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# Determinants of Turnover Intention Among Indonesian Employees in Chinese-Invested Companies: The Role of Job Satisfaction

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**Abstract:** This study examines determinants of turnover intention among 469 Indonesian employees in Chinese-invested companies using PLS-SEM. Workload change was the strongest direct predictor of turnover intention, while perceived job security, organizational support, and cross-cultural management practices also showed significant positive paths. Fairness, organizational support, and workload change significantly predicted job satisfaction, but job satisfaction did not predict turnover intention; therefore, mediation was not established from the supplied output. The model explained 68.9% of job satisfaction and 51.9% of turnover intention. The findings emphasize workload and organizational-change management during foreign-investment transitions.

**Keywords:** turnover intention, job satisfaction, Chinese investment, organizational support, workload change.

## INTRODUCTION

Foreign direct investment has become an important feature of Indonesia's industrial transformation, and investment from the People's Republic of China remains a major component of that process. Official investment statistics show that China was among Indonesia's three largest foreign investment sources in 2025, with realized investment of approximately USD 7.5 billion, alongside substantial inflows from Singapore and Hong Kong, China (Ministry of Investment and Downstream Industry, 2026). Beyond capital formation, foreign investment changes the organizational environment in which local employees work. New ownership links, production targets, managerial routines, reporting systems, and cultural expectations can alter how employees evaluate their jobs and their future in the organization.

The employment consequences of cross-border investment are not determined only by the volume of capital invested. Workforce integration is a central managerial issue because cross-border restructuring can alter employment policies, managerial routines, communication patterns, and employees' expectations about their future roles. Research on Chinese cross-

border acquisitions shows that communication accuracy and channel efficiency are consequential for organizational integration and employee-related outcomes (Wang & Schweizer, 2024). For local employees, these changes may be interpreted through perceptions of job security, career development, organizational support, fairness, corporate social responsibility (CSR), workload, and the quality of cross-cultural management. These perceptions can shape both employees' evaluations of their work and their intention to remain with or leave the organization, even when formal employment arrangements do not immediately change.

Turnover intention refers to an employee's reported willingness or intention to leave the current organization within a certain period and is commonly used as an indicator of potential employee turnover (Lazzari et al., 2022). The Theory of Planned Behavior (TPB) treats intention as a proximal antecedent of behavior, while also recognizing that the conversion of intention into actual behavior depends on behavioral control and situational conditions (Bosnjak et al., 2020). For organizations operating during post-investment transition, turnover intention is therefore a useful early signal of workforce instability because employees may develop an intention to leave before actual resignations become visible in administrative records.

Prior evidence suggests that employment resources and demands do not affect turnover intention through a single universal pathway. Perceived organizational support is generally associated with higher job satisfaction and lower turnover intention (Davaasuren et al., 2024), while organizational justice has been linked to turnover-related attitudes directly and through intervening work experiences (Su et al., 2023). Employee development can reduce turnover intention through commitment-related mechanisms, although direct effects may vary by organizational setting (Martini et al., 2023). In contrast, the Job Demands–Resources (JD-R) perspective explains how excessive or poorly managed demands can deplete employee resources, while organizational resources can sustain motivation and well-being (Bakker et al., 2023). CSR-related effects can likewise operate through employee attitudes rather than only through direct paths to turnover intention (Al Shbail et al., 2025). This pattern of evidence supports an integrated employee-level model for Indonesian employees in Chinese-invested companies, where cross-border integration may simultaneously change work demands, resources, and cultural coordination (Wang & Schweizer, 2024). The present study therefore combines seven post-investment perceptions perceived job security, training and career development opportunities, perceived organizational support, perceived fairness, perceived CSR, workload change, and cross-cultural management practices to explain turnover intention, while job satisfaction is examined as an intervening work attitude for selected organizational resources and demands.

The organizational transformation associated with foreign investment can also be understood through changes in business strategies, operational coordination, and management practices. Evidence from foreign-owned businesses in Batam illustrates how companies with international ownership backgrounds must adapt their organizational activities to the local business environment. Cindy and Zai (2025), in their study of Da Xiong Shao Kao, a Chinese-owned restaurant in Batam, found that digital marketing strategies, collaboration with local influencers, and customer loyalty programs contributed to brand awareness and customer engagement. Although their research focuses on external marketing outcomes rather than employee-related outcomes, it demonstrates how foreign-owned businesses need to integrate international business practices with local market characteristics. Such integration may also require internal organizational adjustments, including changes in communication, employee responsibilities, service standards, and coordination between local employees and foreign management. These organizational conditions provide a relevant context for examining how

Indonesian employees perceive their working environment and evaluate their willingness to remain in foreign-invested companies.

