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Strengthening Intention To Stay In Era Of Industry 4.0 Role Of Employe Skills And Mental Health In The Digital Work

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Abstract

In the era of Industry 4.0, manufacturing enterprises face immense pressure to balance operational efficiency with aggressive digital adaptation, frequently inducing psychological strain on employees. This study aims to analyze strategies for strengthening employee intention to stay, focusing on the roles of employee skills and mental health, with digital transformation serving as a mediating variable. Utilizing an explanatory quantitative research design, data were collected from 125 employees at PT Safelock Medical who have at least one year of tenure and actively operate the Accurate Online system. Sampling was executed via an incidental technique, and structural model assessment was performed using the SEM-PLS method through SmartPLS 4.0 software. The empirical findings reveal that both employee skills and mental health exert a direct, positive, and significant impact on the intention to stay. Furthermore, mental health demonstrates a substantially stronger influence on digital transformation compared to technical skills. However, structural hypothesis testing indicates that digital transformation does not significantly influence the intention to stay within this specific framework. Practically, the study highlights that human factors override isolated technological integration, advising PT Safelock Medical to prioritize comprehensive well-being programs to anchor its workforce.

INTRODUCTION

In the era of Industry 4.0, the manufacturing sector faces a dual pressure: the relentless demand for high production efficiency and the absolute necessity for rapid technological adaptation. While digitalization promises streamlined operations, this fast-paced phenomenon often results in a psychological side effect known as "digital stress." In the manufacturing context, the primary bottleneck to successful digital transition lies not in the sophistication of the hardware, but in human resource readiness.

This competency gap is particularly evident in the Indonesian industrial landscape. Early observations in regional manufacturing centers revealed that only 24.5% of employees possessed the necessary computer operational skills, creating a significant bottleneck in technology acceleration (Arifin et al., 2024; Roosdhani et al., 2012). Furthermore, a widespread lack of technical understanding frequently leads to a perception that digital tools are too difficult or financially "expensive" to implement, heavily hindering organizational transitions.

Driven by a domestic digital creative sector growing at 7% annually and e-commerce platforms reaching nearly 100 million quarterly visits, Indonesia's digital landscape has become intensely competitive. This hyper-competitive environment necessitates a strategic shift in the medical device manufacturing industry, where technical adoption must be carefully balanced with workforce agility to mitigate the effects of market instability (Arifin et al., 2024). When

organizations rush to adopt new technologies without addressing deep-rooted competency gaps, they inadvertently trigger job dissatisfaction and turnover intention among their workforce.

Consequently, the success of a digital transition is highly dependent on a holistic view of employee literacy—encompassing digital proficiency, financial literacy, and entrepreneurial mindsets that enable effective risk management (Faqih, Riyoko, & Ali, 2024). Within this framework, mental health serves as a critical psychological buffer. Prioritizing mental well-being is no longer merely a social gesture; it is an economic and strategic necessity to mitigate turnover intentions and ensure long-term employee retention (Riyoko, 2022).

Despite the wealth of research on digital tools, a critical research gap remains regarding the integrated impact of technical upskilling and mental health resilience specifically within medical device manufacturing in Indonesia. Most existing studies focus on either technical proficiency or psychological strain in isolation. There is an evident lack of empirical evidence on how Digital Transformation specifically mediates the link between these two vital human factors and long-term employee retention at firms like PT Safelock Medical. Therefore, this study aims to bridge this gap by examining the holistic interplay between employee skills, mental well-being, and organizational stability.

According to the Dynamic Capabilities View (DCV), an organization's competitive edge rests on its capacity to continuously reconfigure, update, and align its internal competencies with changing environments. In this study, Employee Skills represent the core human asset within this dynamic capability framework. When workers master digital tools like Accurate Online, their self-efficacy improves, enabling them to view technological changes as opportunities for career growth rather than threats. Consequently, higher digital proficiency cements their organizational commitment, directly reducing turnover intentions. As argued by Baiyere et al. (2024), digitalization necessitates continuous upskilling; when employees perceive themselves as competent, they view their roles as a personal investment for future career viability. This is further supported by Höyng and Lau (2023), who emphasize that "intentional digital readiness" is heavily driven by proactive personalities and a growth mindset. When an organization provides active developmental support, employees exhibit higher professional security, leading them to perceive staying with the company as a strategic move to bolster their own competitiveness.

