

## Linking Favoritism and Work Pressure to Turnover Intention: The Mediating Role of Job Satisfaction in the Outsourcing Industry

Randi Dwi Shaputra<sup>1,\*</sup>, Praningrum Praningrum<sup>2</sup>

Bengkulu University, Indonesia<sup>1,2</sup>

Corresponding e-mail: [randydwishaputra@gmail.com](mailto:randydwishaputra@gmail.com)\*

### ABSTRACT

**Purpose:** This study aims to analyze the impact of favoritism and work pressure on turnover intention, with job satisfaction as a mediating variable in the outsourcing industry.

**Method:** This research employs a quantitative approach, using data collected through both offline and online questionnaires distributed to 119 outsourcing employees at PT Kinarya Selaras Solusi. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software.

**Result:** The findings indicate that favoritism and work pressure have a significant positive effect on employee turnover intention, while job satisfaction has a significant negative effect. Additionally, favoritism and work pressure significantly and negatively affect job satisfaction. Job satisfaction serves as a mediating variable by reducing the impact of favoritism and work pressure on turnover intention.

**Practical Implications for Economic Growth and Development:** These findings offer insights for outsourcing companies seeking to reduce employee turnover. By addressing issues related to favoritism and work pressure, companies can enhance job satisfaction and lower turnover rates, thereby contributing to economic growth through increased workforce stability and efficiency in Indonesia's outsourcing sector.

**Originality/Value:** This study provides original value by integrating favoritism, work pressure, job satisfaction, and turnover intention into a single research model within the context of Indonesia's outsourcing industry—an area that has received limited academic attention despite its high employee turnover rates.

**Keywords:** *Turnover Intention, Favoritism, Work Pressure, Job Satisfaction, Outsourcing Industry*

**How to cite:** Shaputra, R. D., & Praningrum, P. (2025). Linking Favoritism and Work Pressure to Turnover Intention: The Mediating Role of Job Satisfaction in the Outsourcing Industry. *Journal of Enterprise and Development (JED)*, 7(2), 244–258.  
<https://doi.org/10.20414/jed.v7i2.13192>

### INTRODUCTION

Amid increasingly fierce business competition, a company's success is determined not only by its marketing strategies but also by its ability to manage human resources (HR) effectively. Human resources are essential assets that support the sustainability and growth of an organization (Labola, 2019). Therefore, effective HR management is crucial to ensure employee satisfaction, which in turn helps to minimize turnover intention. Turnover intention refers to an individual's inclination to leave their current job and is widely recognized as the strongest predictor of actual employee resignation (Yasin et al., 2023). To remain competitive and operationally effective, companies must retain high-quality human capital—one way to achieve this is by strengthening employees' intention to stay.

However, in the outsourcing sector, this challenge is more complex due to the often dynamic, high-pressure, and unstable nature of the work. Employees frequently face shifting tasks and



This is an open access article under the [Creative Commons Attribution-ShareAlike 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/) License.

responsibilities due to project rotations, demanding productivity expectations, and uncertainty about job continuity (Safitri et al., 2024). Moreover, recent data from Workforce Management (Whiting, 2025) indicate that the average turnover rate across all industries is projected to reach 20% by 2024, significantly higher than the ideal turnover rate of 10% as recommended in HR management literature (Halimsetiono, 2014). High turnover makes it difficult for companies to retain talented employees and can degrade the quality of services offered. Additionally, it leads to increased operational costs related to recruitment, training, and decreased team productivity.

One of the key contributors to turnover intention is favoritism. Vveinhardt (2020) defines favoritism as biased behavior that provides special treatment to certain employees regardless of their performance or achievements. Such practices can foster a sense of unfairness and jealousy among coworkers, erode organizational culture, and lower job satisfaction, ultimately increasing turnover intention. Research by Jimoh et al. (2020) found that favoritism has a significant positive effect on turnover intention—employees who perceive higher levels of favoritism are more likely to consider leaving their jobs.

Another contributing factor is work pressure. Excessive work pressure can lead to chronic stress, which negatively impacts an employee's well-being and increases turnover intention. According to Guangyi and Liyun (2016), work pressure arises from the interaction between individuals and their work environment, including stressors, personal responses, and coping strategies. Persistent work pressure can harm physical and mental health, reduce job satisfaction, and trigger absenteeism and turnover. Supporting this, Li et al. (2019) found that work pressure has a significant positive effect on turnover intention—employees experiencing high work pressure are more likely to consider leaving their jobs.

However, the relationship between favoritism, work pressure, and turnover intention does not operate in isolation. In many cases, job satisfaction serves as a mediating variable that can either weaken or strengthen this relationship. According to Mobley (1977), job satisfaction is an emotional response to one's job, reflecting the extent to which personal expectations and values are fulfilled. Job dissatisfaction can initiate a cognitive process that leads to the decision to quit. Shahid et al. (2022) found that job satisfaction mediates the relationship between favoritism and turnover intention, while Pebriasanty et al. (2024) demonstrated a similar mediating effect between work pressure and turnover intention.

The novelty of this study lies in its integrated examination of favoritism and work pressure as antecedents of turnover intention, with job satisfaction serving as a mediating variable—specifically within the context of outsourced employees. While previous studies have often analyzed these factors separately or in sectors such as public service or manufacturing, this research uniquely combines them into a comprehensive framework tailored to the outsourcing industry, which is characterized by unique employment challenges and high workforce volatility. By focusing on outsourced employees, this study addresses a gap in the literature and provides valuable insights into how organizational dynamics influence turnover intentions in this specific labor segment. Moreover, it contributes to the existing body of knowledge by underscoring the mediating role of job satisfaction in the relationships among favoritism, work pressure, and turnover intention. This integrated approach offers a more nuanced understanding of how workplace factors shape employees' decisions to stay or leave—especially in contexts where job security and equitable treatment are critical concerns.

This study aims to analyze the impact of favoritism and work pressure on turnover intention, with job satisfaction acting as a mediating variable in the outsourcing industry.

