

The Mediating Role Of Job Satisfaction: The Impact Of Organizational Commitment On Employee Intention To Quit

Mochammad Munir Rachman^a
Ch. Menuk Sri Handayani^{b*}
Sugijanto^c

^{a,b,c}Faculty of Economics and Business, PGRI Adi Buana University, Surabaya, Indonesia

Abstract

The purpose of this study was to investigate how of job satisfaction that mediates the intention to quit employees from the company that determined by organizational commitment. The study used the explanatory method, and the sample was based on a questionnaire distributed by 120 respondents with SEM analysis. The results of this study indicate that organizational commitment and job satisfaction have a positive and significant effect on intention to quit. The positive effect of organizational commitment shows that employees have a high desire to quit. Opportunities to leave the organization are getting stronger because company leaders are aware of their behavior. The positive effect of organizational commitment on job satisfaction has also increased. Actions taken by employees are more directed towards expectations because extrinsically job satisfaction has an important role for the work itself. It strengthens the emotions of employees to work better. Another finding, also states that organizational commitment mediated by job satisfaction also responds to the employee's desire to quit, this positively also places the work they are engaged in, and contributes practically because high job satisfaction generally results in high employee retention rates.

Keywords

Organizational commitment; job satisfaction; Intention to Quit

Received: 22 September 2022; Accepted: 17 October 2022; Published Online: 31 December 2022

DOI: 10.21776/ub.apmba.2022.011.02.5

Introduction

Resource support is critical to the company's success. In particular the quality of employees. This is reinforced to gain the company's trust. In addition, companies must pay attention to employee welfare, because employees are not always aware of the intention to quit. As Treglown et al., (2018), that intention to quit is a deliberate, intentional desire to leave the organization in the near future, and as the last step in the

process of withdrawal cognition. Employee turnover intention refers to the possibility that employees will leave their current position (Ngamkroekjoti et al, 2012).

Employee turnover intentions are always prioritized by every organization, regardless of the location, size, or nature of the business (Long et al, 2012), while Robbins and Judge (2018), reveal that one of the main problems faced by organizations is the desire to move.

Dzenopoljac et al., (2018) examined Knowledge Management practices and analyzed it to have a positive and significant impact on perceived retail business performance. Retailing involves the sales of products or goods from the point of purchase to a customer who has an intention to use the product (Chegg, n.d.).

Some other researchers, for example Tsai et al., (2020), high employee turnover as a result of burnout, organizational politics, and job stress. Huang and Su (2016), revealed that intention to quit is the last part of the decision-making process. Furthermore, the IT and software industries are expanding their efforts to identify voluntary employee turnover, and career change decisions (Jothi & Wesley, 2017), whereas voluntary turnover, capable and competent employees may leave the organization to work elsewhere (Singh et al., 2014). Distinguishing coaching standards from speculation that most workers change their minds about leaving the company. This is because of their dissatisfaction with the company. High job satisfaction (Jimenez et al., 2017), and is associated with low intention to quit (Bonenberger et al., 2014). We believe, the researcher's findings are significant because they have a greater impact on employee attitudes, intention to switch, intention to move to another organization, and commitment to stay.

According to Al-Muallem et al. (2019), surveyed employees are happy and committed to their current job. Meanwhile, they intend to resign because they failed to fulfill their commitments. A person's mindset or attitude towards an organization is referred to as organizational commitment (Luthans, 2015), and employees must be committed because they play a role in organizational values rather than leaving the organization (Enny and Rachman, 2019). Employee satisfaction has a high influence and can reduce the intention to change jobs, so that strong employee engagement does not only have confidence. However, employees have a high level of

commitment, they prefer to stay in the organization, and reduce turnover intentions because they are satisfied with the work done. Several other researchers, who have examined organizational commitment, have been directed both through related theories and empiricism, for example Badri and Megaliza (2022), Sufia et al., (2020), Wagiman and Susanto (2019), Erdenekhuu et al., (2018), Pranita (2017), and Renyut et al., (2017), reveal that organizational commitment has a positive effect on employee job satisfaction; or job satisfaction refers to an individual's general attitude towards his job (Robbins, 2015).