Furthermore, operational integration and leadership practices are important dimensions of organizational adaptation in manufacturing and other business sectors. Laulita (2021) demonstrated that supplier integration positively and significantly influenced supply chain performance in manufacturing companies in Batam, while transformational supply chain leadership also had a significant direct effect on performance. In an earlier study, Laulita (2020) found that transformational supply chain leadership moderated several relationships between supplier-related factors and supply chain performance, indicating that leadership practices can influence how operational resources and external business relationships contribute to organizational outcomes. Similarly, Zai et al. (2024) examined multiple sourcing strategies, supply chain risk management, and technology adoption in relation to supply chain resilience in Indonesia, highlighting the mediating role of supply chain flexibility. Collectively, these studies demonstrate that organizational performance during business transformation depends not only on financial and operational resources but also on leadership, technological adaptation, coordination, and organizational flexibility. From an employee perspective, these changes may influence workload distribution, perceived organizational support, fairness, career development opportunities, and job satisfaction. Nevertheless, the extent to which these organizational changes are associated with employees' turnover intention in Chinese-invested companies remains an important issue requiring further empirical investigation.

Accordingly, the study asks which organizational and work-related perceptions are most strongly associated with turnover intention among Indonesian employees in Chinese-invested companies and whether job satisfaction helps explain selected relationships. By aligning the article with the complete PLS-SEM model tested on 469 respondents, the study contributes an empirically integrated view of employee retention during cross-border organizational change.

## METHODS

The study employed a quantitative, explanatory, cross-sectional survey design. A quantitative explanatory design is appropriate when the purpose is to test hypothesized relationships among measured constructs using standardized data, while a cross-sectional design captures responses within a defined period (Creswell & Creswell, 2022). The target population consisted of Indonesian employees working in companies with Chinese investment in Indonesia. Purposive sampling was used because respondents needed to meet characteristics relevant to the research problem and to have experienced post-investment organizational conditions; purposive sampling is appropriate when participants are deliberately selected on the basis of theoretically relevant criteria (Sekaran & Bougie, 2019). The final dataset contained 469 usable responses and no missing observations. Because the respondent profile includes employees with less than one year of post-investment tenure, no minimum one-year tenure criterion is imposed in the present article (Sugiyono, 2023).

The structural model comprised seven exogenous constructs—perceived job security (PJS), training and career development opportunities (TCDO), perceived organizational support (POS), perceived fairness (PF), perceived corporate social responsibility (PCSR), workload change (WC), and cross-cultural management practices (CCMP)—with turnover intention (TI) as the primary endogenous construct. Job satisfaction (JS) was specified as an additional endogenous construct and intervening variable for the POS, PF, and WC pathways. The measurement model contained three reflective indicators for PJS, TCDO, PCSR, WC, and CCMP, and four indicators for POS, PF, JS, and TI. The specification and assessment of reflective measurement models and structural relationships followed established PLS-SEM principles (Hair et al., 2023). Conceptual definitions were drawn from the recent literature on job security, employee development, organizational support, organizational justice, CSR, job

demands, cross-cultural management, job satisfaction, and turnover intention (Hair et al., 2021).

Data were analysed using partial least squares structural equation modeling (PLS-SEM). Following established recommendations, the reflective measurement model was evaluated through indicator loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE), while collinearity was assessed using variance inflation factors (VIF). Indicator loadings of 0.70 or higher were used as the principal benchmark for indicator reliability, and an AVE value of at least 0.50 was used as evidence of convergent validity. Discriminant validity was assessed using the heterotrait–monotrait ratio (HTMT), with values below 0.90 used as the main criterion for conceptually similar constructs (Sarstedt et al., 2022). Structural relationships were evaluated using bootstrapped path coefficients, t-statistics, and p-values, with two-tailed $p < 0.05$ as the criterion for statistical significance. Model explanatory power was assessed using R-squared and adjusted R-squared, while SRMR was reported as an approximate model-fit indicator. These procedures are consistent with contemporary PLS-SEM guidance, which recommends interpreting measurement quality, structural estimates, explanatory power, and approximate fit together rather than relying on a single index (Hair et al., 2023)

