2023 spread across 4 outlets, with an employee turnover rate of 5-10% in the first 8 months of 2023. Based on observations, the high turnover rate that will occur in 2023 involves many factors, both internal and external factors, which then encourage the decline in employees' intentions to stay at Pesen Kopi Plus.

It is difficult to retain employees with high potential in a company due to high company competition, so the role of HRMP is really needed to increase employees' desire to continue working and be loyal to the company they work for (Fahim, 2018). HRMP is an internal policy that is consistent, as a party that has a high contribution in helping the workforce to help improve the achievement of company goals (Delery & Doty, 1996). In this case, the role of HRMP can show whether a company or organization pays attention to its employees, so that When HRMP is successfully implemented well, it can show the company's concern for its employees (Wayne et al., 1997). It's the same with job satisfaction, where job satisfaction can be a factor that also describes a company's concern for its workforce (Dini et al., 2021). Job satisfaction is fulfilled when employees work according to their abilities and skills. When employees feel that their presence in a company is important and consider its existence, employee morale will increase, so that they can show satisfactory performance and increase employee job satisfaction (Lucy, 2020).

Based on the phenomenon that occurred at Pesen Kopi Plus which was carried out by researchers during pre-research, it was discovered that of the 78 employees at three outlets in Malang and Sidoarjo, 70 people felt job satisfaction was influenced by HRMP which is already well owned by Pesen Kopi Plus and which 8 employees are willing to hesitate or to leave the job (resign). This causes an increase in ITS from the employee. From the phenomena discovered by researchers during pre-research, researchers can draw conclusions HRMP can have an effect on ITS with the mediation of job satisfaction. This phenomenon is supported by research conducted by Ahmad et al., (2019) which explains that HRMP Good work can increase job satisfaction which can also influence ITS.

This study aims to evaluate whether HRMP at Pesen Kopi Plus runs effectively. The research problem formulation includes several important questions, including how HRMP, job satisfaction, and ITS relate to Pesen Kopi Plus employees, as well as whether the HRMP has a direct influence on ITS or job satisfaction. In addition, we will also investigate whether job satisfaction influences behavior of ITS Pesen Kopi Plus employees. Lastly, this research will explore whether HRMP has an influence on ITS with job satisfaction as mediation. From this research it is hoped that it will be known how HRMP increases ITS on Pesen Kopi Plus employees with job satisfaction as the mediating variable.

LITERATURE REVIEW

Intention To Stay (ITS) is a concept that refers to an individual's intention or desire to continue working in a company (Lyons et al., 2012). This reflects the level of employee commitment to the company where they work (Arthur, 2011). Factors such as job satisfaction and commitment to the organization can influence ITS, with employees who are satisfied with their work and committed to the company tend to be more willing to remain working at the company (Ibrahim et al., 2016). ITS has four main indicators, including not planning to quit, not thinking about looking for another job, willing to stay if they get a job offer from another company, and feeling a loss if they quit (McDonald & Bradley, 2005). Various factors such as pride in the organization, competent leadership, attractive compensation, positive work culture, and type of work also influence ITS (Castle et al., 2017). Job satisfaction also plays a key role, where the higher the level of job satisfaction, the greater the loyalty and intention to remain working at the company (Gray, 2012). To strengthen ITS, companies must create a work environment that respects, recognizes and rewards employees, so that they feel valued and comfortable (Castle et al., 2007).

Human Resources Management Practice (HRMP) is an internal policy that is consistent and contributes fully to achieving company goals, showing concern for employees (Delery et al., 1996; Wayne et al., 1997). HRMP has four main dimensions: Training and Development, Career Development, Compensation and Benefits, and Performance Appraisal. Training and Development Involves learning to increase employee knowledge and skills, with the results of creating a comfortable work environment and increasing employees' desire to continue participating (Noel et al., 2018; Ghazali et al., 2012). Career development is a formal company effort to develop employee resources, create an environment that supports workers' personal qualities and minimizes their desire to look for new jobs (Byars et al., 2006; Robbins et al., 2012; Sanjeev et al., 2012).