Organizational success in increasing employee commitment is related to their intention to quit as well as their satisfaction. The main focus of the organization is on employee satisfaction; the goal is to reduce employee intention to leave. According to Luthans (2015), there is a close relationship between job satisfaction and intention to quit, and Robbins (2015), expressing high job satisfaction expectations from employees can reduce their intention to quit. The desire of employees to leave the company can be reduced by managers or leaders if they pay more attention to employees, especially on job satisfaction (Machado et al., 2016). This concept contradicts the findings of Masum et al., (2016) and Romadhoni et al., (2020), there is a negative relationship between job satisfaction and intention to leave one's current job. The differences in the researchers' findings become the main focus in the discussion because the specific organizational contexts are shaped by the co-existence of the two types of organizations—temporary and permanent to better understand job satisfaction, organizational commitment, and intention to move; this is employee-job fit as an antecedent of individual achievement. Between likes and dislikes. They are less aware, the feeling of doing work has the intention to stop, they are still committed to maintaining the work they are doing. Although other organizations have more convenience.

Several previous studies have also discussed the desire of company employees who have the intention to quit, for example Chang Lee et al., (2012), Sari et al., (2016); Ramalho Luz et al., (2016), Kim, (2018); Erdenekhuu et al., (2018); Puspitawati and Atmaja, (2019); Yukongdi and Sheetha (2020); Vizano et al., (2020), found the negative effect was greater than the positive effect, because the intention to leave the job was quite high. Other studies show a different picture of the phenomenon that occurs; they both disagree, this depends on the employee's beliefs and emotions, what is the intention to leave the organization, really happens. Because they are satisfied and dissatisfied at work, there must be, and what organizational commitment affects the intention to quit with job satisfaction. Finally, impact on intention to quit; In addition, job satisfaction and organizational commitment have a negative effect on intention to quit.

The greater the employee's desire to leave his job, the greater his commitment to understanding the environmental conditions of the organization. The desire to leave employees affects job dissatisfaction, low levels of organizational commitment and high job stress (Anjani et al., 2018). As researched by Gill et al., (2011), Pasewark and Strawser (2017), and Srinadi and Supartha (2015), that job satisfaction as an intervening variable has a direct effect on employee turnover intentions, and has a negative relationship with commitment, while Maharani and Mashuri (2019), revealed that there is a negative relationship between job satisfaction and the desire to leave, so the higher the job satisfaction, the lower the desire to leave the employee.

Based on the study of these problems, a research question stated as the research objective is that organizational commitment with job satisfaction has an effect on the intention to quit company employees other than as a mediation.

Theory and Hypothesis Development

Intention to Quit

The intention to quit is the desire that every individual employee of the organization has to do something. According to some researchers, expressing intention to quit is the tendency of employees to leave their jobs voluntarily, and of their own accord. As Mathis and Jackson (2013), that intention to quit is the process by which the workforce leaves the organization and must be replaced. The desire to change employees is associated with a higher level of scientific competence education (Delobelle et al., 2011; Stewart et al., 2011). Intention to quit refers to the ultimate reality of the organization, and the number of employees who leave the organization within a certain period, while the employee's desire to quit refers to the employee's intention to leave the organization. The employee's desire to move refers to the results of the individual's evaluation, and the continuation of the relationship with the organization that has not been realized due to his actions, is sure to leave the organization. This can be used as an assessment for the measurement of indicators. According to Mobley et al., (2011), indicators for measuring employee intention to quit can be done through thoughts of quitting, their intention to quit, and the search for alternative jobs, while the intention of people who want to resign from their jobs, and look for other jobs before deciding to leave (Wen T. et al., 2018).

