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Turnover Intention of PT ABC Employees: Is there a Role of Organizational Commitment and Job Satisfaction as a Mediator ?

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ABSTRACT

Companies that have high turnover will have a negative impact, such as companies having to spend quite a lot of money to find new workers and train existing workers to replace employees who have left. The purpose of this study was to determine the influence of turnover intention of PT ABC employees which is influenced by organizational commitment with job satisfaction as a mediator. The subjects of this study were 205 PT ABC employees, the sample was taken using a saturated sampling technique and the data collection method used the *turnover intention scale*, organizational commitment scale and job satisfaction scale. The results showed that there was a significant positive influence of organizational commitment on employee job satisfaction, there was a negative influence of organizational commitment on turnover intention, there was a significant positive influence of job satisfaction on turnover intention, organizational commitment had a significant influence on reducing turnover intention through job satisfaction as a mediator

INTRODUCTION

The world of work in the current era of globalization is facing increasingly competitive competition. This encourages companies to maximize all available resources, both in the form of capital and work facilities. The success of a company depends greatly on how the company manages its resources, especially human resources, namely employees. As stated by Sinambela (2017), employee capabilities are a major factor for every organization, because they are closely related to their performance in supporting the progress of the organization where they work. Companies need to have good management and view employees as important assets in the organization. Employees play a vital role as planners, thinkers, and controllers of various organizational activities (Analisa, 2011). However, company performance can decline due to various factors, including employee behavior, one of which is turnover intention or the desire to leave the company, which often leads to the decision to resign. This phenomenon is a major challenge for companies, considering that employees are investments that have a significant influence on the effectiveness and efficiency of the organization. According to Ardan and Jaeleni (2021), *turnover intention* is the tendency or intention of employees to leave their jobs voluntarily based on personal decisions. Meanwhile, Mobley (in Ardan & Jaeleni, 2021) defines turnover intention as the result of an individual's evaluation of the continuation of their relationship with the company where they work.

Based on the results of a Mercer survey, companies in Southeast Asia, including Indonesia, face challenges in retaining employees. This can be seen from the high employee turnover rate in Indonesia, which in 2013 reached 25.8%, placing it as the country with the third highest turnover rate in Southeast Asia (Hay Group, 2013). Data from the Central Statistics Agency (BPS) shows an increase in the proportion of employees who resigned, from 5.14% in 2019 to 7.56% in 2020. In addition, based on the results of observations and interviews with HRD PT X in August 2024, researchers found problems faced by employees, such as a fairly high

turnover rate. In one month, there are around 10-20 employees who submit their resignations in a relatively short time. This involves both new employees who have not completed a three-month probation period, as well as employees who have worked for quite a long time. According to Widodo (2010), *turnover intention* in individuals is reflected in the desire to find a new job that is considered better elsewhere or a plan to leave the organization within a certain period of time, such as three months, six months, one year, or two years in the future. Winda's research (2015), in this study, found that the company's *turnover* rate reached 24.03% per year, which is considered very high because it exceeds the maximum limit of the company's *turnover*, which is 2% per month or 24% per year. The results of a study conducted by Krismoko (2022) revealed that *turnover intention* among employees in the financial services sector is a significant issue, with the employee turnover rate recorded as the highest in the company, reaching 13.03% in 2022. This is supported by the results of a study conducted by Chandra (2014), based on a survey from *the Towers Watson Global Workforce Study* in 2014, showing that 70% of companies in Indonesia consider their biggest challenge to be retaining employees. This finding reflects the organization's concern about the high employee *turnover rate* that can affect the productivity and stability of the company.

The phenomenon of *turnover intention* (employee desire to leave the company) requires serious attention because it can have a negative impact on the organization. These impacts include increased costs for the recruitment and training of new employees, decreased productivity due to the time required to train new workers, decreased morale of employees who remain, and high desire to move which can reduce the effectiveness of the organization. In addition, the company also loses the benefits of experienced employees, which can affect the overall performance of the company. *Turnover intention* is the process of individual evaluation related to the desire to leave the current job and seek employment opportunities elsewhere. This process involves thoughts about quitting, seeking alternative