Compensation and benefits are the rewards given to employees, including salary, which influence job satisfaction and desire to remain with the company (Noel et al., 2018; Ghazali et al., 2012). Performance Appraisal involves employee evaluation and communication, which can improve job performance and employee satisfaction and influence their desire to stay (Ghazali et al., 2012; Thamrin, 2012). Importance HRMP is to create a work environment that supports employees and minimizes job changes, which can have a positive impact on the company (Michael, 2021).

Job satisfaction is an individual's response to the work they do and the company they work for, it is subjective and related to individual values (Robbins, 2003). This is related to the extent to which workers feel satisfied with various aspects of their work, and can influence workers' positive attitudes towards their work. Some indicators of job satisfaction include employee absenteeism, desire to move, performance, relationships with superiors, and coworkers. Job values and meeting basic needs also influence job satisfaction. Several factors that influence job satisfaction include job characteristics, relationship with superiors, relationships with coworkers, promotion opportunities, and salary or wages. When workers feel satisfied with various aspects of their jobs, including job characteristics, relationships with superiors, coworkers, promotion opportunities, and compensation, they tend to feel satisfied with their jobs and are more likely to stay with the company (Robbins, 2003; Dini et al., 2021; Paul, 2022).
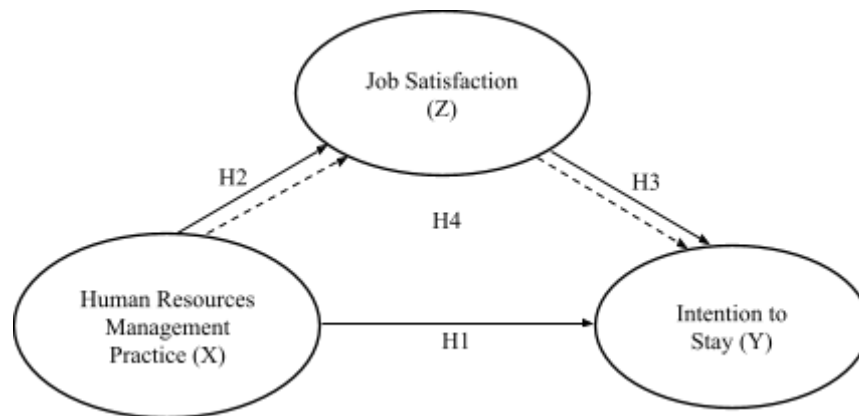
Figure 1. Research Framework

From the research framework above, the author wants to know the relationship between the variables to be studied, which is in accordance with the results of previous research which suggests a relationship. HRMP with ITS which states that ITS can be influenced by HRMP (Ahmad et al., 2022), HRMP with job satisfaction which states that job satisfaction is influenced by the policies implemented by HRMP (Arsadi et al., 2021), job satisfaction which can have a positive effect on ITS (Anthony et al., 2022) and how HRMP can affect ITS with job satisfaction as the mediating variable (Ahmad et al., 2018). The hypothesis proposed in the research is as follows:

H1: Human Resources Management Practice significant effect on Intention To Stay.

H2: Human Resources Management Practice has a significant effect on Job Satisfaction.

H3: Job satisfaction has a significant effect on Intention To Stay.

H4: Human Resources Management Practice significant effect on Intention To Stay with job satisfaction as mediation

RESEARCH METHODS

The research was conducted at four Pesen kopi Plus branches, namely the Sidoarjo branch, the Begawan Malang branch, and the Betek Malang branch and the Dinoyo Malang branch, with the research subjects being permanent employees at these branches. The research method used is analytical descriptive observation with a cross-sectional approach, which observes independent variable and dependent variable data at one time. Primary data was collected through questionnaires that have been used in previous research. The research population consisted of all permanent employees of Pesenkopi Plus, totaling 78 people. The sampling technique used is Total Sampling, where all employees are included as samples. The data collection technique is carried out by giving questionnaires to respondents before they start work to avoid filling bias. This study uses a measurement method with a Likert scale, which ranges from "strongly agree" to "strongly disagree," with a value of 1 representing "strongly disagree" and a value of 5 representing "strongly agree".