## **Hypotheses Development**

### ***Favoritism and Turnover Intention***

Favoritism refers to a condition in which certain individuals or groups receive preferential treatment without regard to objective performance or achievement, while others are neglected (Iqbal & Ahmad, 2020). This kind of treatment can foster jealousy among employees, erode

organizational culture, and reduce job satisfaction. Several studies have demonstrated that favoritism influences turnover intention. For instance, Arasli et al. (2019) found that favoritism has a positive and significant effect on turnover intention, particularly in family-owned firms where professional standards may be compromised. In such settings, non-beneficiary employees are more likely to express an intention to quit, as they face difficulty competing for promotions against favored individuals. These findings are supported by Widyati (2023), who reported that favoritism in the workplace can heighten employees' desire to leave the company. In essence, the greater the level of perceived favoritism, the higher the resulting turnover intention. However, contrasting findings were reported by Putra (2012), who found that favoritism does not significantly affect turnover intention. These discrepancies may stem from differences in organizational context, the intensity of perceived favoritism, or how management addresses such behavior.

H1: Favoritism has a positive and significant effect on turnover intention.

### **Work Pressure and Turnover Intention**

Work pressure is not solely the result of job demands but also a complex reaction arising from the interaction between individuals and their work environment. This perspective is supported by Nurdianto et al. (2021), who define work pressure as a condition emerging from the interaction between humans and their work, leading to psychological changes that can impair normal functioning. Such pressure can stem from various aspects of work, including excessive workload, tight deadlines, and role ambiguity—all of which can disrupt employees' mental and physical equilibrium in performing their daily tasks. Therefore, companies must manage work pressure effectively, as excessive pressure can lead to work-related stress. According to Saputro (2024), high levels of work stress can create discomfort in the workplace and trigger a desire to leave the company.

Empirical findings on the relationship between work pressure and turnover intention vary. For instance, Sukanti (2019) found that work pressure has a positive and significant effect on turnover intention—indicating that the more pressure employees experience, the greater their intention to resign. In contrast, research by Mohamad et al. (2019) concluded that work pressure does not directly affect turnover intention. These differing outcomes may be influenced by factors such as organizational culture, individual coping mechanisms, or the availability of support systems within the workplace.

H2: Work pressure has a positive and significant effect on turnover intention.

### **Favoritism and Job Satisfaction**

Favoritism, as defined by Gradwohl et al. (2024), refers to the tendency of supervisors to provide preferential treatment to certain employees based on non-performance-related factors, such as personal relationships or social closeness. This behavior undermines the principles of fairness and meritocracy in the workplace, leading to a decline in employee trust toward management. When favoritism becomes pervasive, it fosters an unhealthy organizational climate in which employees outside the favored group may feel undervalued and neglected. Consequently, their morale and emotional engagement with the organization often deteriorate. Arasli and Tumer (2008) empirically demonstrated that favoritism has a negative impact on job satisfaction; higher levels of perceived favoritism are associated with lower employee satisfaction due to perceptions of injustice and inequality. Over time, such conditions may lead to indifference toward one's success at work, as noted by Jimoh et al. (2020), with employees becoming disengaged and less motivated to exert effort.

However, an alternative perspective is offered by Raja et al. (2013), who found that in certain organizational contexts, favoritism and political behavior can actually enhance job satisfaction—particularly for those who benefit from such practices. In these cases, employees who perceive themselves as favored may experience increased motivation,

recognition, and appreciation, resulting in higher levels of satisfaction despite the ethical concerns these dynamics raise.

H3: Favoritism has a negative and significant effect on job satisfaction.

### ***Work Pressure and Job Satisfaction***

Work pressure refers to a condition in which individuals are unable to meet job demands within a designated time frame, resulting in psychological strain and emotional exhaustion. According to Li et al. (2019), this condition typically arises from factors such as irregular or extended working hours, limited rest periods, inadequate holidays, and a workload that is disproportionate to the compensation received. When employees face excessive demands without sufficient support or reward, they often experience fatigue, reduced motivation, and elevated stress levels—factors that contribute to lower job satisfaction.

Empirical studies by Nian et al. (2018) and Sary & Syaputra (2023) found that work pressure has a negative and significant effect on job satisfaction, indicating that heightened pressure can substantially diminish employees' sense of fulfillment and contentment in their roles. High-pressure work environments tend to suppress morale, reduce engagement, and negatively affect overall employee well-being. However, contrasting results were reported by Saputra (2021), who found that while work pressure negatively influences job satisfaction, the relationship was not statistically significant. This suggests that in certain contexts, employees may possess coping mechanisms or benefit from organizational support systems that buffer the adverse effects of pressure—or that other variables may mediate this relationship.

H4: Work pressure has a negative and significant effect on job satisfaction.

### ***Job Satisfaction and Turnover Intention***

Job satisfaction is a concept that describes how employees evaluate and feel about their work, encompassing both its positive and negative aspects. According to Salleh et al. (2012), job satisfaction reflects a positive attitude that includes employees' emotional responses and behaviors toward their job, often shaped by how valued they feel and the extent to which their work aligns with their personal values. When employees perceive that their contributions are recognized, their efforts are fairly rewarded, and the work environment supports both personal and professional development, their level of job satisfaction tends to increase.

High job satisfaction fosters a sense of attachment and organizational commitment, thereby reducing the likelihood of turnover. This relationship is supported by studies conducted by Dewi & Sriathi (2019), Susilo & Satrya (2019), and Karundeng et al. (2024), which consistently demonstrate that job satisfaction has a negative and significant effect on turnover intention. In other words, when employees are satisfied with their jobs, they are less inclined to consider resignation, making job satisfaction a critical factor in employee retention strategies.

H5: Job satisfaction has a negative and significant effect on turnover intention.

### ***Favoritism, Job Satisfaction, and Turnover Intention***

Favoritism in organizations refers to the tendency of leaders or decision-makers to prioritize employees with personal connections—such as family members, close friends, or other special relationships—over those without such affiliations. This favoritism often manifests in unequal access to resources, preferential treatment in promotions, and biased decision-making. Such practices undermine fairness in the workplace, lower morale, and create an environment in which non-beneficiary employees may feel undervalued and demotivated. Over time, this can lead to increased stress and dissatisfaction, prompting even the most committed and high-performing employees to consider leaving the organization. Because favoritism undermines organizational justice and fosters a distrustful work environment,

genuine performers may be compelled to either engage in political games or ultimately choose to quit their jobs (Daskin & Tezer, 2012).