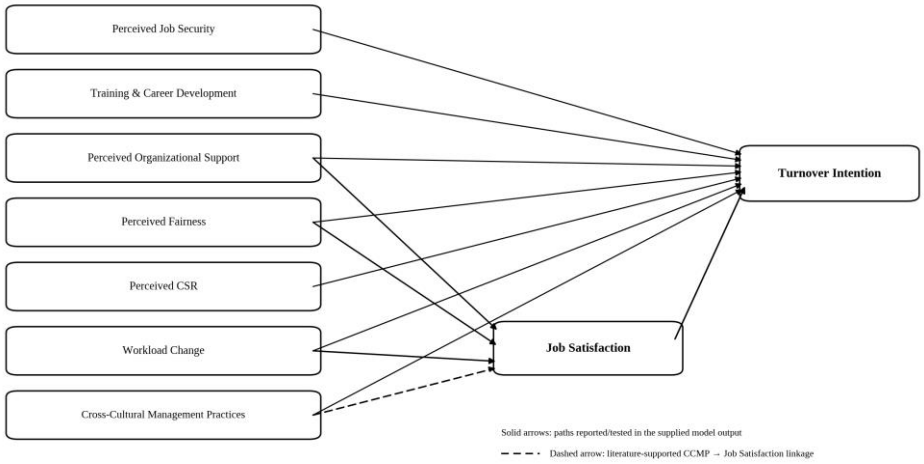



**Figure 1. Research Model**

## RESULTS AND DISCUSSION

### Respondent Characteristics

All 469 cases were complete. Women represented 56.3% of the sample and men 43.7%. The largest age group was 25-35 years (44.6%), followed by employees younger than 25 years (27.3%). Most respondents had worked in the post-investment period for 1-3 years (64.0%). Operational perspectives dominated the sample: 76.3% were staff and 18.8% supervisors. In educational terms, 62.0% held a bachelor's degree. The profile therefore reflects a relatively young, educated, and predominantly operational workforce that is directly exposed to day-to-day organizational change.

**Table 1. Respondent Characteristics (n = 469)**

| Characteristic | Distribution |
|---|---|
| Gender | Male 205 (43.7%); Female 264 (56.3%) |
| Age | <25: 128 (27.3%); 25-35: 209 (44.6%); 36-45: 101 (21.5%); >45: 31 (6.6%) |

| Characteristic | Distribution |
|---|---|
| Post-investment tenure | <1 year: 77 (16.4%); 1-3 years: 300 (64.0%); 4-6 years: 64 (13.6%); >6 years: 28 (6.0%) |
| Position | Staff 358 (76.3%); Supervisor 88 (18.8%); Manager 20 (4.3%); Other 3 (0.6%) |
| Education | High school 114 (24.3%); Diploma 46 (9.8%); Bachelor 291 (62.0%); Postgraduate 18 (3.8%) |

Source: survey data

## Measurement Model

The measurement model showed consistently strong indicator performance. All outer loadings were above 0.70, ranging from 0.858 to 0.914; therefore, no indicator required elimination. Cronbach's alpha ranged from 0.850 to 0.913, while composite reliability (rho_c) ranged from 0.909 to 0.938. AVE values ranged from 0.765 to 0.806, exceeding the commonly applied 0.50 benchmark for convergent validity (Sarstedt et al., 2022). The reported HTMT coefficients ranged from 0.677 to 0.883 and did not exceed 0.90, although several values were above the more conservative 0.85 guideline. These results indicate acceptable discriminant validity under the 0.90 criterion, while the relatively higher HTMT values suggest that some constructs represent closely related organizational perceptions and should therefore be interpreted cautiously (Hair et al., 2023)

Collinearity diagnostics were also acceptable. The VIF values for structural paths ranged from 2.538 to 4.257, with the highest value observed for POS -> TI. All were below the commonly used threshold of 5, indicating that severe multicollinearity was not evident. Nevertheless, the relatively high VIF for some conceptually related resource variables is considered when interpreting unexpected coefficient signs. Detailed VIF diagnostics, indicator loadings, and construct reliability statistics are reported in Tables 2-4.