Data analysis in this research uses path analysis techniques(path analysis), by method Partial Least Squares (PLS) which is used to estimate and analyze the dependent variable and independent variables. The data analysis stage involves a measurement model (outer model) and structural models (inner model). The measurement model connects latent variables with indicator variables, followed by

validity, reliability and discriminant tests. Structural models are used to determine the cause-and-effect relationship between independent variables and dependent variables. Hypothesis testing is also carried out to test the influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

In this research, the respondents used were all employees who worked at Pesen Kopi Plus. There were 78 questionnaires distributed in this study. In this study, the characteristics of respondents were obtained from the number of samples who participated in filling out the questionnaire. The respondent profiles in the questionnaire are age, gender, highest level of education, employment status, length of service and monthly income. In this research, the characteristics of respondents from Pesen Kopi Plus can be summarized as follows. The majority of employees who were respondents, namely around 69%, were aged 23 years or less, indicating that the majority of Pesen Kopi Plus employees are young individuals who are active and productive. In addition, the majority of employees are women, reaching 57.69% of the total respondents, while men accounted for 42.31%. In terms of recent education, the majority of Pesen Kopi Plus employees have a high school (SMA) education background with a percentage of 63%, while the other 37% have a bachelor's degree (S1). Employee employment status varies, including barista, cashier, kitchen, and supervisor. More than half of the respondents, namely 64%, have worked for less than 1 year at Pesen Kopi Plus, indicating that many of them are new or relatively new employees. The monthly income of the majority of Pesen Kopi Plus employees is in the range of 1,500,000 to 2,500,000 rupiah. This indicates variations in income that are influenced by the work system and role of each employee in this company. With this diversity of characteristics, this may provide new insights into influencing factorsIntention to Stay at Order Coffee Plus.

Application of the method Partial Least Square (PLS) based Structural Equation Modelling (SEM) was used for data processing in this research. The steps taken in this process are:

Tabel 1. Test Outer Model (Loading Factor)

Item	*Loading Factor*	Information
X.1	0.962	Valid
X.2	0.971	Valid
X.3	0.968	Valid
X.4	0.978	Valid
X.5	0.972	Valid
X.6	0.968	Valid
X.7	0.961	Valid
X.8	0.966	Valid
Y.1	0.970	Valid
Y.2	0.971	Valid
Y.3	0.972	Valid
Y.4	0.975	Valid

Source: Data Processed, 2023

Tabel 2. Test Outer Model (Loading Factor)

Item	*Loading Factor*	Information
Y.5	0.962	Valid
Y.6	0.971	Valid
Y.7	0.971	Valid
Y.8	0.958	Valid
Z.1	0.974	Valid
Z.2	0.966	Valid
Z.3	0.972	Valid
Z.4	0.978	Valid
Z.5	0.972	Valid
Z.6	0.971	Valid
Z.7	0.973	Valid
Z.8	0.968	Valid
Z.9	0.954	Valid
Z.10	0.962	Valid

Source: Data Processed, 2023

To consider an indicator as valid, valueloading factorexpected is a minimum of 0.7, in line with recommendations. The results that can be seen from Table 2 show that all indicators have loading factor values that exceed 0.7. Therefore, it can be concluded that these indicators have been proven valid. Thus, no constructs need to be removed from the model for all variables.

Tabel 3. Test Outer Model (Composite Reliability and AVE)

Variabel	Cronbach's Alpha	rho.A	Composite Reliability	Average Variace Extracted (AVE)	Information
Human Resources Management Practice (X)	0.99	0.99	0.992	0.937	Reliabel
Intention to Stay (Y)	0.991	0.991	0.992	0.939	Reliabel
Job Satisfaction (Z)	0.992	0.992	0.993	0.939	Reliabel

Source: Data Processed, 2023

From Table 3, it can be concluded that the results Average Variance Extracted (AVE) meets the minimum criteria, namely exceeding 0.50. As well as, Composite Reliability And Cronbach's Alpha also meets the minimum limit, namely ≥ 0.70. Therefore, these data can be used for further analysis and are considered suitable for this study.