employment, and the final decision to resign (Mobley, 1977). *Turnover intention* is the employee's desire to leave the organization, which is usually influenced by the level of job satisfaction, organizational commitment, and perceptions of employment opportunities outside the company (Robbins & Judge, 2013). *Turnover intention* is the intention or tendency of employees to leave their jobs which is influenced by various factors such as job satisfaction, recognition, development opportunities, and interpersonal relationships within the organization (Price, 2001). *Turnover intention* is a desire characterized by behavior such as frequent absences, arriving late, and decreased commitment to work, which can lead to the decision to leave the organization (Siagian, 2002). *Turnover intention* refers to a series of actions carried out by individuals as a step towards a decision to leave an organization, which is caused by dissatisfaction or better opportunities outside (Glebbeek & Bax, 2004). According to Mobley (1986), he explained three aspects of *turnover intention*, these aspects are *thinking of quitting*, *intention to search*, *intention to quit*. Increasing turnover that occurs in the company but the emergence of factors that influence the occurrence of *turnover intention*. Mobley (1986) stated that *turnover intention* is influenced by various factors, including organizational commitment, employee level of attachment and loyalty to the organization influencing their intention to continue working. Job satisfaction, Employees who are dissatisfied with their jobs or work environment tend to have the intention to leave the company. External job opportunities, employees who see many other job opportunities outside the company tend to have a higher desire to leave. This research will focus on *turnover intention factors*, namely organizational commitment and job satisfaction.

Organizational commitment and job satisfaction are two factors that influence *turnover intention* in a company, especially in employees of PT. X who are experiencing high *turnover*. Based on the phenomena and data from previous research results, the researcher is interested in conducting a study entitled "*Turnover intention* influenced by

organizational commitment with job satisfaction as a mediator."

The data analysis technique used in this study used path analysis. According to Sugiyono (2017), path analysis is a technique used to test the causal relationship between variables arranged in a structural model. The regression analysis process is carried out in two stages. The first stage aims to measure the extent to which the independent variable influences the mediating variable. Next, the second stage is carried out to assess the relationship between the independent variables and the dependent variables in order to understand the pattern of relationships between variables in the research model. This data analysis will be carried out with the help of the *Jeffrey's Amazing Statistics Program (JASP) for Windows* program.

METHOD

Types of Research

This study uses quantitative methods. According to Sugiyono (2017), quantitative research methods are approaches based on the philosophy of positivism and are applied in studies of certain populations or samples. Data collection is carried out using research instruments, while data analysis is quantitative or statistical with the main aim of testing the established hypothesis.

Research Subject

Population

The population in this study were all employees of PT. ABC, totaling 205 employees. According to Sugiyono (2019), Population is a generalization of an area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

Research Sample

The sample in this study was all employees of PT. ABC, totaling 205 employees who were actively working. The type of sampling is saturated sampling, saturated sampling is a sampling technique in which all members of the population are sampled (Sugiyono, 2019).

Of the total 205 respondents involved in this study, There are 106 people or 51.7 % with male gender, while 99 people or 48.3% with female gender

. This data shows that respondents based on work period within 3-6 months amounted to 38 people with a percentage of 18.5%, respondents with work period of 1-5 years amounted to 149 people with a percentage of 72.7% and respondents with work period of 10-30 years amounted to 18 people with a percentage of 8.8%. All respondents who have the longest working period are in the work period of 1 year to 5 years to survive.

Research Instruments

Turnover Intention Scale: The *turnover intention* scale was created by researchers with reference to aspects and indicators from Mobley (1986), which consists of three aspects, namely: (1) *Thinking of quitting*, employees who may have thought about leaving their jobs and the organization where they work. (2) *Intention to search*, employees make efforts, by looking for alternative jobs outside the organization where they currently work or trying to find job vacancies in the information media. (3) *Intention to quit*, employees have the desire to end their relationship with the company where they currently work in the near future. The *Turnover Intention Scale* contains the three aspects mentioned above, so the researcher compiled a turnover intention scale with 12 items with the test results obtained a score of $\alpha = 0.902$ which means that the *turnover intention scale* has a relatively high reliability.