**Table 2. Structural Collinearity Assessment (VIF)**

| Structural path | VIF |
|---|---|
| CCMP -> TI | 3.328 |
| JS -> TI | 3.810 |
| PCSR -> TI | 3.399 |
| PF -> JS | 2.931 |
| PF -> TI | 3.746 |
| PJS -> TI | 3.773 |
| POS -> JS | 3.156 |
| POS -> TI | 4.257 |
| TCDO -> TI | 3.248 |
| WC -> JS | 2.538 |
| WC -> TI | 3.202 |

Source: PLS-SEM output

**Table 3. Indicator Outer Loadings**

| Indicator | Loading | Indicator | Loading | Indicator | Loading |
|---|---|---|---|---|---|
| CCMP1 | 0.898 | PF2 | 0.885 | TCDO2 | 0.892 |
| CCMP2 | 0.896 | PF3 | 0.875 | TCDO3 | 0.875 |
| CCMP3 | 0.887 | PF4 | 0.891 | TI1 | 0.889 |
| JS1 | 0.885 | PJS1 | 0.902 | TI2 | 0.898 |

| Indicator | Loading | Indicator | Loading | Indicator | Loading |
|---|---|---|---|---|---|
| JS2 | 0.885 | PJS2 | 0.903 | TI3 | 0.858 |
| JS3 | 0.860 | PJS3 | 0.888 | TI4 | 0.914 |
| JS4 | 0.869 | POS1 | 0.875 | WC1 | 0.888 |
| PCSR1 | 0.881 | POS2 | 0.866 | WC2 | 0.900 |
| PCSR2 | 0.881 | POS3 | 0.882 | WC3 | 0.895 |
| PCSR3 | 0.870 | POS4 | 0.885 | | |
| PF1 | 0.878 | TCDO1 | 0.872 | | |

Source: PLS-SEM output

**Table 4. Reliability and Convergent Validity**

| Construct | Cronbach's alpha | rho_A | rho_C | AVE |
|---|---|---|---|---|
| CCMP | 0.874 | 0.874 | 0.923 | 0.799 |
| JS | 0.898 | 0.898 | 0.929 | 0.765 |
| PCSR | 0.850 | 0.853 | 0.909 | 0.769 |
| PF | 0.905 | 0.905 | 0.934 | 0.778 |
| PJS | 0.880 | 0.882 | 0.926 | 0.806 |
| POS | 0.900 | 0.901 | 0.930 | 0.769 |
| TCDO | 0.854 | 0.860 | 0.911 | 0.774 |
| TI | 0.913 | 0.916 | 0.938 | 0.792 |
| WC | 0.875 | 0.876 | 0.923 | 0.800 |

Source: PLS-SEM output

## Structural Model and Hypothesis Testing

The direct-effect results show that workload change was the strongest predictor of turnover intention (Beta = 0.232, t = 3.130, p = 0.002). Perceived job security (Beta = 0.117, p = 0.025), POS (Beta = 0.120, p = 0.038), and cross-cultural management practices (Beta = 0.106, p = 0.033) were also statistically significant. However, each of these three coefficients was positive, whereas H1, H3, and H7 predicted negative relationships. Their statistical significance therefore does not constitute support for the directional hypotheses. TCDO, perceived fairness, and perceived CSR were not significant direct predictors of turnover intention. H6 was the only direct-effect hypothesis supported in both significance and predicted direction.

The job satisfaction equation produced a different pattern. Perceived fairness had the largest association with job satisfaction (Beta = 0.365, p < 0.001), followed by POS (Beta = 0.319, p < 0.001) and workload change (Beta = 0.221, p < 0.001). Job satisfaction itself did not significantly predict turnover intention (Beta = 0.057, p = 0.274). The latter result is important because it weakens the proposed mediation mechanism even though the antecedents of satisfaction were significant.