Tabel 4. Cross Loading

	Human Resources Management Practice (X)	Intention to Stay (Y)	Job Satisfaction (Z)
X.1	0.962	0.953	0.948
X.2	0.971	0.958	0.95
X.3	0.968	0.956	0.964
X.4	0.978	0.954	0.945

X.5	0.972	0.963	0.95
X.6	0.968	0.945	0.938
X.7	0.961	0.94	0.939
X.8	0.966	0.95	0.944
Y.1	0.935	0.970	0.939
Y.2	0.946	0.971	0.942
Y.3	0.953	0.972	0.949
Y.4	0.951	0.975	0.955
Y.5	0.949	0.962	0.951
Y.6	0.945	0.971	0.955
Y.7	0.962	0.971	0.964
Y.8	0.947	0.958	0.958
Z.1	0.953	0.967	0.974
Z.2	0.951	0.955	0.966
Z.3	0.955	0.968	0.972
Z.4	0.955	0.959	0.978
Z.5	0.942	0.957	0.972
Z.6	0.958	0.962	0.971
Z.7	0.953	0.964	0.973
Z.8	0.957	0.957	0.968
Z.9	0.947	0.961	0.954
Z.10	0.95	0.956	0.962

Source: Data Processed, 2023

From the explanation contained in the table above, it can be concluded that all research indicators have a higher correlation with the corresponding construct compared to other constructs. Therefore, it can be concluded that this research construct meets the requirements for discriminant validity. This indicates that each statement or indicator used in the research instrument succeeded in measuring each variable clearly without any ambiguity. The following is Table 5 to see the test results Discriminant Validity.

Tabel 5. Discriminant Validity

	Human Resources Management Practice (X)	Intention to Stay (Y)	Job Satisfaction (Z)
Human Resources Management Practice (X)	0.968		
Intention to Stay (Y)	0.984	0.965	
Job Satisfaction (Z)	0.979	0.988	0.973

Source: Data Processed, 2023

From the information contained in Table 5, it can be concluded that each variable has a root value Average Variance Extracted (AVE) which is higher than the value of the other variables. Therefore, it can be concluded that this research model meets the requirements for discriminant validity, because every statement or indicator on each variable, proposed by the researcher in the research instrument, has succeeded in measuring the variable clearly without any ambiguity.

Inner model or structural model testing is carried out to see the relationship between constructs, significance values, and R-square of the research model. Evaluation was carried out using Rsquare for the t-test dependent construct as well as the significance of the structural path parameter coefficients.
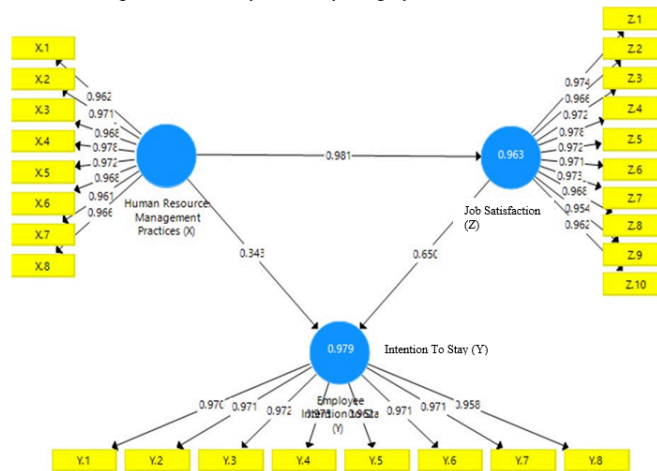

Figure 2. Structural Model

In Figure 2 it can be seen that human resources management practice's positive influence on intention to stay amounted to 0.343 and had a positive effect on job satisfaction of 0.981. Job satisfaction has a positive effect on intention to stay of 0.650. In assessing the model with PLS starts with seeing R-square for each dependent latent variable. R-square estimation results using SmartPLS can be seen in table 6 below.