Strengthening technical skills alone is insufficient to guarantee organizational stability. The 'change journey' toward digitalization often evokes severe stress and negative emotions, as uncertainty in organizational sensemaking may jeopardize employees' established work identities (Van Der Schaft et al., 2024). This susceptibility is further exacerbated by the emergence of technostress, where intensive digital engagement leads to work exhaustion and a significant work-life imbalance (Molino et al., 2020).

Such conditions are frequently intensified by the phenomenon of job enlargement—a common byproduct of Industry 4.0's push for operational flexibility. While job enlargement can potentially increase employee cross-functional competence, it also risks triggering severe fatigue and diminishing motivation if not managed through a holistic approach to employee well-being. According to Fadjarini, Widiantoro, and Rizqia (2026), the dynamic of employee well-being in high-pressure industrial environments is dualistic: it can either foster a sense of professional pride or lead to profound psychological strain, depending entirely on the clarity of communication and the adequacy of institutional support systems.

To explain the psychological dimensions of digital shifts, this study applies the Job Demands-Resources (JD-R) Theory. The rapid adoption of Industry 4.0 technologies increases

cognitive job demands, which can lead to technostress and work exhaustion. Within the JD-R model, psychological well-being and emotional stability function as vital personal resources. Workers equipped with resilient mental health can successfully process the pressures of digital transition, acting as a buffer that translates technological stress into professional pride, which ultimately anchors top talent within the firm. Fostering an environment where employees can effectively balance professional demands with personal well-being significantly enhances individual performance (Azahra & Nurhasan, 2025). Ultimately, marketing innovation and digital agility can only reach their full potential to increase business performance when human capital is psychologically prepared to manage these structural changes.

The success of digital reconfiguration is also deeply tethered to the fundamental framework of Occupational Safety and Health (OSH) policies. As highlighted by Wardaningtyas and Khakim (2025), the implementation of OSH is not merely a regulatory compliance obligation, but a strategic commitment to enhancing productivity and the overall quality of worker life. Empirical observations at firms like PT Gramasurya, for instance, revealed a significant gap between formal safety policies and actual field practices, often due to inconsistent supervision and uneven training distribution. This underscores that without a disciplined safety culture and adequate infrastructure, the 'digital journey' may be severely compromised by operational risks. Therefore, integrating robust safety management into the digital transformation process is essential to ensure that employees feel both physically and psychologically secure while navigating new technical demands.

Digital Transformation acts as the core mediating mechanism in the relationship between human capability and organizational retention. It reconfigures work processes to be more measurable, transparent, and efficient; however, its ultimate impact on an employee's Intention to Stay is highly contingent on leadership behavior and the surrounding workplace environment.

Table 2.1 Statements

Dimension	Role in Digital Transformation	Impact on Retention
Digital Leadership	Fosters digital confidence and intrinsic motivation (Mamdouh et al., 2025).	Reduces anxiety, builds trust, and anchors top talent.
Flexible Work (WFH)	Optimizes work-life balance even in manufacturing-support roles (Susilo, 2020)	Boosts job satisfaction and buffers technostress.

Mamdouh et al. (2025) demonstrate that digital leadership significantly impacts performance by fostering digital confidence and intrinsic motivation rather than relying on top-down coercion. Furthermore, the shift toward Industry 4.0 has popularized flexible work arrangements. A conducive Work From Home (WFH) environment can boost job satisfaction and motivation, even in manufacturing-support and administrative roles (Susilo, 2020). Manufacturing companies that successfully provide a healthy digital work environment are effectively "anchoring" their top talent by balancing high-tech operational demands with high-touch psychological and safety support systems.

Consequently, the following hypothesis is proposed:

H1: Employee Skills positively and significantly influences Retention Intention.

H2: Mental Health exerts a positive and significant impact on Retention Intention.

H3: Employee Skills positively and significantly affects Retention Intention through Digital Transformation.

H4: Mental Health positively and significantly affects Retention Intention through Digital Transformation.

H5: Digital Transformation positively and significantly influences Retention Intention.

METHODS

According to Schiuma, Schettini, and Carlucci (2023), direct impact testing aims to identify independent variables that fundamentally drive dependent variables without the intervention of other factors. In the context of competence, asserts that investment in employee skills generates added value that fosters organizational loyalty. Mental health is perceived as psychological capital that determines employee resilience. Van der Schaft et al. (2022) emphasize that emotional stability functions as a buffer against work pressure, while Wright and Terwilleger (2020) state that high mental well-being correlates directly with long-term commitment due to the alignment between personal health and corporate objectives.