Organizational Commitment Scale: Organizational commitment in this study was measured using a scale that had been adapted into Indonesian which was initiated by Allen & Meyer (1997) developed based on the following aspects: (1) *Affective Commitment*, namely affective organizational commitment is a state in which employees want to do something for the organization. (2) *Normative Commitment*, namely normative organizational commitment, is a state in which there is something that they should (*ought*) do for the organization. (3) *Continuance Commitment*, namely continuous organizational commitment, is a state in which employees need (*need*) to do something for the organization. The organizational commitment scale has 24 items which were taken by researchers from the original scale initiated by Allen & Meyer (1997), with the test results obtaining a score of $\alpha = 0.839$ which means

the organizational commitment scale has a relatively high reliability

Job Satisfaction Scale: This study uses a job satisfaction scale in this study measured using a scale that has been adapted into Indonesian which was initiated by Spector (1997) including: (1) Salary : Assessing the extent to which employees feel satisfied with the salary received, including the salary increase given. (2) Promotion: Measuring the level of employee satisfaction with promotion policies and opportunities to get them. Promotions must be carried out fairly, providing equal opportunities for high-achieving employees. (3) Superiors: Evaluating employee satisfaction with their leaders. Employees tend to be more satisfied with superiors who are supportive, understanding, warm, friendly, give appreciation for performance, and focus on employee needs (*employee-centered*) compared to superiors who are indifferent, rude, and only oriented towards work (*job-centered*). (4) Additional Benefits: Assessing the level of employee satisfaction with additional benefits provided by the company, which should be given fairly and proportionally. (5) Awards: Measuring employee satisfaction with awards received based on their work results. (6) Work Procedures and Regulations: Assess employee satisfaction with workplace procedures and regulations, such as bureaucracy and workload, which can affect work comfort. (7) Coworkers: Measure employee satisfaction with interpersonal relationships with coworkers, such as harmonious and complementary relationships. (8) Job Type: Assess satisfaction with aspects of the job itself, such as task variety, responsibility, autonomy, job enrichment, complexity, and suitability of the job to the individual's values and conscience. (9) Communication: Assess the extent to which effective communication within the company helps employees understand tasks, obligations, and dynamics that occur in the work environment. The job satisfaction scale has 36 items that researchers took from the original scale initiated by Spector with test results obtained a score of $\alpha = 0.779$ which means that the job satisfaction scale has a relatively high reliability.

Likert scale , a technique for measuring attitudes, views, and perceptions of a society or group towards social phenomena, was used in this study. To complete the scale, respondents were asked to choose the statement that best describes their condition. Positive and negative comments were

used in this research methodology. SS (Strongly Agree), S (Agree), N (Neutral), TS (Disagree), and

STS (Strongly Disagree) are the five possible responses.

Normality Test

Table 1. Results of the Normality Test of Distribution
One Sample-Kolmogrov Smirnov Test

	Unstandardized Residual
N	205
Asymp. Sig. (2-tailed)	0.200

Source: Out(Put SPSS Version 27 IBM for Windows)

The *Asymp.Sig.* (2-tailed) value is 0.2 ($p > 0.01$). The decision-making criteria if *the Sig. value.* > 0.05 then the data is stated to be normally distributed. If the *sig. value* is less than 0.01 then the data is stated to be not normally distributed (Azwar, 2016). Thus, it can be

concluded that the research data is normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test

Variables	Tolerance	VIF
Organizational Commitment*	0.629	1,590
Job satisfaction	0.330	3,033

Source: Out(put SPSS Version 27 IBM for Windows)

The decision-making criteria use Tolerance values > 0.10 and $VIF < 10$, so the independent variables to be tested do not have symptoms of multicollinearity (Widana & Muliani, 2020) . Based on table 2, the organizational commitment variable obtained a *tolerance value* of 0.629 (Tolerance > 0.10) and a VIF value of 1.590 ($VIF < 10$). Then the

job satisfaction variable obtained a *tolerance* value of 0.330 (Tolerance > 0.10) and a VIF value of 3.033 ($VIF < 10$). Thus, it can be concluded that there are no symptoms of multicollinearity or intercorrelation between the organizational commitment variables (X1) and job satisfaction (Z).

Heteroscedasticity Test

Table 3. Heteroscedasticity Test

Variables	P	Conclusion
Organizational Commitment	0.720 >	There is no heteroscedasticity
Job satisfaction	0.091 >	There is no heteroscedasticity

Source: Out(Put SPSS Version 27 IBM for Windows)

Based on the results of the heteroscedasticity test through the glejser test on the variables above, it can be seen that the magnitude of the *sig. value* on each variable, namely the organizational commitment variable (X1) is 0.720 and the job satisfaction variable (Z) is 0.091. The value obtained is greater than 0.05 so it can be said that this analysis

shows that there is no heteroscedasticity in the regression model.