Relationship between Organizational Commitment and Intention to Quit

Organizational commitment is an attitude that reflects employee loyalty to the organization, as well as a continuous process in which members of the organization express their concern for the success and progress of the organization. As revealed by Kreitner and Kinicki (2014) that organizational commitment is the level at which employees are able to recognize their organization and are bound by the organization's goals, because their emotions show a willingness to work sincerely to

achieve organizational goals and have high enthusiasm to continue working for the organization.

Committed employees love the organization, and are willing to put forth a high level of effort for the benefit of the organization and the achievement of organizational goals. According to Luthans (2015), organizational commitment produces positive outcomes such as high performance, low intention to quit, and low absenteeism. Furthermore, employee commitment is related to other desired outcomes, such as the perception of the organizational environment, which is a warm and supportive environment, as well as being a good team member and willing to help, while Mayer et al., (2012), revealed three aspects in building employee loyalty. organizations including, affective commitment, which is related to employee emotional bonding, identification, and involvement in the organization because of the desire for self; identification of, and involvement in the organization out of self-interest; and involvement in the organization out of self-interest. Second, commitment based on ongoing needs, and third, normative commitment, namely commitment based on employee norms, such as an individual's sense of responsibility towards the organization. So an employee stays because of his loyalty. Several previous studies, for example Rahman & Rivai (2020), Salleh et al., (2012), Kim et al., (2015), and Sari et al., (2016), reveal that organizational commitment has a positive and significant effect on employee intentions to leave the organization. Employees feel comfortable if the organizational commitment shown is consistent with management's commitment to employees. As a result, positive influences can change the behavior of employees who are more committed to doing their jobs, and the desire to move will never occur. Finally, hypotheses are proposed in this study, namely:

H1: Organizational commitment affects the intention to quit.

Relationship between Organizational Commitment and Job Satisfaction

Organizational commitment has been a topic of discussion for many companies. As a policy given by employees to reduce employee termination intentions. Organizational commitment can be defined as the relative strength of an individual's identification with and involvement in a particular organization. This can be characterized in terms of three factors; strong belief in and acceptance of the organization's goals and values; willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Suma and Lesha, 2013), and organizational commitment became one of the most fashionable variables studied in the last three or four decades.

On the other hand, with regard to organizational commitment, its conceptualization, measurement scale and theoretical basis have all varied over the years. we found a multidimensional construction model (Llobet and Fito, 2013). Organizational commitment and job satisfaction have been two recurring constructs in the scientific literature on work organization. Traditionally, they have been associated with desirable and undesirable behaviors of those who interact within organizational systems. As theoretical models have evolved, for example these have resulted from in-depth analysis of antecedents (eg satisfaction), consequences (ie organizational citizenship behavior), and correlations, namely job satisfaction (Llobet and Fito, 2013). Other studies, for example, Pranita (2017), Wagiman and Sutanto (2019), Sufia et al., (2020), Ratnasari et al., (2020), Badri and Megaliza (2022), that organizational commitment has a strong positive relationship influence in providing employee job satisfaction. This is the desire of employees in obtaining satisfaction as desired, as is the commitment of the company's organization. Finally, hypotheses are proposed in this study, namely:

H2: Organizational commitment has an effect on job satisfaction.

Relationship between Job Satisfaction and Intention to Quit

Job satisfaction reflects a person's feelings about his job, work situation, and co-worker relationships. As Luthans (2015) expresses job satisfaction as an individual feeling expressed by people who like or dislike the work they receive in support of organizational goals, this is measured through several indicators such as salary/wages, the work itself, promotion opportunities, supervision, co-workers, and working conditions.

Several previous studies on job satisfaction such as Anwar & Shukur (2015), that the effect of a positive relationship on intention to quit, and Ibrahim et al. (2016), that job satisfaction has a negative and significant effect on employee turnover intentions. This shows that the greater the job satisfaction of the employees, the less likely they are to express their intention to quit. The direction of the negative relationship shows that if the employee job satisfaction variable is getting better or increasing, then the employee turnover intention variable will decrease.

