



Balancing Ambiguity and Happiness: The Mediating Role of Job Satisfaction in Predicting Turnover Intention

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Abstract

Turnover intention refers to an individual's desire to leave an organization. This desire is voluntary and is typically driven by the wish to secure a job that is perceived as better. This phenomenon of turnover intention has serious consequences for an organization's sustainability, as an increase in employees' intention to leave can hinder the company's ability to retain competent employee. This study aims to analyze the influence of role ambiguity and happiness at work on turnover intention, with job satisfaction as a mediating variable. A quantitative approach was employed, with data collected through the distribution of questionnaires and analyzed using Structural Equation Modeling (SEM). The research population consists of employees in the nickel mining and processing industry in North Maluku, with a sample size of 224. The results indicate that role ambiguity has a positive and significant effect on turnover intention and a negative and significant effect on job satisfaction. Conversely, happiness at work does not have a significant effect on turnover intention, although the direction of the relationship is negative, in line with the proposed hypothesis. Nevertheless, happiness at work has a positive and significant effect on job satisfaction. Furthermore, job satisfaction does not exhibit a significant effect on turnover intention, and the direction of its relationship contradicts the initial hypothesis. Additionally, job satisfaction does not serve as a mediating variable in the relationship between role ambiguity and turnover intention, nor between happiness at work and turnover intention. These findings highlight the importance of clearly managing employee roles and enhancing workplace happiness as strategies to improve job satisfaction. However, their impact on reducing turnover intention appears to require a more comprehensive approach.

Keywords: *Happiness at work, job satisfaction, role ambiguity, turnover intention.*

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1. INTRODUCTION

Turnover intention, or the intention to leave a job, is one of the important issues that is a major concern in human resource management. This phenomenon can have a detrimental impact on performance, organisational stability, and increase operational costs due to high employee turnover rates. In the modern work era, this issue has become increasingly relevant, especially among millennials, given the increasing dominance of this generation in the world of work (Karjadidjaja & Panggabean, 2023).

Unlike previous generations, Millennials are known to be more flexible in their career planning and more willing to consider new job options if their expectations or needs are not met (Dewi & Nurhayati, 2021). Since the early 2000s, various studies have shown that Millennials have a high tendency to change jobs, influenced by their desire for recognition, maintaining a balance between work responsibilities and personal life, and experiencing progress in their professional careers (Nawaz & Pangil, 2016). In this context, employees play a vital role as strategic assets of the company that need to be managed and developed based on their interests and competencies. If the company fails in its efforts to retain employees, it can disrupt the continuity and effectiveness of the organisation as a whole.

In Indonesia's nickel mining and processing sector, PT Indonesia Weda Bay Industrial Park (IWIP) and PT Harita Nickel, which operate in North Maluku, occupy a strategic position in driving the development of the national nickel industry. Based on PT IWIP's 2023 Annual Report, the company employs more than 36,000 workers spread across various divisions and operational locations in the Weda Bay area, Central Halmahera. Although the company's productivity increased by 5% compared to the previous year, the employee turnover rate remained high at around 12% (Putra and Anwar 2025). Meanwhile, PT Harita Nickel, which manages nickel mines and refining facilities on Obi Island, also faces similar challenges, with a turnover rate of 10.8% in 2023 (Harita Group Annual Report, 2023). The high turnover rates at both companies reflect the difficulty in retaining employees and the potential for a decline in performance due to unstable human resources.

Previous studies have explored the relationship between role ambiguity, happiness at work, job satisfaction, and turnover intention, but there are still conceptual gaps that have not been comprehensively filled. First, although the studies by Dhanpat et al. (2021) and Fernandez et al. (2022) focused on millennial employees in the mining sector, neither specifically examined the unique characteristics of the nickel processing industry in remote areas such as North Maluku. Second, the study by Ratnasari and Sutjahjo (2023) examined the effect of role ambiguity on turnover intention in the mining industry in Eastern Indonesia, but did not consider happiness at work as a contributing variable in their model. Third, the research by Wijayanto and Ardiyanto (2024), although evaluating the relationship between happiness at work and turnover intention, has not integrated the role ambiguity factor into its research framework. Fourth, the meta-analysis study conducted by Prasetyo and Maharani (2023) comprehensively evaluates the role of job satisfaction.

Responding to gaps in previous literature, this study aims to contribute scientifically by simultaneously integrating the variables of role ambiguity and happiness at work as determinants of turnover intention through job satisfaction as a mediating variable. This study focuses on Millennial employees working in the nickel mining and processing industry in the remote region of North Maluku. This context has its own characteristics, both in terms of geography, work systems, and operational challenges, which make it relevant for further study.