Research by Shahid et al. (2022) found that job satisfaction can mediate the relationship between favoritism and turnover intention, although the effect was not statistically significant. In this study, job satisfaction acts as a mediator in the influence of favoritism on turnover intention.

H6: Job satisfaction mediates the influence between favoritism and turnover intention.

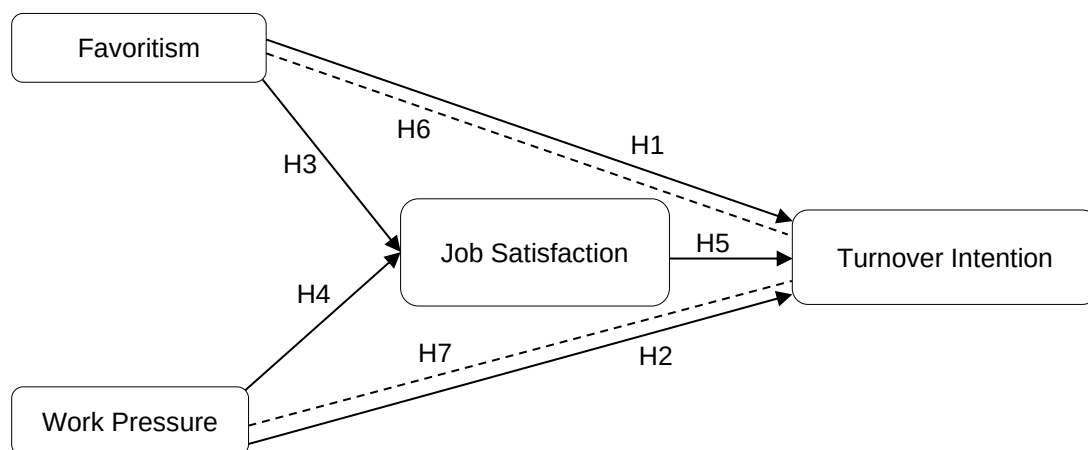
### **Work Pressure, Job Satisfaction, and Turnover Intention**

Low or decreasing work pressure has a significant effect on job satisfaction (Saputra, 2021). This suggests that when employees experience manageable workloads and reduced stress levels, their job satisfaction is likely to improve. Job satisfaction is increasingly recognized as a key mediating variable that bridges the relationship between work-related stressors—such as work pressure—and turnover intention. Previous studies indicate that job satisfaction can serve as a mediator in this relationship, although the body of research is still relatively limited, highlighting the need for further exploration. As noted by Pebriasanty (2024), job satisfaction significantly mediates the effect of work pressure on turnover intention. These findings suggest that when employees face high levels of work pressure, their job satisfaction tends to decline, which in turn increases the likelihood of them leaving the company.

However, these conclusions are not universally supported. Research by Saputro (2024) found that job satisfaction does not mediate the relationship between work pressure and turnover intention, indicating that other factors may play a more dominant role in certain organizational contexts. This inconsistency highlights the importance of continuing to investigate the mediating role of job satisfaction across different settings.

H7: Job satisfaction mediates the influence between work pressure and turnover intention.

**Figure 1. Research Framework**



Source: Developed by the authors (2025)

### **METHOD**

This study uses a quantitative research approach, focusing on collecting and analyzing numerical data to test relationships between variables through statistical analysis. Quantitative methods are appropriate for this research because they allow for the objective measurement of constructs such as favoritism, work pressure, job satisfaction, and turnover intention, as well as hypothesis testing using a structured model.

The sample for this study was all 119 employees of PT Kinarya Selaras Solusi, selected through a saturated sampling technique. According to Saputra et al. (2024), the saturated sampling technique involves including all members of the population as respondents. This technique is suitable for relatively small populations, ensures full representation, and minimizes sampling error. PT Kinarya Selaras Solusi was chosen as the unit of analysis because it operates as an outsourcing company in the digital distribution sector, an industry known for its high turnover rates. The company is currently facing significant turnover issues, with a recorded turnover rate of 45% by 2024, based on data from company management.

Data collection was conducted using questionnaires as the primary data collection instrument. The questionnaires were distributed through both offline and online methods. Offline distribution was conducted with 34 employees (29%) based at the company's central office in Bengkulu City. The remaining 85 employees (71%), located in regional areas such as South Bengkulu, North Bengkulu, Kaur, Kepahiang, Lebong, Mukomuko, Rejang Lebong, and Seluma, were reached via online distribution using Google Forms.

The collected data were analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique with the assistance of SmartPLS 4 software. The analysis was conducted in two main stages: the evaluation of the measurement model (outer model) and the structural model (inner model). The outer model analysis tested the reliability and validity of the constructs through indicators such as outer loadings (acceptable if above 0.70), Average Variance Extracted (AVE) (above 0.50), Composite Reliability (CR) (above 0.70), and Cronbach's Alpha (above 0.70), as recommended by Hair et al. (2021). Meanwhile, the inner model analysis assessed the relationships between latent variables by examining path coefficients, t-statistics, p-values, and the R<sup>2</sup> value for each dependent variable. The model tested both direct effects and indirect effects through job satisfaction as a mediating variable.