RESULTS AND DISCUSSION
Results

Regarding the results in this study, we will further present the average (mean) and standard deviation (SD) of each variable.

Table 4. Descriptive Statistical Test Results

Variables	Mean	Std. Deviation
<i>Turnover Intention</i>	32.76	10,892
Organizational Commitment	75.86	11,310
Job satisfaction	120.73	17,619

Source: Output SPSS Version 25 IBM for Windows

Regarding the level of *turnover intention* of respondents (Table 6), this study reported an average of M=32.76 and a standard deviation of SD=10.892. Regarding the level of organizational commitment, respondents in this study reported an average of

M=75.86 and a standard deviation of SD=11.310. Regarding the level of job satisfaction, respondents in this study reported an average of M=120.73 and a standard deviation of SD=17.169.

Table 5. Partial Test Results (First Hypothesis)

Model	T	Sig
Organizational Commitment to Job Satisfaction	4,221	<.001

Source: Jeffrey's Amazing Statistics Program

Based on the results of the hypothesis test, it shows that there is a significant influence of organizational commitment on employee job satisfaction. In the value coefficient *t* is 4.221 with a significance value on the organizational commitment variable of 0.001. A significance value of 0.001 indicates that the hypothesis is accepted. Meanwhile, the *t value* of 4.221 shows that the hypothesis of the

relationship is positive. with the conclusion that organizational commitment has a significant influence on increasing employee job satisfaction. This shows that the better the employee's organizational commitment to the company, the higher the level of employee job satisfaction.

Table 6. Results of the Second Hypothesis Test

Model	T	Sig
Organizational Commitment to Turnover Intention	-8,085	<0.001

Source: Jeffrey's Amazing Statistics Program

The results show that organizational commitment has a significant effect on employee turnover intention. The results of the hypothesis test

show a *t* of -8.085 with a significance value of 0.001. A significance value of 0.001 indicates that the hypothesis is accepted. Meanwhile, the *t value* of -

8.085 shows that the hypothesis of the relationship is negative. This means that organizational commitment has a significant influence on reducing turnover intention in the company. This means that

the higher the employee's organizational commitment to the company, the lower the turnover intention that occurs in the company.

Table 7. Results of the Third Hypothesis Test

Variables	T	Sig
Job Satisfaction on <i>Turnover Intention</i>	-2,056	<0.041

Source: Jeffrey's Amazing Statistics Program

The research results show that job satisfaction has an impact on employee turnover intention. The results of the hypothesis test showed a t value of -2.056 with a significance value of 0.041. The significance value of 0.041 indicates that the hypothesis is accepted. Meanwhile, the t value of -2.056 shows that the hypothesis of the relationship is

negative. therefore, it is concluded that the variable of job satisfaction has a significant influence to reduce turnover intention in the company. This shows that the increasing job satisfaction will have an effect to reduce employee turnover intention significantly.

Table 7. Results of the Fourth Hypothesis Test

Variables	T	Sig
Organizational Commitment to Turnover Intention through Job Satisfaction	-2,056	<0.041

Source: Jeffrey's Amazing Statistics Program

The results show that organizational commitment has a significant influence on reducing turnover intention through job satisfaction. The results of the hypothesis test showed a t value of 2.475 with a significance value of 0.013. The significance value of 0.013 indicates that the hypothesis is accepted. Meanwhile, the t value of 2.475 shows that the hypothesis of the relationship is positive. So, it can be concluded that the organizational commitment variable has a significant influence on reducing turnover intention through job satisfaction as a mediator. This shows that the increasing organizational commitment will have an effect on reducing employee turnover intention through job satisfaction significantly.

0.505 and $Z = -0.114$. So, the complete regression line equation can be written as follows: $Y = 20.351.X_1 + (-8.085)Z + -2.056$ Meaning: Without organizational commitment, job satisfaction turnover intention has a score of 88.170. Every additional 1 score of organizational commitment will decrease the turnover intention score by -0.505. Every additional 1 score of job satisfaction will decrease the turnover intention score by -0.114.