In the context of PT. IWIP and PT. Harita Nickel, understanding the factors that influence turnover intention, especially through the perspectives of role ambiguity, happiness at work, and job satisfaction, is very relevant for the development of effective employee retention strategies. The findings of this study are expected to contribute to the development of more targeted and effective HR policies to address the issue of turnover intention among millennial employees in the nickel mining and processing industry in North Maluku. The significance of these research findings lies in providing evidence-based insights into the key factors influencing employees' intention to leave the company. This information is crucial for designing more targeted employee retention policies, improving the quality of human resource management, reducing the potential for turnover that harms the organization, and enhancing employee loyalty and engagement. As such, this study serves as an important

foundation for supporting the operational sustainability of companies in a highly competitive industrial sector.

2. LITERATURE REVIEW

2.1 Turnover Intention.

Lestari and Margaretha (2021) state that turnover intention is a person's urge to leave an organisation in search of a job that is considered more suitable or profitable. This is also supported by Kakar et al, (2021), who explain that the intention to leave is the last step before a person actually leaves the organization, either voluntarily or through termination of employment. From this explanation, it can be concluded that turnover intention is an employee's intention or plan to leave the company, which is influenced by various factors, both external, such as the work environment and job satisfaction, and internal, such as the employee's own voluntary decision.

2.2 Job Satisfaction.

Job satisfaction reflects employees' emotional reactions to the working conditions they experience, which can be feelings of satisfaction or dissatisfaction (Safitri et al, 2014). Research by Al Refaei et al. (2023) categorises job satisfaction into three main dimensions based on Schnake's model, namely extrinsic satisfaction, which includes things such as salary and benefits, while intrinsic satisfaction is related to achievement and self-development. In addition, social satisfaction refers to interpersonal relationships with coworkers. Job satisfaction is simply a state that supports the emergence of positive feelings at work, so that employees feel comfortable and more effective in carrying out their duties.

2.3 Happiness at Work.

The concept of happiness at work (HAW) is derived from the term happiness, which originates from psychological and economic studies. The term HAW is often equated with well-being and is defined as a condition that reflects high life satisfaction, the dominance of positive emotions, and low intensity of negative emotions. (Singh and Aggarwal, 2018). Work happiness is also defined as feeling happy with one's job, feeling happy with job characteristics, and feeling positive about the organization as a whole, pleasant assessments or experiences, namely positive feelings, flow at work, mood, and emotions (Fisher, 2014). Regarding the factors that influence work happiness, several factors have been identified. The first factor is job characteristics such as salary, promotion, level of danger, and schedule. The second factor is job characteristics such as the company environment and the size of the company. The third factor is worker characteristics such as gender, age, relationship status, and level of education (Parker and Hyett, 2011).

2.4 Role Ambiguity.

According to Tri Wahjoedi (2023), role ambiguity occurs when an employee does not obtain clear information regarding the intent and purpose of the role they must perform. This condition can affect the emotional, cognitive, and psychological aspects of an individual. Role ambiguity has the potential to reduce employee work effectiveness, thereby limiting their ability to achieve expected results and potentially having a negative impact on the organization. According to Rosally and Yogi (2015), role ambiguity leads to uncertainty about job expectations and how to meet those expectations. Statements by Nur et al. (2016) and Harahap (2020) reinforce this, explaining that role ambiguity arises when employees do not receive clear guidance, instructions, or objectives related to the roles they must perform, thereby affecting their overall work performance.

The conceptual framework shown in Figure 1:

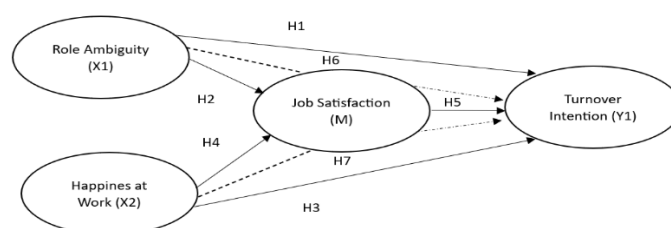


Figure 1. Research Model

2.5 Hypothesis

There are various factors that influence turnover intention, one of which is role ambiguity. This condition can occur when employees feel that they do not receive sufficient information regarding the direction, objectives, or responsibilities of the role they perform (Magister, 2022). According to Saberi et al. (2023), a lack of clear information about the role played by a worker significantly affects employees' desire to leave the organization. Role ambiguity occurs when employees feel uncertain about the tasks they must perform, performance expectations, and the limits of their authority. Unclear information received in the performance of work can create psychological pressure or stress. This condition encourages uncertainty about the role played in the organisation, so that employees begin to consider leaving their workplace because they feel unable to perform their duties optimally (Susanto, 2022). Based on these results, the first hypothesis proposed is:

H1: Role ambiguity has a positive effect on turnover intention.