Huda, Fikri, and Sari (2024) elucidate that a mediating variable functions as an internal mechanistic link, explaining the process through which an independent variable influences a dependent one. Regarding skills, argue that digital transformation is only effective when driven by adequate human resource competencies. This is further corroborated by Sousa and Rocha (2019), who found that technological mastery via digital transformation fosters a competitive work environment, which ultimately incentivizes employee retention. Furthermore, mental health serves as a catalyst for technology acceptance. Nimrod (2022) asserts that psychological well-being enables seamless technological adaptation, while Bakker and Demerouti (2023), within the framework of the JD-R theory, emphasize that personal resources—specifically mental health—facilitate successful organizational transformation, thereby enhancing employee retention.

Validating the structural framework of a model necessitates an empirical assessment of the direct effects of intervening variables, consistent with the recommendations of Bencsik & Csaranko (2023). Previous research by Westerman et al. (2014) indicates that digitalization effectiveness exerts a substantial influence on employee engagement. Furthermore, Parviainen et al. (2017) demonstrate that successful digital transformation modernizes organizational workflows, which in turn diminishes employee turnover intention.

This study employs an explanatory quantitative research design. The research population consists of employees at PT Safelock Medical who actively interact with digital systems in their daily operations, specifically utilizing the Accurate Online software.

The population of this study comprised all employees of Safelock Medical, totaling 941 individuals based on employment data as of November 30, 2025. The population distribution included 14 expatriates, 50 employees in Jakarta, 177 in Jepara, 619 in Klaten, and 71 field marketing staff. From a population of 941, Through purposive sampling, 125 respondents—criteria being a minimum of one year of tenure and experience with the Accurate Online system—were recruited. This figure exceeds the minimum criteria for SEM-PLS analysis according to Hair, Hult, Ringle, and Sarstedt (2021).

RESULTS AND DISCUSSION

Convergent Validity (Outer Model)

The convergent validity was evaluated based on the measurement of each construct indicator. Following Chin (2015), indicators are categorized as valid when the value is greater than 0.70, though loading factors between 0.50 and 0.60 remain sufficient. Indicators failing to meet the minimum threshold of 0.50 are subsequently dropped from the model.

Table 4.1 Statements

Variable	STATEMENTS Statements	Reference
Intention To Stay	1. physicians rated if they would recommend work and training in their clinic as well as their intention to stay 2. adequate staff and technical capacity and reliable task scheduling. 3. Providing a good working environment 4. Regard of personal goals 5. Opening career perspectives	Hasebrook, J., et al. (2023)
Digital Transformation	1. Our leaders inspire all members with the digital transformation plans for our organisation. 2. Our leaders provide a clear digital transformation vision for the organisation's members to follow. 3. Our leaders motivate team members to work together for the same digital transformation goals. 4. Our leaders encourage all members to achieve digital transformation goals for our organisation. 5. Leaders in my organisation act by considering the digital transformation beliefs of all members. 6. Our leaders stimulate all members to think about digital transformation ideas	Kludacz-Alessandri, M., et al. (2025)
Employe Skills	1. Current work ability compared with the lifetime best	Abdelrehim, M.G., et al. (2021)

	2. Subjective current work ability as regards to the physical and mental demands of work 3. The number of diseases diagnosed by a physician 4. Estimated work impairment due to diseases 5. Sick leave in the past 12 months 6. Personal prognosis of work ability in the next two years 7. Mental resources in the past few months.	
Mental Health	1. The design and content of tasks are friendly at your workplace 2. Work-related values at the workplace are appropriate and promote your mental health 3. Work-life balance 4. The attitudes of your co-workers are positive toward you 5. Availability and access to personal health resources at the workplace	Gwain, G.C., et al. (2022)