Tabel 6. R Tabel

	R Square	R Square Adjusted
Intention to Stay (Y)	0.983	0.983
Job Satisfaction (Z)	0.958	0.957

Source: Data Processed, 2023

Table 6 shows intention to stay (Y) influenced by human resources management practice (X) and job satisfaction (Z) of 0.983 or 98.3% and the rest is influenced by constractions or other variables outside of this study. Job satisfaction (Z) is influenced by human resources management practice (X) 0.958 or 95.8% and the rest is explained by other constructs or variables outside this research.

Tabel 7. Test the Direct Effect Hypothesis

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Human Resources Management Practice (X) → Intention to Stay (Y)	0.343	0.372	0.146	2.344	0.000

Human Resources Management Practice (X) → Job Satisfaction (Z)	0.981	0.981	0.007	140.944	0.000
Job Satisfaction (Z) → Intention to Stay (Y)	0.650	0.621	0.147	4.432	0.000

Source: Data Processed, 2023

Tabel 8. Mediation Test of Indirect Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Human resources management practice (X) → Job Satisfaction (Z) → intentionto stay (Y)	0.589	0.559	0.118	4.996	0.000

Source: Data Processed, 2023

After carrying out a series of tests, the researcher will describe the results of the data analysis and discussion as follows. Description of Pesen Kopi Plus Employees: Pesen Kopi Plus employees have several roles including supervisors, crew in various positions such as drink makers, cashiers, servers and kitchens. Research shows that Human Resources Management Practice (HRMP) Pesen Kopi Plus is considered good. Besides that, Intention To Stay (ITS)also gets an intent assessment. Furthermore, the level of employee job satisfaction at Pesen Kopi Plus is also considered satisfactory. Influence HRMP to ITS: The analysis results show that HRMP has a positive influence onIntention To Stay (ITS), which means it gets better HRMP, the higher it is ITS. This is supported by the finding that HRMP provides a significant influence on ITS.

The Effect of Job Satisfaction on ITS: Research shows that the level of job satisfaction has a positive effect on ITS employees. The results of the hypothesis test show that job satisfaction has a significant influence on ITS, which indicates that employees who feel satisfied with their work tend to have the intention to continue working at Pesen Kopi Plus. Influence HRMP on Job Satisfaction: The results of the analysis show that HRMP has a positive effect on employee job satisfaction. This finding is supported by the results of hypothesis testing which shows that HRMP has a significant effect on job satisfaction. Influence HRMP to ITS through Job Satisfaction: Research shows that HRMP has a significant influence on ITS, with job satisfaction as a mediator. This means that HRMP Good work increases employee job satisfaction, which in turn increases the intention to continue working at Pesen Kopi Plus.

The results of this study support previous findings by (Issac et al., 2020) and (Lucy, 2020) which show that HRMP good ones can increase employee job satisfaction and ITS. This research also highlights the importance of job satisfaction as a mediating factor in the relationship between HRMP And ITS employees. Efforts to improve HRMP and job satisfaction can help companies, such as Pesen Kopi Plus, retain loyal and committed employees.

CONCLUSION

The research results show that Pesen Kopi Plus has Human Resources Management Practice (HRMP) good quality, satisfactory level of job satisfaction, and Intention To Stay (ITS) who intends. This research found that HRMP has a positive effect on job satisfaction, which in turn has a positive effect on ITS employees. Job satisfaction mediates the relationship between HRMP And ITS. Hence,

the increase in HRMP and maintaining a high level of job satisfaction can help Pesen Kopi Plus retain loyal and committed employees. Based on the research results, we recommend Pesen Kopi Plus to further improve its role and quality Human Resources Management Practice (HRMP) with more focus on training, career development, incentives and employee performance appraisal. This will help create a more satisfying work environment and contribute positively to employee job satisfaction. In addition, Pesen Kopi Plus can maintain a high level of job satisfaction, exploring other influencing factors Intention To Stay (ITS), and exploring influences HRMP on other variables that might mediate the relationship between HRMP And ITS. In this way, companies can maintain more loyal and committed employees, create an optimal work environment, and better meet employee needs.

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