**Table 5. Structural Path Results**

| Hyp. | Path | Exp. | Beta | t | p | Decision |
|---|---|---|---|---|---|---|
| H1 | PJS -> TI | - | 0.117 | 2.239 | 0.025 | Not supported (opposite sign) |
| H2 | TCDO -> TI | - | 0.076 | 1.645 | 0.100 | Not supported |

| Hyp. | Path | Exp. | Beta | t | p | Decision |
|---|---|---|---|---|---|---|
| H3 | POS -> TI | - | 0.120 | 2.072 | 0.038 | Not supported (opposite sign) |
| H4 | PF -> TI | - | 0.024 | 0.492 | 0.623 | Not supported |
| H5 | PCSR -> TI | - | 0.084 | 1.719 | 0.086 | Not supported |
| H6 | WC -> TI | + | 0.232 | 3.130 | 0.002 | Supported |
| H7 | CCMP -> TI | - | 0.106 | 2.132 | 0.033 | Not supported (opposite sign) |
| Component path | PF -> JS | + | 0.365 | 5.351 | <0.001 | Sig. |
| Component path | POS -> JS | + | 0.319 | 4.858 | <0.001 | Sig. |
| Component path | WC -> JS | - | 0.221 | 4.004 | <0.001 | Sig.; opposite sign |
| Component path | JS -> TI | - | 0.057 | 1.095 | 0.274 | Not sig. |

Source: bootstrapping output; significance evaluated at $p < 0.05$; Sig. = significant

## Indirect Effects and Explanatory Power

The supplied output reported positive total indirect coefficients from PF to TI (0.021), POS to TI (0.018), and WC to TI (0.013). These values are small and are consistent with the product of each antecedent-to-satisfaction path and the JS -> TI path. However, the supplied indirect-effect output does not report bootstrapped t-statistics, p-values, or confidence intervals. In addition, JS -> TI is not significant. Consequently, the evidence available in the research output is insufficient to claim statistically significant mediation. H8, H9, and H10 are therefore treated as not established rather than accepted on coefficient magnitude alone.

The structural model explained 68.9% of the variance in job satisfaction (adjusted R-squared = 0.687) and 51.9% of the variance in turnover intention (adjusted R-squared = 0.511). The estimated model had an SRMR of 0.041, with an NFI of 0.884. The SRMR value indicates a relatively small discrepancy between the observed and model-implied correlations, while the NFI value remains below the commonly referenced 0.90 level. In PLS-SEM, these indices should be treated as supplementary diagnostics rather than substitutes for evaluating measurement quality, structural relationships, explanatory power, and predictive relevance (Sarstedt et al., 2022)

**Table 6. Indirect Effects and Model Evaluation**

| Indicator | Primary / saturated | Adjusted / estimated | Interpretation |
|---|---|---|---|
| Indirect PF -> JS -> TI | 0.021 | - | Significance not established (t/p/CI unavailable) |
| Indirect POS -> JS -> TI | 0.018 | - | Significance not established (t/p/CI unavailable) |
| Indirect WC -> JS -> TI | 0.013 | - | Significance not established (t/p/CI unavailable) |
| R-squared: JS | 0.689 | 0.687 | R-squared / adjusted R-squared |
| R-squared: TI | 0.519 | 0.511 | R-squared / adjusted R-squared |
| SRMR | 0.036 | 0.041 | Estimated SRMR = 0.041 |
| d_ULS | 0.637 | 0.820 | Saturated / estimated model |

| Indicator | Primary / saturated | Adjusted / estimated | Interpretation |
|---|---|---|---|
| d_G | 0.508 | 0.538 | Saturated / estimated model |
| Chi-square | 1427.309 | 1479.593 | Saturated / estimated model |
| NFI | 0.888 | 0.884 | Estimated NFI = 0.884 |

Source: PLS-SEM output

## Discussion

The most robust substantive result is the positive effect of workload change on turnover intention. This finding is consistent with the JD-R framework, which explains that increased or poorly managed job demands require sustained effort and may generate strain when adequate resources are unavailable (Bakker et al., 2023). It also aligns with research showing that work overload can increase turnover intention (Hwang & Kim, 2021), while more recent longitudinal evidence indicates that peak workload can raise turnover intention indirectly by increasing work exhaustion (Chang et al., 2025). The result is especially relevant for foreign-investment transitions because new performance systems, production standards, reporting requirements, technologies, and role expectations may increase employee demands before resources, role clarity, or recovery opportunities are adjusted. Workload change should therefore be treated as both an operational issue and a retention-related signal.