**Table 1. Variables Measurement**

| Variables                           | Codes | Statements                                                                                                               |
|-------------------------------------|-------|--------------------------------------------------------------------------------------------------------------------------|
| Favoritism (Fav)                    | Fav1  | I feel that employees in this company are always dependent on family members who have high positions.                    |
|                                     | Fav2  | I feel that leaders' decisions in this company are influenced by family relationships with certain employees.            |
|                                     | Fav3  | I am careful in communicating with colleagues                                                                            |
|                                     | Fav4  | I feel that superiors more often listen to and fulfil requests from employees who are related to them.                   |
|                                     | Fav5  | I feel that employees who are related to management get more benefits or facilities than ordinary employees.             |
|                                     | Fav6  | I feel that nepotism causes internal conflict in the company.                                                            |
|                                     | Fav7  | I feel the company should be fair to employees who are not related to the boss.                                          |
|                                     | Fav8  | I feel that it is difficult to demote employees who have a relationship with superiors.                                  |
| Work Pressure or Tekanan Kerja (TK) | TK1   | I get a lot of work and have to finish it quickly.                                                                       |
|                                     | TK2   | I feel that the salary given is not in accordance with the work I do.                                                    |
|                                     | TK3   | The workload I face is too much in my job. In carrying out my duties, I am pressured by many regulations from superiors. |
|                                     | TK4   | In carrying out my duties, I am pressured by many regulations from superiors.                                            |



| Variables                                      | Codes | Statements                                                                  |
|------------------------------------------------|-------|-----------------------------------------------------------------------------|
|                                                | TK5   | I feel unable to fully carry out the responsibilities given by the company. |
|                                                | TK6   | I feel offended when a colleague reprimands my mistakes.                    |
|                                                | TK7   | I often experience differences of opinion with my superiors.                |
| Turnover Intention (TI)                        | TI1   | I am considering whether to quit my current job.                            |
|                                                | TI2   | I often wonder if I should look for a similar job elsewhere.                |
|                                                | TI3   | I am thinking of looking for a different type of job.                       |
| Job Satisfaction or <i>Kepuasan Kerja</i> (KK) | KK1   | I like the work I do.                                                       |
|                                                | KK2   | I receive a salary or wage that is in line with expectations and workload.  |
|                                                | KK3   | I have the same promotion opportunities as other employees.                 |
|                                                | KK4   | I have pleasant co-workers.                                                 |
|                                                | KK5   | I feel that work supervision is carried out well by superiors.              |

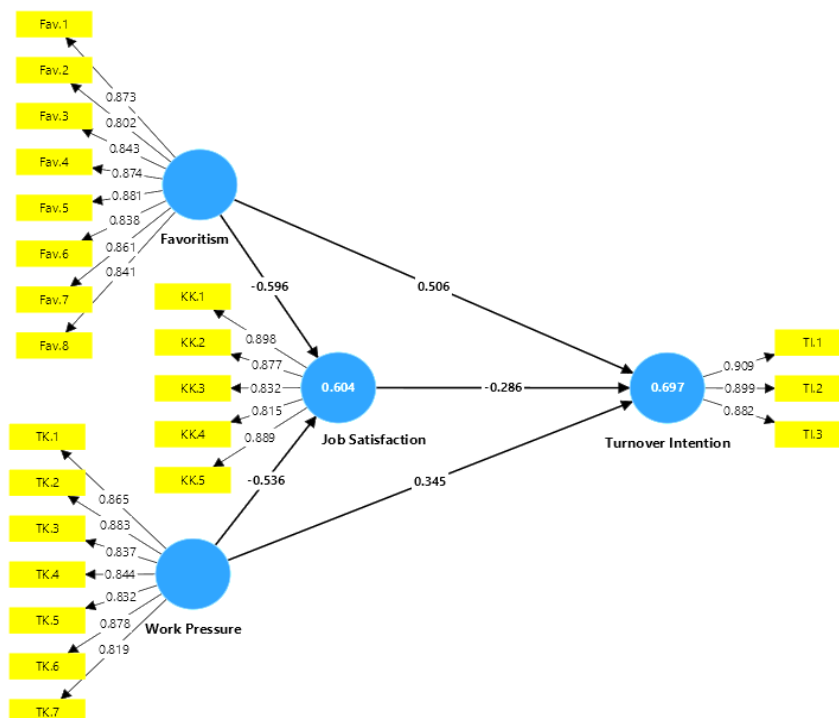
Source: Compiled by the authors (2025)

## RESULT AND DISCUSSION

### Preliminary Analysis

Figure 2 below shows the outer model in the SEM-PLS analysis, which illustrates the relationship between latent variables and their indicators.

Figure 2. Measurement Model



Source: Processed data (2025)

Each latent variable (Favoritism, Work Pressure, Job Satisfaction, and Turnover Intention) is measured using several indicators, represented by the loading factor value on each arrow. All indicators have a loading value above 0.7, indicating that the indicator is valid and reliable in measuring its construct. This measurement model demonstrates that the instruments used meet the required standards.

According to Hair et al. (2021), a loading above 0.7 is recommended, as it indicates that the construct can explain more than 50% of the indicator variance, ensuring sufficient item reliability. In general, the higher the loading value, the higher the level of reliability. Therefore, based on Table 2, it can be concluded that since the loading factor value for all question items is greater than 0.70, all the question items are considered valid.

**Table 2. Validity Test**

| Indicators | Estimates | Limit | Conclusion |
|------------|-----------|-------|------------|
| Fav1       | 0.873     | > 0.5 | Valid      |
| Fav2       | 0.802     |       | Valid      |
| Fav3       | 0.843     |       | Valid      |
| Fav4       | 0.874     |       | Valid      |
| Fav5       | 0.881     |       | Valid      |
| Fav6       | 0.838     |       | Valid      |
| Fav7       | 0.861     |       | Valid      |
| Fav8       | 0.841     |       | Valid      |
| TK1        | 0.865     | > 0.5 | Valid      |
| TK2        | 0.883     |       | Valid      |
| TK3        | 0.837     |       | Valid      |
| TK4        | 0.844     |       | Valid      |
| TK5        | 0.832     |       | Valid      |
| TK6        | 0.878     |       | Valid      |
| TK7        | 0.819     |       | Valid      |
| TI1        | 0.909     | > 0.5 | Valid      |
| TI2        | 0.899     |       | Valid      |
| TI3        | 0.882     |       | Valid      |
| KK1        | 0.898     | > 0.5 | Valid      |
| KK2        | 0.877     |       | Valid      |
| KK3        | 0.832     |       | Valid      |
| KK4        | 0.815     |       | Valid      |
| KK5        | 0.889     |       | Valid      |

Source: Processed data (2025)

Based on the results of the reliability and construct validity analysis, all variables demonstrate a good level of reliability. The Average Variance Extracted (AVE) values for all variables exceed 0.5, indicating that each construct has an adequate level of convergent validity. Additionally, the Composite Reliability (CR) values are all above 0.7, suggesting that the research instruments exhibit good internal consistency. These findings confirm that the research instruments are both reliable and valid, making them suitable for accurately and consistently measuring the variables in this study.