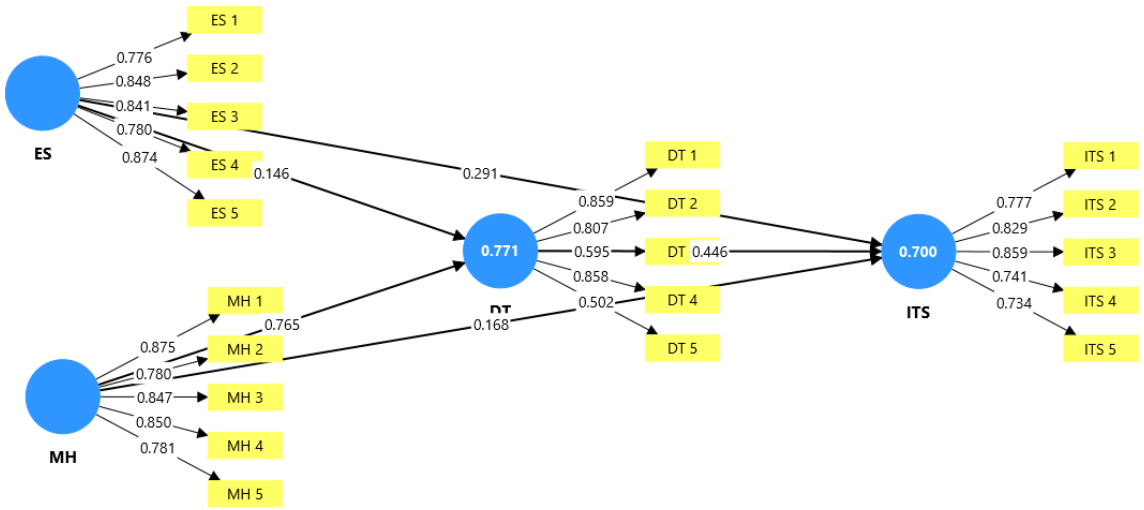

Figure 4.1 PLS Algorithm Model

Source: SEM-PLS Data Management Results (2025)

The results indicate that all research indicators exhibit outer loading values exceeding 0.70. The highest values are observed in indicators MH 1 (0.875) and ES 5 (0.874), while the lowest values are found in ITS 4 (0.741) and ITS 5 (0.734). According to the criteria established by Hair et al. (2021), an indicator possesses satisfactory convergent validity if its loading factor exceeds 0.70. Consequently, all indicators in this model are deemed valid and appropriate for further analysis.

R-Square (R^2) Value Test

The R-Square (R^2) value is a statistical measure used to evaluate the structural model (inner model). This value indicates the model's predictive power and serves as a Goodness of Fit test to

determine the extent to which independent (exogenous) variables explain the variance of the dependent (endogenous) variable.

Table 4.2. R Square

	R-Square Test Results (R^2)	
	R- Square	**R- square adjusted**
DT	0.918	0.917
ITS	0.660	0,652

Source: SEM-PLS Data Management Results (2025)

Digital Transformation yielded an adjusted R-square of 0.918, suggesting that 91.8% of its variability is explained by Employee Skills and Mental Health. Consequently, the remaining 8.2% is influenced by external factors beyond the scope of this research.

The structural model yields an Adjusted R^2 of 0.652 for the Intention to Stay (ITS) construct. This suggests that 65.2% of the variance in ITS is collectively explained by Employee Skills, Mental Health, and Digital Transformation. According to established benchmarks (where $R^2 > 0.50$ is considered substantial), a value of 0.652 indicates strong predictive relevance. Conversely, the remaining 34.8% is attributable to exogenous factors not captured in this model, including organizational policy and compensation schemes. With Digital Transformation (DT) acting as a mediator.

Table 4.3. Hypothesis

Hypothesis	**Original sample (O)**	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
DT -> ITS	0.148	0.135	0.199	0.743	0.457
ES -> DT	0.220	0.222	0.037	5.959	0.000
ES -> ITS	0.321	0.321	0.101	3.170	0.002
MH -> DT	0.784	0.783	0.031	25.297	0.000
MH -> ITS	0.398	0.408	0.194	2.054	0.040

Source: SEM-PLS Data Management Results (2025)

H1: DT rightarrow ITS (P-value: 0.457). Decision: Rejected. There is no significant relationship between Digital Transformation (DT) and Intention to Stay (ITS) at the 5% significance level. H2: ES rightarrow DT (P-value: 0.000). Decision: Accepted. Employee Skills (ES) has a highly significant and positive relationship with Digital Transformation (DT). The path coefficient of 0.220 indicates a positive influence. H3: ES rightarrow ITS (P-value: 0.002).