The significant positive coefficient for perceived job security is unexpected because H1 predicted a protective relationship. The revised literature review shows the opposite theoretical pattern: job insecurity is associated with stronger turnover intention, and support can buffer that relationship (Addai et al., 2022), while unstable employment conditions can increase employees' intention to leave through insecurity-related mechanisms (Jung et al., 2023). The positive coefficient in the present model should therefore not be interpreted as evidence that greater job security causes employees to leave. A cautious interpretation is that the result may reflect item coding, simultaneous organizational restructuring, or a suppression pattern created by several correlated organizational perceptions. Item-level score direction should be verified against the original questionnaire before substantive causal interpretation.

POS produces a similarly complex pattern. POS is positively associated with job satisfaction, which is consistent with evidence that organizational support improves employees' evaluations of their work (Davaasuren et al., 2024). However, the direct POS → TI coefficient is positive after controlling for the other predictors, contrary to the negative pattern reported in recent studies ((Siddiqi et al., 2024) and contrary to the reciprocity logic of SET. The combination of a positive POS → JS path, a non-significant JS → TI path, and a positive POS → TI path means that job satisfaction does not transmit the protective relationship expected from the literature in this sample. The direct coefficient may reflect transition-specific conditions, overlapping predictors, or statistical suppression and should not be interpreted as a causal adverse effect of organizational support.

Perceived fairness strongly predicts job satisfaction but has no significant direct association with turnover intention. The positive PF → JS relationship is consistent with evidence that organizational justice supports favourable work attitudes (Ho, 2025). Yet the non-significant PF → TI path differs from studies reporting meaningful justice–turnover relationships or indirect mechanisms through organizational climate and emotional labour (Ertemsir et al., 2024). In this sample, fairness appears more important for how employees evaluate their work than for whether they intend to leave (Nadeem-Uz-Zaman et al., 2022). The non-significant JS → TI path further explains why the indirect fairness coefficient is small, indicating that satisfaction-related mechanisms found in other settings do not automatically generalize to this post-investment context (Su et al., 2023).

Training and career development opportunities and perceived CSR were not significant direct predictors of turnover intention. The TCDO result suggests that development opportunities alone may be insufficient to explain withdrawal intention during organizational transition, even though recent research shows that investment in employee development can reduce turnover intention through affective commitment (Martini et al., 2023) and that organizational support for career development can operate indirectly through organizational commitment. The CSR result likewise indicates that responsible organizational practices may work through intermediate attitudes: recent studies link CSR to lower turnover intention through behavioural or commitment mechanisms (Lu et al., 2023), while (Al Shbail et al., 2025) also emphasizes mediated and moderated pathways. These findings are therefore more consistent with a mechanism-dependent interpretation than with the conclusion that development or CSR is irrelevant to retention.

Cross-cultural management practices also show a significant positive direct coefficient, opposite to H7 and to the literature-based expectation. Cross-border research emphasizes that effective communication supports integration (Wang & Schweizer, 2024), while cultural-capability studies show that cultural intelligence is associated with higher job satisfaction and lower intention to leave (AlMazrouei & Zacca, 2021). One plausible explanation for the positive coefficient is an exposure effect: organizational units experiencing greater cross-cultural difficulty may receive more formal interventions, producing a positive cross-sectional association even when the practices are intended to improve adjustment. Another possibility is that practices exist formally but have not yet been experienced as sufficiently inclusive or responsive by local employees. Because the supplied output does not estimate the CCMP → JS path shown conceptually in Figure 1, longitudinal or expanded structural testing is needed before drawing conclusions about the satisfaction mechanism.

Finally, the workload-change coefficient to job satisfaction is positive, which differs from the adverse-demand mechanism proposed in the literature review. The construct label captures change in workload rather than workload overload; some employees may interpret additional responsibilities as challenge, learning, or involvement rather than purely as excessive demand. This distinction is important because recent workload research shows that the harmful turnover pathway often operates through exhaustion or strain rather than a universal direct effect (Chang et al., 2025). The positive WC → JS coefficient should therefore be interpreted according to the exact questionnaire wording and coding. At the same time, WC remains the strongest positive predictor of turnover intention, so workload-related change remains the clearest managerial signal in the structural model (Ertemsir et al., 2024).