Role ambiguity occurs when employees are unaware of their roles, where they should direct their efforts, where they should add value, and whether their superiors' performance results are failures or successes. When an employee does not know their role and duties, it can lead to high levels of job stress and high levels of job satisfaction (Bhagat et al, 1985). Rizzo et al, (1970) state that employees who work in large organizations with complex structures tend to experience role ambiguity, mainly due to rapid and dynamic organizational changes. In addition, employees often face conditions where work objectives are unclear, responsibilities are vague, work procedures are not well defined, and there is uncertainty about the expectations of others and work productivity. Such situations can lead to role ambiguity, which in turn triggers frustration and anxiety in employees. When experiencing role ambiguity, employees may tend to avoid their duties or perform their work in a manner that does not meet their superiors' expectations. This condition can cause feelings of anxiety, stress, and fear, as well as a decline in work effectiveness, loss of confidence, low productivity, and job dissatisfaction. Based on these findings, the second hypothesis can be formulated as follows:

H2: Role ambiguity has a negative effect on job satisfaction.

Happiness in the workplace is key to retaining high-performing employees. A corporate ecosystem that does not support happiness in the form of positive emotions among employees will eventually cause employees to seek a work environment that supports their emotional well-being. According to Pryce & Jones (2010), happiness at work is characterised by positive emotional states experienced by individuals during working hours, as they are able to manage their tasks effectively and influence their work environment to maximize their performance and personal satisfaction. When employees are privileged with higher levels of happiness at work, their desire to change jobs will decrease. Happy employees have a positive relationship with their work and are less likely to want to change jobs for a better future (Weerarathna et al., 2022). Research conducted by Ririn Cahyaningrum and Awan Santosa (2025) on 107 employees working at PT Multi Garmenjaya Yogyakarta shows that happiness at work has a negative effect on turnover intention. Based on the results of the previous study, the third hypothesis is formulated below:

H3: Happiness at work has a negative effect on turnover intention.

Employees who are happy with their jobs and the organisations they work for tend to exhibit positive behaviour, increase productivity, and feel satisfied with their work. Research conducted by Huda (2023) on 542 nurses at Pondok Indah Hospital shows that happiness at work has a significant positive impact on job satisfaction. The findings of this study reveal that the happier an employee is in their work, the higher their level of job satisfaction will be. Meanwhile, research by Laily and Nurmayanti (2024) concluded that happiness in the workplace has a positive and significant impact on job satisfaction, as evidenced by the results of hypothesis testing on direct influence. Furthermore, a study by Wijaya and Shiva (2024) also supports these findings. Based on the results of the above research, the hypothesis proposed is as follows:

H4: Happiness at work has a positive effect on job satisfaction.

Employees who are happy with their jobs and the organisations they work for tend to exhibit positive behaviour, increase productivity, and feel satisfied with their work. Research conducted by Huda (2023) on 542 nurses at Pondok Indah Hospital shows that happiness at work has a significant positive impact on job satisfaction. The findings of this study reveal that the happier an employee is in their work, the higher their level of job satisfaction will be. Meanwhile, research by Laily and Nurmayanti (2024) concluded that happiness in the workplace has a positive and significant impact on job satisfaction, as evidenced by the results of hypothesis testing on direct influence. Furthermore, a study by Wijaya and Shiva (2024) also supports these findings. Based on these findings, the hypothesis proposed is as follows:

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

According to Collie (2023), role ambiguity is related to the energetic process of changing job demands. In this energetic process, role ambiguity can have a negative impact on employees' mental and physical health, which can ultimately lead to stress and employee turnover intention (Bakker and Demerouti, 2007; Carlson et al, 2017). Role ambiguity and job satisfaction are variables that companies need to pay attention to because the higher the role ambiguity, the lower the job satisfaction of an employee, which in turn increases turnover intention (Silva and Rodrigues, 2024). Role ambiguity does not have a direct influence on employees' intention to leave their jobs. This influence only arises when role ambiguity causes dissatisfaction in employees. This means that role ambiguity does not necessarily encourage the intention to leave, unless the situation causes a decline in job satisfaction. In other words, role ambiguity will only have an impact on turnover intention if employees first experience dissatisfaction with their work. Based on these descriptions and findings, the following hypothesis can be proposed:

H6: Role ambiguity has an effect on turnover intention mediated by job satisfaction.

Happiness at work does not always directly reduce turnover intention, but through increased job satisfaction, the impact becomes more significant. Although specific research examining the role of job satisfaction as a mediator between happiness at work and turnover intention is still minimal and limited, several related studies provide relevant insights. For example, one study found that job satisfaction plays a partial mediating role in the relationship between work stress and turnover intention. According to Tarigan and Lataruva (2024), stress in the workplace can have a negative impact on a person's job satisfaction. When individuals feel burdened by excessive pressure, their level of job satisfaction tends to decline. This decline in satisfaction then encourages the emergence of turnover intention or the desire to leave the job. In other words, work stress can reduce job satisfaction, which in turn increases turnover intention. In other words, job satisfaction has also been proven to be a mediator in the relationship between work-life balance and organizational commitment. Based on these descriptions and findings, the following hypothesis can be proposed:

H7: Happiness at work has an effect on turnover intention mediated by job satisfaction.**3. RESEARCH METHOD**

This study uses a quantitative approach, which is a research method that utilizes systematically arranged instruments to obtain data in the form of numbers and applies analysis to test hypotheses or assess relationships between variables. This method is also rooted in the philosophy of positivism, which aims to produce objective results that can be generalized to a wider population (Sekaran and Bougie, 2016). The type of research used in this study is hypothesis testing because it is used to evaluate assumptions or claims in a population based on sample data (Hair et al., 2019). The hypothesis testing in this study is causal hypothesis, which ensures that there is unique evidence to support a hypothesis, thereby clarifying important aspects in establishing causality in the research context (Shimonovich et al., 2024). Causal hypothesis testing was chosen for several crucial reasons.

Causal hypothesis testing can provide more accurate insights into the dynamics of factors that influence turnover

intention. Thus, the findings of this study can be used as a more solid basis for formulating strategies for retaining millennial employees at PT IWIP and PT Harita Nickel. This study describes the significant influence on the relationship between variables using descriptive methods to describe the independent variables (role ambiguity & happiness at work), mediator variables (job satisfaction), and dependent variables (turnover intention). The variables, dimensions, and indicators of this study are listed in Table 1 below:

TABLE 1 | Variables and Indicators

Variable	Indicators	Sources
Turnover Intention	I started thinking about quitting my job. I want to leave my job. I think other jobs are more interesting than my current job. I am looking for information about other jobs. I want to find a better job.	Johanes (2021)
Role Ambiguity	I understand the extent of my authority within the company. I have clear goals for my work. For me, managing my time effectively is important. I know what my responsibilities are and have a clear understanding of what needs to be done. I understand the scope of my work and how my performance is evaluated.	Rosita (2013)
Happiness at Work	In my work, I feel strong and enthusiastic. I am passionate about my work. I would be delighted to spend the rest of my career with this organization. I feel emotionally attached to this organization. I feel a strong sense of belonging to my organization.	Hamid and Kundi (2024)
Job Satisfaction	I really enjoy my job. My job is usually interesting, so it's not boring. I am satisfied with my current job. I really like my job. Almost every day, I feel enthusiastic about my job.	Ahsan and Khalid (2024)

Source: Data Processed (2025)

Data collection in this study consisted of primary and secondary data. Primary data was obtained from primary sources through the distribution of questionnaires. Secondary data was obtained from relevant previous research journals and company annual reports. Primary data collection is an important stage in research that involves various techniques to gather information from research subjects or samples. Data collection in this study was conducted by distributing questionnaires online through the Google The questionnaire used a 1-5 Likert scale, where 1 meant strongly disagree, 2 meant disagree, 3 meant somewhat agree, 4 meant agree, and 5 meant strongly agree.

The population consists of employees in the nickel mining and processing industry in North Maluku which is employees of PT IWIP and Harita Nickel in North Maluku. Sampling was conducted randomly without considering the strata in the population. Data was successfully collected from 224 respondents. This met the minimum requirements according to Hair's theory. Based on Hair's theory, the minimum sample size is 100. The statistical method used is the Structural Equation Modeling

(SEM) method, which combines factor analysis, multiple regression, and correlation. To process the data with SEM, statistical software called Smart PLS is used. Figure 2 shows the SEM model related to this study.

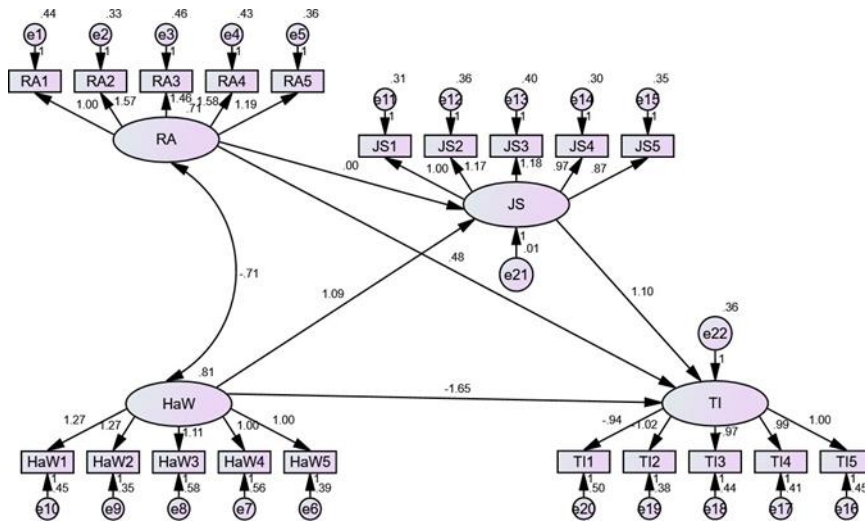


Figure 2. SEM Model
Source: Data processing results (2025)