Other studies, such as Celik & Oz (2011), Swider et al. (2011), Arshadi & Damiri (2013), Mathieu, et al (2015), Galletta, et al (2016), Chavadi et al. (2021), revealed that job satisfaction has a negative and significant effect on intention to leave. Then Chen et al. (2015), Bangwal and Tiwari (2018) found that job satisfaction has a positive and significant effect on employees' intention to stay. Luz et al. (2018), employees who receive satisfactory salaries tend to have a strong relationship with turnover intention.

Based on the results of the study, there are still differences in the relationship between job satisfaction and intention to move because it is related to job dissatisfaction. We realize that changing employee attitudes and behavior is difficult, because they do not understand when they have the

feeling to want to move. Finally, hypotheses are proposed in this study, namely:

H3: Job satisfaction affects employees' intention to quit

Relationship between Organizational Commitment and Intention to Quit through Job Satisfaction

Organizational commitment is an individual's psychological state associated with a strong belief, belief and acceptance of the goals and values of the organization, a strong willingness to work for the organization and the degree to which they still want to be members of the organization. According to Moorhead and Griffin (2013), organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization. An individual who has high organizational commitment is likely to see himself as a true member of the organization.

On the other hand, an individual who has low organizational commitment will have a tendency to leave the organization. This shows that an individual feels that he has not received the job satisfaction as expected. Job satisfaction and organizational commitment were identified as common factors that predict employees' desire to stay or leave the organization (Chang et al., 2013).

The relationship between organizational commitment and employee's intention to quit through job satisfaction has been done quite a lot by researchers, including Biantoro (2012); Azeez et al., (2016); Setiawan and Harahap (2016); Kurniati and Simbolon (2019); Andriawan and Games (2019), that organizational commitment has a positive influence on the intention to quit through employee job satisfaction. Employee commitment becomes a priority if the expected job satisfaction is in accordance with the work itself, and the occurrence of intention to quit can decrease because the strong commitment of employees is higher. Some of the findings of the relationship between these variables

can be used as the basis for this study, so that the proposed hypothesis is as follows:
H4: Organizational commitment affects the intention to quit through employee job satisfaction.

Based on the problems and hypotheses proposed in this study, it can be clarified with theories and research concept models as shown in the image below;

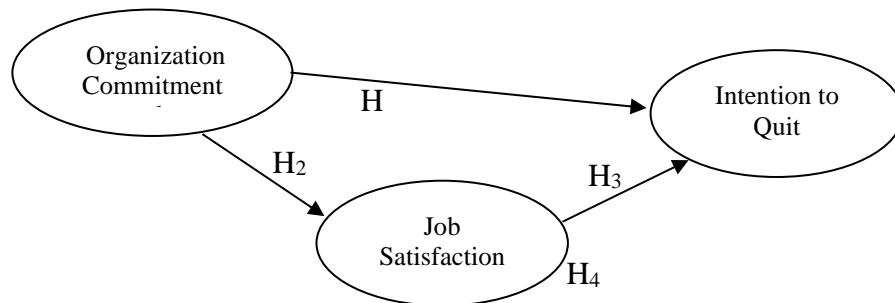


Figure 1. Conceptual Framework and Hypothesis Development

Research Methods

Research Type and Design

This type of research distinguishes sampling techniques, explanatory methods, emergence of variables, and research development models, while the research design details important procedures for obtaining the information needed to develop, and solve the problems studied (Rachman, 2018). The design of this study uses the explanatory method because it tests hypotheses and reveals the relationship between variables (causality relationship).

Sample and Sample Technique

The population of this study were employees of PT. Son of Lingga Persada Sidoarjo. Furthermore, the sampling technique uses purposive because to adjust the sample size with the calculation of the number of indicators used as observation indicators of latent variables. The sample size is calculated by multiplying the number of observed indicators by 5 to 10 (Hair et al., 2012). There are 12 indicators of research observations from three constructs or latent variables, so that a sample of 120 research respondents is obtained.