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study set out to examine how organizational resources, work demands, cross-cultural management practices, and job satisfaction jointly explain turnover intention among Indonesian employees working in Chinese-invested companies, and the findings provide a mixed but theoretically meaningful answer to this question. Workload change emerged as the only predictor whose relationship with turnover intention was both statistically significant and consistent with the direction anticipated by Job Demands-Resources theory, confirming that escalating or poorly managed work demands remain a central mechanism driving employees' intention to leave during periods of post-investment organizational change. In contrast, perceived job security, perceived organizational support, and cross-cultural management practices did not behave as protective resources in the manner predicted by Social Exchange Theory and resource-based reasoning; their positive association with turnover intention indicates that these constructs did not function as retention mechanisms within this sample and should be understood as an empirical departure from theoretical expectation rather than proof

that support or security causes turnover. The model nonetheless performed well in explaining job satisfaction, with fairness and organizational support confirmed as meaningful job resources, which affirms the relevance of reciprocity-based reasoning for understanding satisfaction even where it does not extend cleanly to turnover intention itself. Because job satisfaction did not significantly predict turnover intention, the mediating role proposed for job resources and demands operating through satisfaction cannot be considered empirically established, and the cross-cultural management to job satisfaction pathway suggested by the literature remains theoretically plausible but empirically untested in this dataset. Taken together, these results contribute to industrial engineering and organizational behavior scholarship by demonstrating that retention during cross-border investment transitions cannot be assumed from the mere presence of supportive policies or favorable perceptions of security and cultural management; rather, retention appears to be more directly governed by how employees experience changes in workload and task demands, underscoring the need for demand-centered rather than purely resource-centered models when studying turnover in cross-cultural, post-acquisition work environments.

**Limitations**

This study has several limitations. First, the cross-sectional and purposive sampling design conducted on Indonesian employees in Chinese-invested companies during a specific period means that the findings reflect this particular context and cannot yet be generalized to all industrial sectors, ownership structures, or regions, nor can they establish causal ordering among the variables studied. Second, the study relied on a defined set of self-reported perceptual variables, namely job security, organizational support, fairness, workload change, cross-cultural management practices, and job satisfaction, while other factors that may influence turnover intention, such as compensation structure, leadership style, or external labor market conditions, were not included in the model. Third, the analysis did not stratify results by sector or company, and the supplied indirect-effect estimates did not include bootstrapped confidence intervals or significance values, which limits the ability to confirm mediation statistically. Fourth, the research approach captured employee perceptions at a single point in time and therefore did not fully account for how these relationships may evolve throughout the longer trajectory of post-investment organizational adjustment. The findings should accordingly be interpreted within the specific scope, sample, and measurement limitations of this study.

**Recommendations**

Future studies should broaden the scope of research objects by including employees from multiple sectors, ownership types, and company sizes, increase the sample size to improve statistical power, and adopt a longer or multi-wave observation period to capture how turnover-related relationships change as cross-cultural integration matures over time. Researchers should also include additional relevant variables, such as leadership style, compensation fairness, and labor market alternatives, to develop a more comprehensive explanatory model of turnover intention in cross-border investment settings. Item-level coding and wording should be re-examined prior to replication, particularly for constructs that produced theoretically unexpected signs, and complete bootstrapped indirect-effect reporting should be provided to allow proper evaluation of mediation. The cross-cultural management practices to job satisfaction pathway suggested by the literature should be directly estimated in future models rather than left implicit. Different analytical methods, such as Structural Equation Modeling (SEM), System Dynamics, Artificial Intelligence-based predictive approaches, or a longitudinal research design, may also provide a deeper and more dynamic understanding of how organizational resources, work demands, and cross-cultural management jointly shape

employee retention in Chinese-invested companies and similar cross-cultural organizational contexts.

**Author Contributions**

All authors made significant contributions to this study. These contributions included research conceptualization, development of the theoretical framework, data collection, data analysis, interpretation of results, manuscript preparation, scholarly revision, and final approval of the manuscript for publication. All authors confirm that they have read and approved the final version of the article.

**AI Disclosure Statement**

While drafting this manuscript, the author used [Name of AI Tool/Service] for [purpose of use, e.g., grammar editing/translation]. The author has thoroughly reviewed and edited the content and takes full responsibility for the entire content of this publication. **(If using AI):**

The author declares that this research manuscript was prepared, researched, written, and edited independently without the use of artificial intelligence (AI) technology or techniques. **(If NOT using AI):**

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