4. RESULTS AND DISCUSSION

4.1 RESULTS

TABLE 2 | Respondent Profile

Gender			
	Frequency	Percent	
Valid	Male	160	71.4
	Female	64	28.6
	Total	224	100.0
Age			
	Frequency	Percent	
Valid	29 - 34 years	209	93.3
	35 - 40 years	12	5.4
	More than 40 years	3	1.3
	Total	224	100.0
Length of Service			
	Frequency	Percent	
Valid	1 - 5 years	110	49.1
	5 - 10 years	112	50.0
	10 - 15 years	2	.9
	Total	224	100.0
Education			
	Frequency	Percent	
Valid	High School	113	50.4
	Diploma	17	7.6
	Bachelor	94	42.0
	Total	224	100.0

Source: Data processing results (2025)

Based on Table 2, The respondent profile is as follows:

The respondent group consisted of 160 men (71.4%) and 64 women (28.6%). This distribution allows for an examination of work-related views and experiences from a gender perspective, given that the mining industry is predominantly male-dominated.

The majority of respondents were in the 29–34 age group, totalling 209 people (93.3%), followed by the 35–40 age group with 12 people (5.4%), and those over 40 years old with 3 people (1.3%). This indicates that the mining industry is dominated by the younger generation, who are in their productive years and career development phase. At this age, employees are generally in the career stabilisation phase.

Respondents with 1–5 years of service numbered 110 (49.1%). This was followed by 112 respondents (50.0%) with 5–10 years of service, and 3 respondents (0.9%) with 10–15 years of service. This composition indicates that the majority of workers at PT IWIP and Harita Nickel fall into the category of new to mid-level employees in terms of work experience at these companies. Nearly all respondents had less than 10 years of service, indicating that the mining industry at PT IWIP and Harita Nickel is still relatively new, developing, or expanding. Employee turnover may be quite high, or the majority of workers may be new hires from the latest wave of expansion.

The majority of respondents had a high school or vocational school education, totalling 113 people (50.4%). This was followed by bachelor's degree (S1) holders, totaling 94 people (42.0%), and associate degree (D3) holders, totaling 17 people (7.6%). These percentages indicate that more than half of the workforce holds a secondary education, which is common in the mining sector for positions such as heavy equipment operators, field technicians, and production shift workers. This reflects the characteristics of the mining industry at PT IWIP and Harita Nickel, which is highly labor-intensive and relies on practical technical skills, rather than solely on formal higher education. The educational structure of PT. IWIP and Harita Nickel employees reflects the specific needs of the mining industry, namely a predominance of technical workers (high school/vocational school graduates), supported by professional staff with bachelor's degrees (S1).

Hypothesis testing is conducted by testing whether the C.R. (t-value) is greater than 1.96 or the p-value is less than 0.05. To compare the p-value with the significance level, based on the following conditions (Hair et al., 2013):

- If the p-value ≤ 0.05 , then H_0 is rejected and the research hypothesis is supported.
- If the p-value > 0.05 , then H_0 is not rejected and the research hypothesis is not supported.

The SEM test results can be seen in the following table:

TABLE 3 | Research Hypothesis Test Results

Hypothesis	Theory	Estimate	p-value	Decision
H1: Role ambiguity has a positive effect on turnover intention	+	0.864	0.028	H1 Supported
H2: Role ambiguity has a negative effect on job satisfaction.	-	-0.383	0.000	H2 Supported
H3: Happiness at work has a negative effect on turnover intention	-	-1.033	0.127	H3 Not Supported
H4: Happiness at work has a positive effect on job satisfaction	+	0.777	0.000	H4 Supported
H5: Job satisfaction has a negative effect on turnover intention.	-	0.800	0.242	H5 Not Supported
H6: Role ambiguity has an effect on turnover intention mediated by job satisfaction		-0.306	0.243	H6 Not Supported
H7: Happiness at work has an effect on turnover intention mediated by job satisfaction.		0.622	0.242	H7 Not Supported

Source: Data processing results (2025)