Measurement and Data Analysis Techniques

The purpose of this study is to analyze and prove the occurrence of the intention to quit the organization's employees. This study

uses 12 observation indicators with 36 items, and instrument item testing is measured using a Likert scale assessment, to generate validity through an assessment of score 1 with a strongly disagree category (STS), an assessment score of 2 with a disagree category (TS), an assessment a score of 3 with a neutral category (N), an assessment of a score of 4 with a agree category (S), and an assessment of a score of 5 with a strongly agree category (SS), while to produce reliable or consistent results, use the Cronbath's Alpha formula with a coefficient value greater than 0.90 is categorized as perfectly reliable, the coefficient value between 0.70 – 0.90 is categorized as high reliable, the coefficient value 0.50 – 0.70 is categorized as moderately reliable (medium), and if the coefficient value is less than 0.50 it is categorized as low reliable/unreliable (Rachman, 2018). The reliability results are identical to the measurement of confirmatory factor analysis (CFA) in SEM analysis by accepting the relationship model between constructs in the study, including as proof of hypothesis development with an assessment of less than 0.05 (accepted/significant) and greater than 0.05 (rejected/not significant).

Results and Discussion

Confirmatory factor analysis (CFA)

The results of confirmatory factor analysis of each latent variable can be shown as follows:

Organizational Commitment Confirmatory Factor Analysis

To determine the weight of the loading factor coefficient of each indicator, it is explained that the organizational commitment construct that builds the three observation indicators is shown in the standardized loading factor with indicators OC1 and OC3 having coefficient values of 1.135 and 0.500 greater than 0.50 and the results are declared Fit (according to and accepted as a CFA measurement model), except for OC2 with a coefficient value of 0.295 less than 0.50 and the results are declared not fit to be accepted as a CFA measurement model, but can still be declared managerial (there is still tolerance), while the indicators OC1, OC2, and OC3 each 0.000; 0.028; 0.013 less than 0.05 as required; the results have a positive and significant effect; so that the model that forms the three indicators is able to strengthen the construct of organizational commitment, which has the suitability to carry out work activities and is able to bring emotional feelings to organizational values. As the three indicators strengthen employees' beliefs in working with affective, normative and alternative or sustainable commitments that reflect employee concern in supporting company goals. He stayed at work, what the company wanted just as the original commitment that was instilled in them remained for the organization.

Job Satisfaction Confirmatory Factor Analysis

To determine the weight of the loading factor coefficient of each indicator, it is explained that the job satisfaction construct that builds the six observation indicators is shown in the standardized loading factor with indicators WS3, WS4, WS5, and WS6 having coefficient values of 0.773, 0.691,

0.604 and 0.664 greater than 0.50 and the results are declared Fit (suitable and accepted as a CFA measurement model), except WS1 and WS2 are 0.262 and 0.236 are less than 0.50 and the results are declared not fit to be accepted as a CFA measurement model, but can still be declared managerial (still there is tolerance), while the indicators for WS1, WS2, WS3, WS4, WS5, and WS6 are 0.001; 0.003; 0.000; 0.000; 0.000 and 0.000 are less than 0.05 as indicated, the results have a positive and significant effect; so that the model that makes up the six indicators is able to build a construct of job satisfaction, while the thinking power of employees subconsciously likes the work they are doing, they are satisfied with the work done, without any sense of burden. So that job satisfaction is supported by several indicators such as salary, work itself, promotion opportunities, supervision, co-workers, and working conditions have been carried out according to their commitment. The hope is to meet the company's goals.