Discussion

The results of the first hypothesis in this study obtained that organizational commitment has a significant influence on job satisfaction. These results indicate that the increasing organizational commitment will influence increasing employee job satisfaction significantly. An organizational commitment that focuses on rewarding long-term experience and contribution will increase job

Equation produced in this study is $Y = \beta_0 X_0 + \beta_1 X_1 + Z$ with coefficients $\beta_0 = 88.170$; $\beta_1 = -$

satisfaction. However, if employees feel underappreciated or stagnant in their careers, satisfaction levels can decline.

This is explained by Meyer & Allen, (1991) that employees with high levels of affective commitment tend to feel more satisfied with their work because they have a positive sense of emotional attachment to the organization. High organizational commitment driven by mutually beneficial relationships will increase job satisfaction because employees feel appreciated and recognized by the organization (Blau, 1964).

Furthermore, the results of the second hypothesis in this study obtained that organizational commitment has a significant influence on *turnover intention*. This means that the increasing organizational commitment will significantly reduce employee *turnover intention*. Supported by the theory put forward by Meyer and Allen (1991), high affective commitment can reduce turnover because employees feel emotionally attached to the organization and are more motivated to stay.

Organizational commitment has a significant influence on *turnover intention* because the relationship between the two is very close (Sidharta & Margaretha, 2011; Sundari & Meria, 2022; Dewi, 2017; Satrio & Surya, 2018). Organizational commitment involves employees' emotional feelings towards the company. When an employee feels emotionally attached to an organization because of the company's values, goals, or culture, his or her desire to leave (*turnover intention*) tends to decrease. Conversely, low affective commitment can increase the intention to leave the organization.

Results of the third hypothesis This study found that job satisfaction has a significant influence on *turnover intention*. This means that the increasing job satisfaction will significantly reduce employee *turnover intention*. Mitchell (2001) Employees who feel "tied" to their jobs (eg through social relationships, career opportunities, or other reasons) feel more satisfied and less likely to have *turnover intention*. Similar research was conducted by Sutikno (2020), which discussed the effect of workload and compensation on *turnover intention* with job

satisfaction as an intervening variable. The results obtained were that high job satisfaction can reduce these negative influences and reduce the level of *turnover intention*.

Job satisfaction is one of the important factors that influences *turnover intention*, the intention to leave a job (Tjahjono, 2017; Widodo & Nurhayati, 2018; Haryanto & Sari, 2019; Santoso, 2020) . Job satisfaction has been shown to play an important role as a mediator connecting various factors with *turnover intention*.

Employees who are satisfied with their jobs, whether in terms of compensation, work environment, workload, or leadership style, tend to have lower intentions to leave the organization. Conversely, job dissatisfaction can increase *turnover intention*, even if other factors are supportive. Employees who are dissatisfied with their jobs tend to look for other opportunities that better suit their needs or expectations. Factors such as poor work environment, dissatisfaction with salary, lack of recognition, or poor relationships with superiors/coworkers can encourage them to consider leaving. Conversely, if employees are satisfied with their jobs, they tend to stay longer in the organization. High job satisfaction is often associated with strong intrinsic motivation, a positive work culture, and career development opportunities. Employees who feel engaged with the organization may stay even if their job satisfaction is low. If job opportunities outside the organization are limited, *turnover intention* may be lower even though job satisfaction levels are low.

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may stay even if their job satisfaction is low. If job opportunities outside the organization are limited, *turnover intention* may be lower even though job satisfaction levels are low.

The results of the fourth hypothesis in this study obtained that organizational commitment has a significant influence on *turnover intention* through job satisfaction. This means that the increasing organizational commitment will significantly affect employee turnover intention through job satisfaction. Locke (1976) stated that job satisfaction is influenced by various factors, such as salary, working conditions, interpersonal relationships, and opportunities for development. Strong affective commitment (emotional bond) can reduce *turnover intention*.

Employees who have a high commitment to the organization are more likely to be satisfied with their jobs, which in turn reduces the intention to leave the company (Meyer & Allen 1991). Employees who have a high commitment to the organization are more likely to feel satisfied with their work, because they feel more appreciated and motivated to contribute to the success of the organization and high job satisfaction can improve performance and reduce *turnover intention*. Similar research was conducted by Santoso (2020), "*The Role of Job Satisfaction as a Mediator in the Relationship Between Organizational Commitment and Turnover Intention*" This study revealed that *job satisfaction* functions as a significant mediator in the relationship between organizational commitment and *turnover intention*. Employees who feel more committed to the organization and have a high level of job satisfaction are less likely to have the intention of leaving the company.