Decision: Accepted. There is a highly significant and positive relationship between Employee Skills (ES) and Intention to Stay (ITS). The coefficient value of 0.321 signifies a positive impact. H4: MH rightarrow DT (P-value: 0.000). Decision: Accepted. Mental Health (MH) demonstrates a highly significant and positive relationship with Digital Transformation (DT). With a coefficient of 0.784, this variable exerts the strongest influence among all tested pathways. H5: MH rightarrow ITS (P-value: 0.040). Decision: Accepted. There is a significant and positive relationship between Mental Health (MH) and Intention to Stay (ITS). Of the five hypotheses tested, four were supported (ES -> DT, ES -> ITS, MH -> DT, MH -> ITS), indicating that Employee Skills (ES) and Mental Health (MH) significantly influence Digital Transformation (DT) and Intention to Stay (ITS). Conversely, the hypothesis DT -> ITS was rejected, signifying that Digital Transformation does not exert a significant impact on Intention to Stay within this model. The results for the fifth hypothesis (H5) further confirm that Digital Transformation lacks a significant effect on Intention to Stay. This finding aligns with the argument by Tarafdar et al. (2007) that technology serves as a double-edged sword; while it enhances efficiency, it may concurrently induce occupational stress if not managed with an orientation toward employee well-being. This explains why Mental Health (H2) and Employee Skills (H1) emerge as substantially stronger and more significant predictors of employee retention than mere digital implementation, as technological proficiency can essentially be acquired over time.

Empirical analysis demonstrates that employee skills exert a positive and significant influence on the intention to stay. This finding suggests that enhanced proficiency—specifically in navigating digital platforms like Accurate Online—correlates with a heightened commitment to remain with the organization. This aligns with Schiuma et al. (2023), who argue that technical mastery mitigates resistance and anxiety toward organizational change. Additionally, this study corroborates Cascio's (2019) assertion that skill-based investments generate significant intangible value, leading employees to perceive a professional disadvantage should they exit the firm.

The results of the analysis indicate that mental health has a positive and significant effect on the intention to stay. Emotional stability and psychological well-being are proven to be the primary foundations for employees to remain committed to the organization. Consistent with Van der Schaft et al. (2022), mental health serves as a buffer that enhances employee resilience against digital work stressors. Employees with good mental health tend to exhibit higher affective commitment, thereby reducing turnover intention.

Results of the mediation analysis reveal that Employee Skills exert a positive and significant influence on Intention to Stay, mediated by Digital Transformation. This finding suggests that employee proficiency is a critical driver for successful digital initiatives. Corroborating Kane et al. (2015), digital strategies yield success only if underpinned by adequate talent. As employees successfully navigate digital transformation, the resulting modern and streamlined workplace elevates their perceived competence, which subsequently bolsters their commitment to stay with the firm.

The empirical findings indicate that Mental Health exerts a positive and significant influence on Intention to Stay, with Digital Transformation serving as a mediating variable. Stable psychological well-being allows employees to embrace technological advancements with receptivity. Consequently, this psychological readiness facilitates a seamless digital transition. A transformation process devoid of substantial psychological resistance fosters a supportive work climate, which effectively enhances long-term employee commitment to the organization.Impact Digital Transformation terhadap Intention to Stay

The structural model assessment confirms that Employee Skills (β beta = 0.321, p = 0.002) and Mental Health (β beta = 0.398, p = 0.040) directly and significantly bolster the Intention to Stay. This validates the core premises of both the Dynamic Capabilities View and the JD-R theory. Specifically, mental health exhibits a higher path coefficient, emphasizing that psychological capital and emotional resilience are the primary foundations of organizational retention when facing disruptive digital demands.

In contrast to the other hypotheses, Interestingly, the path from Digital Transformation to Intention to Stay was statistically rejected (β beta = 0.148, p = 0.457). This crucial finding indicates that digital transformation, despite its structural robustness (R^2 = 0.918), is not an independent retention driver. Through the lens of the JD-R framework, isolated technology implementation devoid of human-centric support systems shifts from being an organizational resource into an overwhelming job demand, resulting in cognitive and psychological burdens. Therefore, digital transformation only positively influences retention when paired with highly developed human assets—namely, advanced technical skills and a resilient, mentally healthy workforce.