4.2 DISCUSSION

The results of testing the hypothesis 1 show that role ambiguity has a positive effect on turnover intention with an estimate value of 0.864. This means that the higher the perception of role ambiguity, the higher the perception of employee turnover intention. The p-value of $0.028 < 0.05$ indicates that this effect is significant at the 95% confidence level. Thus, hypothesis H1, which states that role ambiguity has a positive effect on turnover intention, is supported. Role ambiguity occurs when employees lack a clear understanding of the responsibilities, authority, and expectations associated with their roles within the organization. In the context of PT IWIP and Harita Nickel, role ambiguity can arise due to the operational complexities of the mining industry, changes in organizational structure, or a lack of effective communication between management and employees. When employees experience role ambiguity, they tend to experience stress, frustration, and job dissatisfaction, which can ultimately increase their desire to leave the organization. This aligns with work stress theory, which states that role ambiguity is one of the primary stressors in the workplace that can influence employees' intention to leave the organization. These findings are supported by previous research conducted by Shin et al. (2020) on 235 store managers in South Korean food franchises, which showed that role ambiguity predicts employee turnover and emotional exhaustion among managers. A study by Clercq & Belausteguigoitia (2017) of 235 franchise store managers in the distribution sector in southeastern South Korea found that role ambiguity increases employees' turnover intention. Although its negative effects can be mitigated by factors such as trust, innovation, and procedural justice, the positive relationship between role ambiguity and turnover intention remains significant. Furthermore, Ridjal & Muhammadin (2023) found in a study of 50 employees at the Sinjai Branch of Bank BRI that role ambiguity has a positive and significant effect on turnover intention, and that job stress moderates this effect, as determined by Moderated Regression Analysis (MRA). The implication of these findings is that the management of PT IWIP and Harita Nickel needs to pay more attention to the clarity of employee roles, especially among millennials, who dominate the workforce. Efforts that can be undertaken include providing clear and comprehensive job descriptions, establishing effective communication channels between supervisors and subordinates, and providing constructive feedback on a regular basis.

The hypothesis 2 testing results show that role ambiguity has a negative effect on job satisfaction with an estimate value of -0.383. This means that the higher the perception of role ambiguity, the lower the employees' perception of job satisfaction. The p-value of $0.000 < 0.05$ indicates that this effect is significant at the 95% confidence level. Thus, hypothesis H2, which states that role ambiguity has a negative effect on job satisfaction, is supported. Role ambiguity can cause discomfort and stress among employees because they lack a clear understanding of what is expected of them on the job. This can make employees feel unable to perform their jobs well, diminish their sense of accomplishment, and ultimately lower their job satisfaction. In the context of PT IWIP and Harita Nickel—mining companies with complex operations—role clarity is crucial to ensuring employees can work effectively and feel satisfied with their jobs. Ambiguity regarding responsibilities, authority, and performance standards can be a significant source of dissatisfaction, particularly for millennials, who tend to value clarity and transparency in the workplace. This aligns with research by Dilsah (2020) involving 281 employees across various sectors in Istanbul, Turkey, which showed that role ambiguity has a negative and significant correlation with job satisfaction. These findings indicate that role ambiguity directly impacts job satisfaction levels. In situations of role ambiguity, employees often feel anxious and stressed, which ultimately leads to job dissatisfaction. Research by Nasrin, S. (2025) on 212 employees from various organizations in Bangladesh showed that increased role ambiguity leads to a significant decrease in job satisfaction. This study confirms that reducing role ambiguity and enhancing psychological capital are crucial for improving job satisfaction among employees. Furthermore, Palomino's study of 114 controllers found that role ambiguity is negatively correlated with job satisfaction meaning that the higher the ambiguity, the lower the job satisfaction. The research findings indicate that controllers in Brazil experience role conflict and role ambiguity while performing their duties. Job satisfaction among controllers is more influenced by role ambiguity than by role conflict. The implication of these findings is that management needs to develop strategies to reduce role ambiguity within the organization. Some strategies that can be implemented include improving the performance management system, enhancing the quality of communication between supervisors and

subordinates, and implementing targeted competency development programs tailored to the specific needs of certain positions.

The hypothesis 3 testing results show that happiness at work has a negative effect on turnover intention with an estimate value of -1.033. This means that the higher the perception of happiness at work, the lower the employees' perception of turnover intention. However, the p-value of $0.127 > 0.05$ indicates that the effect is not significant at the 95% confidence level. Thus, hypothesis H3, which states that happiness at work has a negative effect on turnover intention, is not supported. This study indicates that workplace happiness is not a primary factor influencing the decision of employees at PT IWIP and Harita Nickel to stay with or leave the organization. This can be explained by several factors. First, the demographic characteristics of the respondents who are predominantly millennials (93.3% aged 29–34) may have different expectations and priorities regarding their jobs. Millennials tend to prioritize factors such as work-life balance, career development opportunities, and competitive compensation over workplace happiness. Second, the context of the mining industry, which involves high challenges and work-related pressures, may make workplace happiness harder to achieve and sustain. Under such conditions, other factors such as organizational commitment, loyalty, or limited job alternatives may play a more significant role in employees' decisions to remain with the organization. The implication of these findings is that management at PT IWIP and Harita Nickel needs to consider factors beyond workplace happiness in efforts to reduce employees' turnover intentions. A more comprehensive retention strategy that includes aspects such as career development, financial incentives, and work-life balance may be more effective.