**Table 3. Reliability Test**

| Variables     | (AVE) | Limit | Composite Reliability | Limit | Conclusion |
|---------------|-------|-------|-----------------------|-------|------------|
| Favoritism    | 0.726 | > 0.5 | 0.955                 | > 0.5 | Reliable   |
| Work Pressure | 0.725 |       | 0.949                 |       | Reliable   |



| Variables          | (AVE) | Limit | Composite Reliability | Limit | Conclusion |
|--------------------|-------|-------|-----------------------|-------|------------|
| Turnover Intention | 0.804 |       | 0.925                 |       | Reliable   |
| Job Satisfaction   | 0.745 |       | 0.936                 |       | Reliable   |

Source: Processed data (2025)

The results of the R-square test show that the independent variables in this model effectively explain the variability in job satisfaction and turnover intention. The R-square value for job satisfaction is 0.604, meaning that 60.4% of the variability in job satisfaction can be explained by the independent variables—favoritism and work pressure—while the remaining 39.6% is influenced by factors not included in the model. After adjusting for the number of predictors, the adjusted R-square value slightly decreases to 0.597, but still indicates a significant contribution. On the other hand, the R-square value for turnover intention is 0.697, which suggests that the model can explain 69.7% of the variability in turnover intention, with an adjusted R-square of 0.689 after adjustment. This indicates that the research model has strong predictive power, although approximately 30-40% of the variability is influenced by factors outside the scope of the model.

Table 4. R-Square Test

| Variables          | R-Square | R-Square Adjusted |
|--------------------|----------|-------------------|
| Job Satisfaction   | 0.604    | 0.597             |
| Turnover intention | 0.697    | 0.689             |

Source: Processed data (2025)

### Hypotheses Testing

The results of the hypothesis testing indicate that all relationships between variables are statistically significant, with p-values < 0.05 and t-statistics > 1.96. The original sample (O) values reflect the direction and strength of the relationships: a positive value indicates a unidirectional relationship, while a negative value signifies an inverse relationship. Favoritism and work pressure are shown to directly increase turnover intention and significantly reduce job satisfaction. Additionally, job satisfaction negatively affects turnover intention, suggesting that higher job satisfaction reduces the likelihood of employees leaving the organization. Job satisfaction is also proven to mediate the effects of favoritism and work pressure on turnover intention. Therefore, all hypotheses in this study are accepted.

Table 5. Hypotheses Testing

| Direction | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values | Conclusion |
|-----------|---------------------|-----------------|----------------------------|--------------------------|----------|------------|
| Fav→TI    | 0.506               | 0.506           | 0.077                      | 6.581                    | 0.000    | Accepted   |
| TK→TI     | 0.345               | 0.348           | 0.067                      | 5.170                    | 0.000    | Accepted   |
| Fav→KK    | -0.596              | -0.606          | 0.054                      | 10.934                   | 0.000    | Accepted   |
| TK→KK     | -0.536              | -0.536          | 0.059                      | 9.088                    | 0.000    | Accepted   |
| KK→TI     | -0.286              | -0.281          | 0.082                      | 3.49                     | 0.001    | Accepted   |
| Fav→KK→TI | 0.170               | 0.170           | 0.052                      | 3.298                    | 0.001    | Accepted   |
| TK→KK→TI  | 0.153               | 0.151           | 0.048                      | 3.195                    | 0.002    | Accepted   |

Source: Processed data (2025)

## **Discussion**

The findings show that favoritism has a positive effect on turnover intention. This suggests that when employees perceive unequal treatment—such as management prioritizing certain individuals based on personal relationships rather than professional merit—it fosters a deep sense of injustice, dissatisfaction, and demoralization among those who are not favored. According to equity theory (Adams, 1965), individuals continuously evaluate the fairness of their input-output ratios compared to others, and when they perceive inequality, it can lead to emotional distress and withdrawal behaviors, including the intention to leave the organization. Nurdianto et al. (2021) emphasize that favoritism can trigger workplace jealousy, reduce morale, and erode interpersonal trust, particularly when hard-working employees feel overlooked or undervalued. Similarly, Akuffo and Kivipold (2021) found that higher levels of perceived favoritism are strongly associated with a greater tendency among employees to consider quitting, indicating a direct link between perceived unfairness and turnover intention. These results underscore the importance of adopting transparent, objective, and merit-based human resource practices to minimize disengagement and enhance employee retention.

This study also found that work pressure increases employee turnover intention. High levels of work pressure often reduce job satisfaction and ultimately trigger a stronger desire among employees to resign. Based on the Job Demand-Resources (JD-R) model, when employees are exposed to excessive demands without adequate support or resources, they may experience prolonged stress that motivates them to seek a healthier work environment. One key indicator in this study is the presence of unreasonable deadlines, which place employees under constant pressure and create a sense of urgency that can be mentally and physically exhausting. Guangyi and Liyun (2016) also stated that work pressure significantly affects turnover intention, where greater work pressure results in higher staff turnover and a reduced tendency for individuals to maintain optimal performance. These findings align with Lontoh et al. (2022), who confirmed that increased work pressure significantly contributes to employees' intention to leave, underscoring the importance of workload management and realistic expectations in employee retention strategies.

Furthermore, this study confirms that favoritism has a negative and significant impact on job satisfaction. Special treatment of certain individuals or groups without a clear basis can lead to a sense of unfairness, especially for employees who feel excluded or undervalued. One of the main indicators of favoritism in this study is the tendency of superiors to give promotions or recognition not based on performance, but rather on personal relationships such as kinship or friendship. This kind of biased decision-making can severely damage morale and create a toxic work environment where merit is overlooked. Employees who are not part of the favored group may feel demotivated, experience decreased organizational commitment, and develop negative perceptions toward leadership. Vveinhardt (2020) emphasizes that individuals who perceive discriminatory treatment tend to respond negatively toward the company. These findings are consistent with research by Bute (2011), who concluded that favoritism significantly contributes to low levels of employee job satisfaction, reinforcing the importance of fairness and transparency in human resource practices.