Although the digital transformation process—exemplified by the implementation of Accurate Online demonstrates high robustness (R^2 = 0.918), its presence in isolation is insufficient to foster employee retention. This phenomenon can be elucidated through the lens of technostress as argued by Tarafdar et al. (2007); if technology is perceived merely as an operational tool devoid of human-centric support, digitalization may instead impose a cognitive or psychological burden. This finding underscores that digitalization impacts retention only when coupled with adequate skills and stable mental health, rather than simply substituting manual systems with digital ones.This study successfully demonstrates that human factors (skills and mental health) are far more dominant in determining employee retention than technological factors alone. While technology serves as a facilitator, employee commitment remains fundamentally rooted in individual capacity and psychological well-being.

DISCUSSION

The Impact of Employee Skills on Intention to Stay

Empirical analysis demonstrates that employee skills exert a positive and significant influence on the intention to stay. This finding suggests that enhanced proficiency—specifically in navigating digital platforms like Accurate Online—correlates with a heightened commitment to remain with the organization. This aligns with Schiuma et al. (2023), who argue that technical mastery mitigates resistance and anxiety toward organizational change. Additionally, this study corroborates Cascio's (2019) assertion that skill-based investments generate significant intangible value, leading employees to perceive a professional disadvantage should they exit the firm.

The Impact Mental Health on Intention to Stay

The results of the analysis indicate that mental health has a positive and significant effect on the intention to stay. Emotional stability and psychological well-being are proven to be the primary foundations for employees to remain committed to the organization. Consistent with Van der Schaft et al. (2022), mental health serves as a buffer that enhances employee resilience against digital work stressors. Employees with good mental health tend to exhibit higher affective commitment, thereby reducing turnover intention.

The Impact of Employee Skills on Intention to Stay: The Mediating Role of Digital Transformation

Results of the mediation analysis reveal that Employee Skills exert a positive and significant influence on Intention to Stay, mediated by Digital Transformation. This finding suggests that employee proficiency is a critical driver for successful digital initiatives. Corroborating Kane et al. (2015), digital strategies yield success only if underpinned by adequate talent. As employees successfully navigate digital transformation, the resulting modern and streamlined workplace elevates their perceived competence, which subsequently bolsters their commitment to stay with the firm.

The Impact of Mental Health on Intention to Stay Mediated by Digital Transformation

The empirical findings indicate that Mental Health exerts a positive and significant influence on Intention to Stay, with Digital Transformation serving as a mediating variable. Stable psychological well-being allows employees to embrace technological advancements with receptivity. Consequently, this psychological readiness facilitates a seamless digital transition. A transformation process devoid of substantial psychological resistance fosters a supportive work climate, which effectively enhances long-term employee commitment to the organization.Pengaruh Digital Transformation terhadap Intention to Stay

In contrast to the other hypotheses, the empirical results indicate that Digital Transformation does not exert a significant direct influence on Intention to Stay (H5 is rejected). Although the digital transformation process—exemplified by the implementation of Accurate Online demonstrates high robustness (R2 = 0.918), its presence in isolation is insufficient to foster employee retention. This phenomenon can be elucidated through the lens of technostress as argued by Tarafdar et al. (2007); if technology is perceived merely as an operational tool devoid of human-centric support, digitalization may instead impose a cognitive or psychological burden. This finding underscores that digitalization impacts retention only when coupled with adequate skills and stable mental health, rather than simply substituting manual systems with digital ones.This study successfully demonstrates that human factors (skills and mental health) are far more dominant in determining employee retention than technological factors alone. While technology serves as a facilitator, employee commitment remains fundamentally rooted in individual capacity and psychological well-being.

CONCLUSION

This study concludes that human factors, represented by employee skills and mental health, are the primary determinants in strengthening employee intention to stay in the Industry 4.0 era. Empirically, both employee skills and mental health are proven to have a positive and significant direct influence on the intention to stay at PT Safelock Medical. These findings emphasize that mastery of technical skills within digital systems—such as Accurate Online—and psychological stability foster a sense of security and strong affective commitment to the organization. Furthermore, digital transformation serves as a significant mediating variable linking competence and mental health to employee retention. Mentally healthy and highly skilled employees are capable of adopting new technologies seamlessly without substantial psychological barriers, thereby fostering a productive and efficient digital work environment.

Interestingly, the results indicate that digital transformation lacks a direct significant impact on employee retention intention, leading to the rejection of H5. This suggests that digital integration is not a standalone retention driver. Absent a focus on human-centric welfare, digitalization might inadvertently induce technostress. Therefore, effective retention strategies in the digital age necessitate a dual approach: harmonizing technological imperatives with the development of personal competencies and robust mental health support.

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