The Hypothesis 4 testing results show that happiness at work has a positive effect on job satisfaction, with an estimate value of 0.777. This means that the higher the perception of happiness at work, the higher the perception of employee job satisfaction. The p-value of $0.000 < 0.05$ indicates that the effect is significant at a 95% confidence level. Thus, Hypothesis H4, which states that happiness at work has a positive effect on job satisfaction, is supported. Workplace happiness encompasses aspects such as positive emotions, engagement, positive relationships, achievement, and meaning in work. When employees feel happy at work, they tend to be more satisfied with various aspects of their jobs, including assigned tasks, compensation, relationships with coworkers and supervisors, as well as organizational policies and practices. In the context of PT. IWIP and Harita Nickel, workplace happiness may be influenced by factors such as a positive organizational culture, recognition and appreciation of employee contributions, and a supportive work environment. The positive relationship between workplace happiness and job satisfaction highlights the importance of creating a work environment that enhances employee happiness. This is supported by research by Huda (2023) on 542 nurses at Pondok Indah Hospital, which showed that levels of happiness at work have a significant, positive impact on job satisfaction. The study's findings reveal that the happier an employee is in performing their work, the higher their level of job satisfaction will be!. Conversely, if happiness levels decline, job satisfaction also tends to decrease. A meta-analysis study by Handayani et al. (2024) included a sample of 53,485 respondents from 20 studies that met the inclusion criteria. The results of this meta-analysis indicate a significant, positive correlation between workplace happiness and job satisfaction. The implication of these findings is that management needs to develop initiatives that can enhance employee happiness in the workplace. Some strategies that can be implemented include programmes to foster a positive organisational culture, team-building activities, and comprehensive well-being programmes that encompass physical, mental, and social aspects.

The Hypothesis 5 testing results show that job satisfaction has an estimate value of 0.800 on turnover intention, which means that the higher the perception of job satisfaction, the higher the employees' perception of turnover intention. The direction of this relationship is contrary to the proposed hypothesis, which states that job satisfaction has a negative effect on turnover intention. In addition, the p-value of $0.242 > 0.05$ indicates that the effect is not significant at a 95% confidence level. Thus, hypothesis H5, which states that job satisfaction has a negative effect on turnover intention, is not supported. A study conducted by Imran et al. (2020) on 109 employees working at a digital company operating in Indonesia found a negative but insignificant relationship between job satisfaction and intention to leave. These results are indicated by the estimated coefficient values, which show a negative relationship between job satisfaction and intention to leave.

From these results, it is evident that job satisfaction does not always reduce the level of intention to leave. This relationship, which runs counter to the hypothesis, suggests that in the context of PT IWIP and Harita Nickel, employees who are satisfied with their jobs do not necessarily have a lower desire to leave the organization. This can be explained by several factors. First, although employees may be satisfied with certain aspects of their jobs, they may face other challenges or obstacles that prompt them to consider moving to another organization. Second, in the mining industry, external factors such as remote geographic locations, challenging working conditions, and distance from family may play a more significant role in employees' decisions to stay or leave the organization, regardless of their level of job satisfaction. Third, the characteristics of the millennial generation, which dominates the workforce, may also influence the relationship between job satisfaction and turnover intention. Millennials tend to change jobs more frequently than previous generations, even when they are satisfied with their jobs, as they seek diverse experiences and better career development opportunities. The implication of these findings is that management at PT IWIP and Harita Nickel needs to understand that improving job satisfaction alone may not be sufficient to reduce turnover intention. A more comprehensive retention strategy that considers other factors such as organizational commitment, employee engagement, and effective career management needs to be developed.

The Hypothesis 6 testing results show that role ambiguity mediated by job satisfaction has an estimated value of -0.306 on turnover intention. This means that the higher the perception of role ambiguity, mediated by job satisfaction, the lower the perception of employee turnover intention. However, the p-value of $0.243 > 0.05$ indicates that this effect is not significant at the 95% confidence level. Thus, Hypothesis H6, which states that role ambiguity has an effect on turnover intention mediated by job satisfaction, is not supported. Although role ambiguity has been shown to have a significant negative effect on job satisfaction and job satisfaction has a positive (though not significant) effect on turnover intention, the mediating effect of job satisfaction is not statistically significant—or, in other words, remains questionable. This aligns with the findings of a study by Damara and Rahardjo (2024): of 150 employees at a financing company in the Jakarta metropolitan area, found that job satisfaction does not mediate the relationship between work arrangements and turnover intention. This suggests that job satisfaction does not always act as a mediator in all relationships between variables and turnover intention. These findings suggest that role ambiguity may directly influence turnover intention among employees at PT. IWIP and Harita Nickel, without mediation by changes in job satisfaction. In other words, role ambiguity may directly increase employees' stress and frustration, which in turn heightens their desire to leave the organisation, regardless of how it affects their job satisfaction. The implication of these findings is that management needs to focus on efforts to reduce role ambiguity directly, rather than solely through improving job satisfaction. This can be achieved through improvements in organizational communication, clear job descriptions, and an effective performance management system.