Intention to Quit (IQ) Confirmatory Factor Analysis

To determine the weight of the loading factor coefficient of each indicator, it is explained that the Intention to Quit (IQ) construct that builds the three observation indicators is shown in the standardized loading factor with IQ1 and IQ2 indicators having coefficient values of 0.647 and 0.570 greater than 0.50; and the results are declared Fit (appropriate and accepted as a CFA measurement model), except IQ3 is 0.357 smaller than 0.50 and the results are declared not fit to be accepted as a CFA measurement model, but can still be declared managerial (there is still tolerance), while the OC1 indicator, OC2, and OC3 are 0.000; 0.000; 0.000 is less than 0.05 as required; the results have a positive and significant effect; so that the model that forms the three indicators is able to support the construct of intention to quit, while the

employee's desire to move to another organization is weak because between conscious and unconscious they have no intention to move. This indicates, they choose to remain in the organization where they work. They like the work they do. Intention to move to another organization is weakened, organizational support for employees convinces the organization in its seriousness to meet the achievement of organizational goals. The weak intention to move is getting stronger, they prefer to stay to keep working in accordance with their emotional and self-confidence at work. Although supported by three observational indicators, such as thinking about quitting, intention to quit, and looking for alternative jobs, they were able to influence employees' thinking power to stay in the organization.

Structural Equation Modeling (SEM) Analysis

Prior to statistical testing of the conceptual framework model, an analysis of the observation indicators was first performed using the measurement model process or confirmatory factor analysis (CFA) test. As the CFA model of the three constructs;

organizational commitment, job satisfaction and intention to quit each of the results were met and accepted because they had a positive and significant effect, with p less than 0.050; so that the model built through the theory of latent variables/constructs analyzed by Structural Equation Modeling (SEM) is accepted, while the multicollinearity and singularity analysis on the determinant of the sample covariance matrix (Determinant of sample covariance matrix) obtained a coefficient value of 14.001 greater than 0.000; This indicates that there are no symptoms of Multicollinearity and Singularity, so the resulting data is suitable for use as information, and can be continued as research data.

Furthermore, we analyzed the structural relationship between variables or structural equation modeling by testing the suitability or Goodness of Fit which specified the model with the same residual constraint for 3 first-order constructs with variance, so we were able to build a covariance relationship between errors as shown in the results of the modification analysis in Figure 2. Below this;

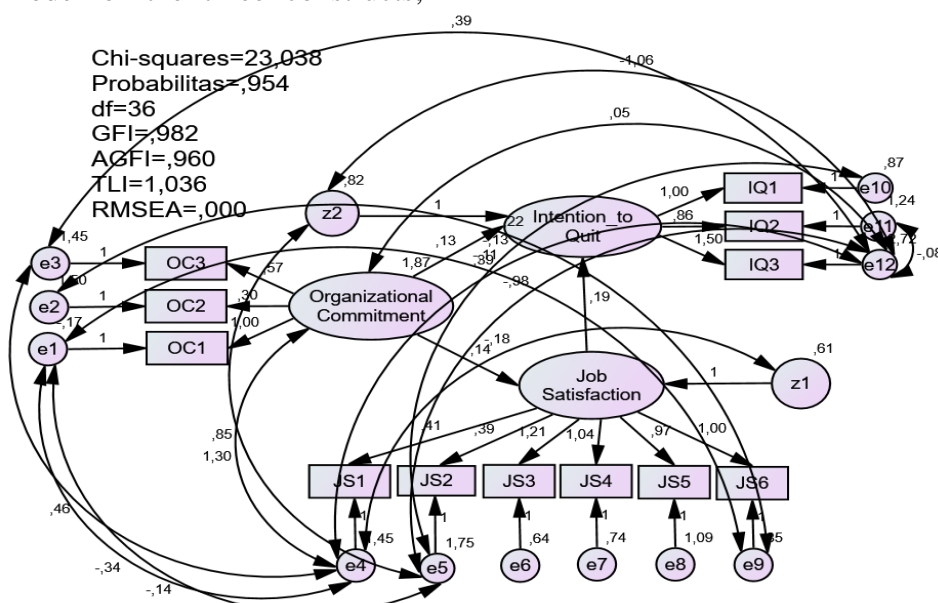


Figure 2. Relationship between constructs model with SEM analysis

Source: Primary data processed by researchers with SEM Analysis

Based on Figure 2. the analysis of the coefficient of Goodness of Fit was obtained

using the SEM analysis technique as shown in Table 1. below;