Work pressure has also been found to negatively impact job satisfaction. When employees consistently experience heavy workloads and tight deadlines, it can trigger prolonged stress, leading to diminished enthusiasm, reduced motivation, and lower overall job satisfaction. One key indicator from this study is the pressure to complete tasks within a limited timeframe, which often causes employees to feel overwhelmed and mentally drained. According to the Job Demands-Resources Model (Demerouti et al., 2001), when job demands such as high workload, time pressure, and limited rest periods exceed available resources—such as managerial support, fair compensation, or autonomy—employees are more likely to experience emotional exhaustion and disengagement. This condition not only deteriorates job satisfaction but can also create a work climate where dissatisfaction becomes normalized. Supporting this view, Widjayanti (2021) concluded that work pressure significantly reduces job satisfaction, affirming the link between excessive demands and emotional well-being. These findings underscore the importance for organizations to regularly evaluate workload

distribution, encourage realistic performance expectations, and cultivate a supportive work environment. Reducing excessive work pressure is not only vital for maintaining job satisfaction but also instrumental in curbing turnover intention.

Job satisfaction has been shown to have a negative and significant impact on turnover intention. This means that the higher the job satisfaction of employees, the lower their desire to leave the company. This finding is consistent with research conducted by Tamundong and Caballero (2024), which concluded that lower employee job satisfaction is associated with a higher desire to leave. Similarly, Puhakka et al. (2021) asserted that job dissatisfaction can encourage employees to seek employment opportunities elsewhere, as they try to find a work environment that is more in line with their expectations and personal values. Conversely, Chen et al. (2019) found that when employees feel satisfied with their jobs, their turnover intention decreases. This occurs because satisfied employees feel secure and connected to the organization, which discourages turnover (Maqableh et al., 2023). Thus, high job satisfaction plays a crucial role in reducing turnover intention in the workplace.

This study also confirms that job satisfaction mediates the influence of favoritism on employees' intention to quit. High levels of favoritism in the workplace can reduce job satisfaction, which in turn increases employees' desire to leave. This supports findings by Ahmed (2018), who stated that organizational politics and favoritism negatively affect job satisfaction and increase turnover intention. Favoritism, characterized by preferential treatment based on personal relationships rather than merit, can lead to perceptions of unfairness and discrimination among employees. Such perceptions erode trust in management and reduce overall job satisfaction, prompting affected employees to consider leaving the organization.

Similarly, work pressure has been found to decrease job satisfaction, subsequently increasing the intention to change jobs. These results are consistent with the study by Mohamad et al. (2019), which revealed that factors such as work pressure, wages, and work environment affect employee satisfaction and their intention to stay. Bramasta et al. (2023) also found that increased work pressure heightens employees' desire to leave their jobs. A comfortable and pleasant work atmosphere is one of the factors that encourages individuals to remain with the company. Therefore, managing work pressure effectively is crucial for maintaining high levels of job satisfaction and reducing turnover intention.

## CONCLUSION

This study aims to examine the influence of favoritism and work pressure on turnover intention, with job satisfaction serving as a mediating variable in the outsourcing industry. The results of hypothesis testing indicate that favoritism and work pressure both have a significant and positive effect on turnover intention, meaning that higher levels of favoritism and work pressure increase employees' desire to leave the company. Additionally, both variables have a negative and significant impact on job satisfaction—suggesting that when employees experience favoritism or excessive work pressure, their satisfaction with their jobs tends to decline.

Furthermore, the study confirms that job satisfaction has a significant negative effect on turnover intention, implying that more satisfied employees are less likely to consider leaving. Most importantly, job satisfaction is shown to mediate the relationship between favoritism and turnover intention, as well as between work pressure and turnover intention. This indicates that job satisfaction plays a crucial role in mitigating the negative effects of workplace favoritism and pressure, thereby acting as a protective factor against employee turnover.

The findings offer valuable insights for companies in formulating effective human resource strategies to reduce turnover intention. Organizations are encouraged to foster a fair and conducive work environment through transparent and merit-based HR policies. For instance, anti-favoritism measures—such as standardized performance evaluations, open recruitment, and anonymous reporting mechanisms—can help build trust and equity in the workplace.

Similarly, managing work pressure through balanced task distribution, periodic workload assessments, and aligning responsibilities with fair compensation can improve employee well-being. Initiatives such as flexible working hours, mental health support, and employee assistance programs are also vital in boosting job satisfaction and retention.

By managing favoritism and work pressure effectively, companies not only enhance employee retention but also support organizational stability and long-term performance. This contributes to sustained business competitiveness and regional economic development.

Despite its contributions, this study has certain limitations. First, the research was conducted in a single company—PT Kinarya Selaras Solusi Bengkulu—limiting the generalizability of the findings to other organizations or industries. Second, the study focuses solely on four variables: favoritism, work pressure, job satisfaction, and turnover intention. Other potentially influential factors, such as organizational commitment, work engagement, or external job opportunities, were not included. Therefore, future research should consider expanding the study to different sectors and regions, and include additional variables to provide a more comprehensive understanding of the determinants of turnover intention.

## REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2(C), 267–299. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Ahmed, I. (2018). Organizational politics and turnover intention: A study from private colleges of Pakistan. *European Journal of Economic and Business*.  
<https://eajournals.org/ijbmr/vol-6-issue-4-may-2018/organizational-politics-and-turnover-intention-a-study-from-private-colleges-of-pakistan/>
- Akuffo, I. N., & Kivipold, K. (2021). Authentic leadership competences and positional favouritism: Impact on positive and negative organisational effectiveness. *International Journal of Applied Decision Sciences*.  
<https://doi.org/10.1504/IJADS.2021.112927>
- Arasli, H., & Tumer, M. (2008). Nepotism, favoritism and cronyism: A study of their effects on job stress and job satisfaction in the banking industry of North Cyprus. *Social Behavior and Personality*, 36(9), 1237–1250.  
<https://doi.org/10.2224/SBP.2008.36.9.1237>
- Arasli, H., Arici, H. E., & Arici, N. Ç. (2019). Workplace favouritism, psychological contract violation and turnover intention: Moderating roles of authentic leadership and job insecurity climate. *German Journal of Human Resource Management*.  
<https://doi.org/10.1177/2397002219839896>
- Bramasta, R. V., Survival, S., & Hermawati, A. (2023). Efek tekanan pekerjaan terhadap stres kerja serta implikasinya pada keinginan untuk pindah pada karyawan. *Inisiatif: Jurnal Ekonomi, Akuntansi dan Manajemen*, 2(4), 236–247.  
<https://doi.org/10.30640/inisiatif.v2i4.1424>
- Bute, M. (2011). The effects of nepotism and favoritism on employee behaviors and human resources practices: A research on Turkish public banks. *Amme İdaresi Dergisi*.  
<https://www.researchgate.net/publication/299018831>
- Chen, X., Ran, L., Zhang, Y., Yang, J., Yao, H., Zhu, S., & Tan, X. (2019). Moderating role of job satisfaction on turnover intention and burnout among workers in primary care institutions: A cross-sectional study. *BMC Public Health*, 19(1), 1–10.  
<https://doi.org/10.1186/s12889-019-7894-7>
- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: An empirical research from hospitality industry. *Tourism*, 60(3), 273–291.  
<https://www.researchgate.net/publication/286380482>
- Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.  
<https://doi.org/10.1037/0021-9010.86.3.499>

- Dewi, P. S. A., & Sriathi, A. A. A. (2019). Pengaruh stres kerja terhadap turnover intention yang dimediasi oleh kepuasan kerja. *E-Jurnal Manajemen*, 8(6), 3646–3673. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p13>
- Gradwohl, N., Neth, H., Giese, H., & Gaissmaier, W. (2024). Explicit discrimination and ingroup favoritism, but no implicit biases in hypothetical triage decisions during COVID-19. *Scientific Reports*, 14, 1–10. <https://doi.org/10.1038/s41598-023-50385-w>
- Guangyi, L., & Liyun, W. (2016). Research on the relationship between IT employee's work pressure, control points and turnover intention. *Canadian Social Science*, 12(6), 1–6. <https://doi.org/10.3968/8531>
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *Review of partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. In *Structural Equation Modeling: A Multidisciplinary Journal*, 30(1). <https://doi.org/10.1080/10705511.2022.2108813>
- Halimsetiono, E. (2014). Peningkatan komitmen organisasi untuk menurunkan angka turnover karyawan. *Jurnal Kesehatan Masyarakat Nasional*, 9(4), 339–345. <https://www.neliti.com/id/publications/39853>
- Iqbal, Q., & Ahmad, N. H. (2020). Workplace spirituality and nepotism-favouritism in selected ASEAN countries: The role of gender as moderator. *Journal of Asia Business Studies*, 14(1), 31–49. <https://doi.org/10.1108/JABS-01-2018-0019>
- Jimoh, B., Oladele, T., & Adegioriola, A. E. (2020). Effect of nepotic leadership on employees' turnover intention and job satisfaction in Nigerian private media industries. *ResearchGate*. <https://www.researchgate.net/publication/340363616>
- Karundeng, M. T., Marampa, A. M., & Biringkanae, A. (2024). The influence of job satisfaction and job stress on turnover intention in ABC shop employees. *Costing: Journal of Economic, Business and Accounting*, 7(4), 11335–11342. <https://doi.org/10.37676/jmea.v2i2.271>
- Labola, Y. A. (2019). Konsep pengembangan sumber daya manusia berbasis kompetensi, bakat dan ketahanan dalam organisasi. *Jurnal Manajemen dan Kewirausahaan*, 7(1), 28–35. <https://doi.org/10.26905/jmdk.v7i1.2760>
- Li, B., Li, Z., & Wan, Q. (2019). Effects of work practice environment, work engagement and work pressure on turnover intention among community health nurses: Mediated moderation model. *Journal of Advanced Nursing*, 75(12), 3485–3494. <https://doi.org/10.1111/jan.14130>
- Lontoh, D. F., Worang, F. G., & Tumewu, F. J. (2022). The effect of work pressure and affective commitment on turnover intention at PT. Artaboga Cemerlang Manado. *Jurnal EMBA*, 10(4), 912–922. <https://ejournal.unsirat.ac.id/v3/index.php/emba/article/view/43901>
- Maqableh, O., Helalat, A., & Nor, C. S. M. (2023). Exploring the mediating influence of job satisfaction on the relationship between job security and turnover intention: A case study of the hospitality industry of Jordan. *Problems and Perspectives in Management*, 21(1), 384–395. [https://doi.org/10.21511/ppm.21\(1\).2023.33](https://doi.org/10.21511/ppm.21(1).2023.33)
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240. <https://doi.org/10.1037/0021-9010.62.2.237>
- Mohamad, N. H., Salleh, M., & Ahmad, A. (2019). Faktor penentu kepada niat berhenti kerja dalam kalangan pekerja hotel di Kuala Terengganu. *Journal of Business and Social Development*, 7(1), 55–65. [https://jbsd.umt.edu.my/wp-content/uploads/2019/09/pdf-web\\_Contents-JBSD-Vol-7-No-1-March-2019.pdf](https://jbsd.umt.edu.my/wp-content/uploads/2019/09/pdf-web_Contents-JBSD-Vol-7-No-1-March-2019.pdf)
- Nian, T. B., Masruchin, & Djoharsjah. (2018). The effect of motivation and pressure on work satisfaction and the impact on the supervisor loyalty of PT. XYZ. *Jurnal Farmagazine*, 5(3). <https://media.neliti.com/media/publications/328844>
- Nurdianto, M. W., Aziz, A., & Pratama, N. (2021). Pengaruh work pressure, job insecurity dan workplace favouritism terhadap turnover intention dengan taqwa sebagai variabel pemoderasi. *Journal of Management and Digital Business*, 1(2), 73–89. <https://doi.org/10.53088/jmdb.v1i2.80>