The Hypothesis 7 testing results show that happiness at work mediated by job satisfaction has an estimate value of 0.622 on turnover intention. This means that the higher the perception of happiness at work, mediated by job satisfaction, the higher the employees' perception of turnover intention. However, the p-value of $0.242 > 0.05$ indicates that this effect is not significant at the 95% confidence level. Thus, Hypothesis H7, which states that happiness at work has an effect on turnover intention mediated by job satisfaction, is not supported. In line with the study conducted by Imran et al. (2020) on 109 employees working at a digital company operating in Indonesia, it was found that the effect of job stress on turnover intention with job satisfaction as a mediating variable was negative. These findings indicate that job satisfaction does not mediate the relationship between job stress and turnover intention. This finding suggests that happiness at work may have a direct influence on turnover intention, although in this study, that influence was also not significant. In other words, employees' levels of happiness at work and levels of job satisfaction may influence turnover intention through different and independent mechanisms. The context of the mining industry, which has unique characteristics such as remote work locations, challenging working conditions, and long shift rotations, may make the relationship between happiness at work, job satisfaction, and turnover intention more complex. Other contextual factors, such as alternative job opportunities, distance from family, and living conditions at the work location, may play a more significant role in influencing employees' desire to stay or leave the organization.

The implication of these findings is that management at PT IWIP and Harita Nickel needs to consider a more comprehensive and multidimensional approach in efforts to reduce employee turnover intention.

5. CONCLUSION

Based on the results of the analysis and discussion, several key conclusions can be drawn from this study:

1. Role ambiguity has a positive and significant effect on the turnover intention of employees at PT. IWIP and Harita Nickel.
2. Role ambiguity has a negative and significant effect on the job satisfaction of employees at PT. IWIP and Harita Nickel.
3. Happiness at work does not have a significant effect on the turnover intention of employees at PT. IWIP and Harita Nickel, although the direction of the relationship is negative, as hypothesised.
4. Happiness at work has a positive and significant effect on job satisfaction at PT IWIP and Harita Nickel.
5. Job satisfaction does not have a significant effect on the turnover intention of employees at PT IWIP and Harita Nickel, and the direction of the relationship is positive, contrary to the hypothesis.
6. Job satisfaction was not found to mediate the relationship between role ambiguity and turnover intention among employees at PT. IWIP and Harita Nickel.
7. Job satisfaction was not found to mediate the relationship between happiness at work and turnover intention among employees at PT. IWIP and Harita Nickel.

6. LIMITATION AND IMPLICATION

Based on the findings of this study, here are some managerial implications that can be implemented by PT IWIP and Harita Nickel to reduce turnover intention and improve the effectiveness of human resource management:

1. Reducing Role Ambiguity

Management needs to develop strategies to reduce role ambiguity within the organization. Some recommendations that can be implemented include:

- a. Improving job description clarity: Develop detailed, clear, and comprehensive job descriptions for each position, including responsibilities, authorities, reporting relationships, and expected performance standards. As stated by Utama and Sriathi (2016), companies need to clarify roles so that employees are more motivated and emotionally attached to the organization.
- b. Conduct regular feedback and role adjustments: Review roles and responsibilities periodically to ensure clarity and relevance, especially when there are changes in organizational structure, work processes, or business strategies. This is reinforced by Srikanth & Jomon (2013) who state that management must encourage a culture of open feedback so that employees can clarify their roles and improve their task effectiveness.
- c. Focus on engagement and job satisfaction: Organizations need to focus on improving engagement and job satisfaction to mitigate the impact of ambiguity that leads to turnover (Silva and Rodrigues, 2024).

2. Increasing Happiness at Work

Although happiness at work has not been proven to have a significant direct effect on turnover intention, it has been proven to have a positive and significant effect on job satisfaction. Therefore, efforts to increase employee happiness in the workplace remain important. Some recommendations include:

- a. Reducing employee stress levels by building a positive organizational culture: Creating a supportive, collaborative, and positive work environment where employees feel safe, valued, respected, and supported (Smit et al. 2016).
- b. Improving well-being programs: Developing comprehensive well-being programs that cover physical, mental, and social aspects, such as sports facilities, stress management programs, and social activities (Siame, 2022).
- c. Creating meaning in work: Helping employees understand how their work contributes to larger organizational goals and has a positive impact on society and the environment (Kau and Flotman, 2021).

3. Improving Job Satisfaction with a Comprehensive Retention Strategy

Management of PT IWIP and Harita Nickel needs to develop a comprehensive and multidimensional retention strategy. Some important elements of this strategy include:

- a. Reduce stress and job insecurity: Build constructive relationships with unions to improve job satisfaction, which in turn improves operational safety (Smit, et al, 2016).
- b. Competitive compensation and benefits: Ensure that the compensation and benefits package offered is competitive with industry standards and includes long-term incentives that encourage retention (Gunawan et al, 2024).
- c. Human Resources (HR) needs to increase intrinsic motivation and engagement, understand worker demographics, and improve management–labor communication to reduce perception gaps (Masvaure and Maharaj, 2014).

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