Table 1. Evaluation Goodness of Fit

<i>Goodness of Fit Indices</i>	<i>Analysis Results</i>	<i>Cut-off Value</i>	<i>Evaluasi Model</i>
Chi-Square	23,038	Expected small	Pretty good
CMIN/DF	0,640	$\leq 2,00$	Good
Probability	0,954	$\geq 0,05$	Good
RMSEA	0,000	$\leq 0,08$	Good
GFI	0,982	$\geq 0,90$	Good
AGFI	0,960	$\leq 0,90$	Good
TLI	1,036	$\geq 0,95$	Good
CFI	1,000	$\geq 0,95$	Good
NFI	0,968	$\geq 0,90$	Good

Source: Results of research data processing with SEM analysis

From Table 1. it is sufficient to show that the results of the evaluation of the suitability of the structural model of the resulting data are suitable because they meet all the required criteria, as well as the 23,038 chi-square analysis the results are good, as well as CMIN/DF, p , RMSEA, GFI, AGFI, TLI, SFI and the NFI is declared according to the results or accepted by the conceptual framework model for research analysis. Thus, the structural model analyzed in this study there is no difference between the

sample covariance matrix and the estimated population covariance matrix, so the model used as a study can be accepted. Furthermore, the analysis is carried out for parameter estimation.

Hypothesis Test

In accordance with the research objectives are to test and prove the theory that has a causal relationship between constructs as presented in Table 2. in the standardized Regression Weight analysis;

Table 2. Standardized Regression Weights

	Estimate	S.E.	C.R.	p	Description
Work_Satisfaction <--- Organizational_Commitment	,316	,071	2,995	,003	Sig.
Intention_to_Quit <--- Organizational_Commitment	,305	,096	2,269	,023	Sig.
Intention_to_Quit <--- Work_Satisfaction	,256	,121	2,230	,026	Sig.

Source: Results of research data processing with SEM analysis

Based on Table 2. it is shown that the analysis of standardized regression weights on the variables or constructs of organizational commitment has an effect on the intention to quit employees of PT. Putra Lingga Persada Sidoarjo, has an estimate weight of 0.305 with a probability level of 0.023 or p less than 0.05; the result is positive and significant with regression weight. The positive influence of organizational commitment on intention to quit has a strong influence. The desire of employees to move to other companies is

increasingly being realized. However, they persisted in not leaving the organization. This indicates the high response of employees to organizational commitment, even though the intention to move to another organization is still desired by employees. And, the company's management is aware of the attitude or behavior of employees, because they have a desire to move. It is believed, the employee's actions could harm the company, if it really happened. However, several previous studies discussing intention to quit are considered important,

for example Singh et al., (2014), Judeh (2012) and Sifuna and Abaasi (2014), have a significant positive effect on employee intention to quit. In particular, employees feel a high level of company support, they are less likely to want to leave the company. The company's management believes that the organization values their contributions and cares about their well-being. The reason, avoiding the desire to move. Furthermore, the intention to quit received a response from the company's management. This is identical to the researcher, that the high intention to quit on employees can be a burden for the company, because it has a bad impact on the company; Overall, the intention to quit also has an impact on direct replacement costs. Companies need to respond and take policies related to intention to quit, because the costs incurred are for replacement costs. Finally, the company bears the overall costs for new employees, for example recruitment and training of new employees. There are other researchers who disagree with employee commitment, as expressed by Iqbal et al., (2014), Wahyono and Riyanto (2020) that the positive effect of high employee commitment is that they prefer to stay and work with the organization rather than leaving the organization, while Hidayat et al. (2020) organizational commitment is not a strong predictor to predict their intention to quit. It is necessary to investigate other factors of their work attitude, which have a greater influence. Therefore, organizational commitment arises from the emotions of employees, internally and externally they have a commitment to persist in doing work, not leaving the organization so that the desire to move to the organization is unlikely to occur.