Organizational commitment refers to employees' emotional attachment, identification, and loyalty to the organization. Employees with high commitment tend to feel engaged and have a lower desire to leave the company. Conversely, low organizational commitment is often associated with increased *turnover intention*. Job satisfaction is the extent to which employees feel satisfied with their jobs, including aspects such as salary, work

environment, relationships with coworkers, and career development opportunities (Andriani & Siregar, 2021; Haryanto & Sari, 2019; Widodo & Nurhayati, 2018; Tjahjono, 2017) . Organizational commitment can increase job satisfaction, for example through a supportive culture or fair rewards. When employees are satisfied, they are less likely to look for work elsewhere. Organizations can focus on strategies that build commitment, such as transparent communication, recognition of employee contributions, and career development. Identify factors that influence employee job satisfaction and address them, such as improving work-life balance or providing relevant training.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that increasing organizational commitment can significantly impact on increasing employee job satisfaction. This can be seen from the length of time employees have worked in an organization. In new employees with 3–6 months of service, affective (emotional) commitment plays an important role in job satisfaction. Early experiences, such as support, orientation, and fit with the organization's culture, greatly influence their views on work. For employees with 1–6 years of service, they tend to be more stable in their jobs and start to focus on career development. At this stage, affective commitment and continuance commitment become relevant, as employees assess the extent to which the organization supports their career advancement through promotions, training, and development opportunities. Employees also begin to evaluate their reciprocal relationship with the organization, so if expectations regarding recognition and career opportunities are not met, job satisfaction may decline. Organizations that provide career and well-being support are able to significantly increase job satisfaction.

Meanwhile, employees with 10–30 years of service tend to have a high level of continuance commitment, because they feel that leaving the organization is not worth the risks and benefits to be gained. Their job satisfaction is more influenced by

stability, recognition for years of contribution, and work-life balance. Organizations that value long-term experience and contributions can increase their job satisfaction.

However, if employees feel underappreciated or stagnant in their careers, job satisfaction can potentially decline. As explained by Meyer & Allen (1991), employees with high affective commitment tend to feel more satisfied with their work because they have a positive emotional attachment to the organization. In addition, organizational commitment driven by mutually beneficial relationships can increase job satisfaction, because employees feel valued and recognized by the organization (Blau, 1964).

Organizational commitment has a significant impact on employee intention to leave the company (turnover intention). This means that the higher the level of organizational commitment, the greater the likelihood of suppressing employees' desire to leave their jobs. In line with the theory proposed by Meyer and Allen (1991), strong affective commitment can help reduce turnover intention because employees feel emotionally connected to the organization and are more motivated to stay. On the other hand, continuance commitment can contribute to a higher risk of turnover, especially if employees stay only because they feel they have no other alternatives.

Job satisfaction has a significant impact on turnover intention. In other words, the higher the level of employee job satisfaction, the less likely the employee is to leave the organization. According to Mitchell (2001), he stated something similar, that employees who feel "tied" to their jobs either through social relationships, career opportunities, or other factors tend to be more satisfied and have lower intentions to leave their jobs.

Furthermore, this study shows that organizational commitment has a significant influence on *turnover intention* through job satisfaction. This means that the increasing organizational commitment will significantly affect employee *turnover intention through job satisfaction*. Locke (1976) states that job satisfaction is influenced by various factors, such as salary,

working conditions, interpersonal relationships, and opportunities for development. Strong affective commitment (emotional bond) can reduce *turnover intention*. Employees who have a high commitment to the organization are more likely to be satisfied with their jobs, which in turn reduces the intention to leave the company (Meyer & Allen 1991). Employees who have a high commitment to the organization are more likely to feel satisfied with their work, because they feel more appreciated and motivated to contribute to the success of the organization and high job satisfaction can improve performance and reduce *turnover intention*.

Overall, this study has advantages such as providing broader and more relevant insights. In addition, other researchers are advised to pay attention to the length of work of the subject in an organization to be used as a research population and also increase the sample size so that the research results are more representative and can be generalized to a wider population.

Based on these limitations, it is therefore recommended that further researchers explore other variables that may influence organizational commitment, job satisfaction and *turnover intention*, such as motivation, work stress and social support. In addition, researchers can also make comparisons between sectors or industries to see how the factors studied behave in different contexts.

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