- Pebriasanty, N. D. (2024). Peran kepuasan kerja memediasi pengaruh tekanan kerja dan work overload terhadap turnover intention di PT. Administrasi Medika. *Jurnal Internasional Bisnis dan Ekonomi Terapan*, 146–148. <https://repository.upnjatim.ac.id/26448/6/Bab%205.pdf>
- Pebriasanty, N. D., Sukarno, G., & Anwar, M. (2024). The role of job satisfaction in mediating the influence of work pressure and work overload on turnover intention at PT. Administrasi Medika Indonesia. *International Journal of Business and Applied Economics*, 3(4), 567–582. <https://doi.org/10.55927/ijbae.v3i4.9989>
- Puhakka, I. J. A., Nokelainen, P., & Pylväs, L. (2021). Learning or leaving? Individual and environmental factors related to job satisfaction and turnover intention. *Vocations and Learning*, 14(3), 481–510. <https://doi.org/10.1007/s12186-021-09275-3>
- Putra, M. S. (2012). Pengaruh nepotisme terhadap kepuasan kerja, komitmen organisasional dan intention to stay. *Jurnal Aplikasi Manajemen*, 10(3), 553–563. <https://jurnaljam.ub.ac.id/index.php/jam/article/view/447>
- Raja, Y. M., Muhammad, H., Zaman, F., Hashmi, Z. I., Yousuf, M., & Marri, K. (2013). Impact of organizational politics & favoritism on employees job satisfaction. *Elixir International Journal*. <https://www.researchgate.net/publication/328192068>
- Safitri, L. A., Kristiyanto, S., & Widyawati, R. F. (2024). Perspektif sistem alih daya dalam lingkup tenaga kerja dan perusahaan di Kota Surabaya. *Economie: Jurnal Ilmu Ekonomi*, 5(2), 150. <https://doi.org/10.30742/economie.v5i2.3583>
- Salleh, R., Nair, M. S., & Harun, H. (2012). Job satisfaction, organizational commitment, and turnover intention: A case study on employees of a retail company in Malaysia. *International Journal of Economics and Management Engineering*, 6(12), 3429–3436. <https://www.scribd.com/document/523275617>
- Saputra, D. E., Putra, R. B., Mulyadi, O., & Fitri, H. (2024). Pengaruh lingkungan kerja dan motivasi kerja terhadap kinerja pegawai melalui disiplin kerja sebagai variabel intervening pada PT. Incasi Raya di Pesisir Selatan. *Journal of Management and Innovation Entrepreneurship*, 2(1), 1093–1101. <https://doi.org/10.70248/jmie.v2i1.1156>
- Saputra, E. M. (2021). Pengaruh faktor tekanan kerja, otonomi kerja, lingkungan kerja, dan bukti fisik terhadap kepuasan pegawai Dinas Kependudukan dan Pencatatan Sipil Pemerintah Kota Tanjungpinang. *Jurnal Inovasi Penelitian*, 2(2). <https://www.neliti.com/id/publications/469671>
- Saputro, D. E. (2024). Job stress and turnover intention: The mediating role of job satisfaction. *JOMBI: Journal of Management and Business Innovation*, 2(1), 33–42. <https://doi.org/10.12928/jombi.v2i1.915>
- Sary, N. A. T. K., & Syaputra, A. (2023). Analysis of the effect of work pressure and work stress on job satisfaction of PT. Avia Citra Dirgantara Abdul Rachman Saleh Airport Malang. *QISTINA: Jurnal Multidisiplin Indonesia*, 2(1), 396–402. <https://doi.org/10.57235/qistina.v2i1.494>
- Shahid, M. N., Khan, A. J., Bakar, A., & Bashir, F. (2022). The mediating role of job satisfaction between perceived organizational politics, job stress, role conflict, and turnover intention: A COVID-19 perspective. *Review of Education, Administration and Law (REAL)*, 5(4), 677–693. <https://doi.org/10.47067/real.v5i4.297>
- Sukanti, N. K. (2019). Pengaruh ketidaknyamanan kerja dan tekanan pekerjaan terhadap keinginan perpindahan kerja karyawan pada Bali Tropic Resort & Spa. *Jurnal Undhira*, 14(2), 127–139. <https://jurnal.undhirabali.ac.id/index.php/pariwisata/article/view/753>
- Susilo, J., & Satrya, I. G. B. H. (2019). Pengaruh kepuasan kerja terhadap turnover intention yang dimediasi oleh komitmen organisasional karyawan kontrak. *E-Jurnal Manajemen*, 8(6), 3700–3729. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p15>
- Tamundong, J., & Caballero, R. (2024). Perceived organizational support, job satisfaction, and turnover intention among selected BPO employees in Metro Manila: Basis for a proposed employee retention program. *Business Fora: Business and Allied Industries International Journal*, 2(1), 9–20. <https://doi.org/10.62718/vmca.bf-baiij.2.1.sc-0624-026>



- Vveinhardt, J. (2020). Nepotism and favouritism in Polish and Lithuanian organizations: The context of organisational microclimate. *Sustainability*, 12(4), 1425. <https://doi.org/10.3390/su12041425>
- Whiting, G. (2025). Understanding employee turnover statistics and trends for 2024. *Workforce Management*. <https://hubstaff.com/blog/employee-turnover-statistics/#h-general-employee-turnover-statistics>
- Widjayanti, R. E. (2021). Tekanan kerja dan stres kerja terhadap kepuasan kerja karyawan event organizer. *Jurnal Adijaya Multidisiplin*, 21(4), 319–330. <https://e-journal.naureendigiton.com/index.php/jam/article/view/746>
- Widyati, A. F. D. (2023). Pengaruh workplace favouritisme, workplace violence terhadap turnover intention dimediasi oleh social support guru di sekolah. *Jurnal Pendidikan dan Kewirausahaan*, 11(2), 599–614. <https://doi.org/10.47668/pkwu.v11i2.790>
- Yasin, R., Jan, G., Huseynova, A., & Atif, M. (2023). Inclusive leadership and turnover intention: The role of follower–leader goal congruence and organizational commitment. *Management Decision*, 61(3), 589–609. <https://doi.org/10.1108/MD-07-2021-0925/full/html>