Then from Table 2. it is shown that the analysis of standardized regression weights on the variables or constructs of organizational commitment affects the job satisfaction of PT. Putra Lingga Persada Sidoarjo, has an estimate weight of 0.316

with a probability level of 0.003 or p less than 0.05; the result is positive and significant with regression weight. The positive effect of organizational commitment on employee satisfaction shows that the desired job expectations of the company are high. This signifies commitment that manages and builds relationships with their increased satisfaction. They understand, between individual and company needs, even create more emotional support to get satisfaction with their work, and organizational commitment has a positive influence (Yucel, 2012; Loan, 2020). Some researchers also reveal that organizational commitment has a positive effect (Sufia et al., 2020; Ratnasari et al., 2020; Badri and Megaliza, 2022). The most dominant factor is affective commitment, and able to increase their job satisfaction through the level of extrinsic and intrinsic job satisfaction. However, there is no association between job satisfaction and organizational commitment, because the observed indicators such as salary rewards, the work itself, career advancement or promotion opportunities, supervision, working conditions, co-workers and other activities have an influence on increasing job satisfaction. The achievement of maximum job satisfaction leads to an increase in organizational commitment and reduces the number of employees in the organization with software (Jan, N.A., et al., 2015), and consequently, effective employee satisfaction is the most prominent extrinsic job satisfaction to get their commitment to the organization. they. Researchers consider employee job satisfaction more than the results of previous studies on the grounds that employee satisfaction is more committed to the organization. They also have greater autonomy over work processes, such as the ability to progress. Furthermore, from Table 2. it is shown that the analysis of standardized regression weights on the variables or constructs of job satisfaction has an effect on the intention to quit

employees of PT. Putra Lingga Persada Sidoarjo, has an estimate weight of 0.256 with a probability level of 0.026 or p less than 0.05; the result is positive and significant with regression weight. The positive effect of job satisfaction shows that employees' emotions can control the high intention to leave the company. This is most desirable from the employee's point of view, otherwise they really want to stay and not be locked in by the outside environment. However, if managerial action reduces job satisfaction, intention to move can dramatically increase. Because the intention to move is not reinforced by the company's environmental factors. Therefore, it is not strong enough to make them survive without constant job satisfaction. This indicates that employee satisfaction is still strengthening to stay afloat. They have no desire to leave or move to another organization. One reason, they keep doing the job itself because of consideration of salary (financial), family responsibilities, lack of outside opportunities, age and to some extent, or they do not want to find another job because they have to follow the

new policies for the new organization. As expressed by Htun (2022), Ferial, et al. (2021), Biason (2019), that employee satisfaction is positively related to compensation, job content, job promotion and personal development opportunities, supervisor support, and work environment support. The findings of this study emphasize employee satisfaction as an underlying factor for motivated work. Their satisfaction helps to achieve organizational goals, and creates more beneficial working conditions because they love their jobs, they stay with their jobs, and they have no other choice. Because satisfaction with the organization is related to a positive attitude, not to the work itself but to the organization. So the intention to move to the organization is getting weaker. The results are identical to those of MacIntosh and Doherty (2010), Chen et al. (2015), Bangwal and Tiwari (2018), where the research agrees that the effect is significant and positive. Furthermore, the findings of other studies that found organizational commitment mediated by satisfaction with the intention to quit as shown in Table 3 below;

Table 3. Standardized Indirect Effects

	Organizational_Commitment	Work_Satisfaction	Intention_to_Quit
Work_Satisfaction	,000	,000	,000
Intention_to_Quit	,081	,000	,000

Source: Results of research data processing with SEM analysis

As Table 3. shows the analysis of standardized indirect effects on variables or constructs of organizational commitment that affect the intention to quit through job satisfaction of employees of PT. Putra Lingga Persada Sidoarjo, which has an estimate weight of 0.081; the result is positive and significant with regression weight. The positive effect of organizational commitment shows the emotional response that employees have to their organization; Job satisfaction as a mediation responds to employees' intention to quit for their goals. Organizations understand what employees want. Because job involvement for organizations is

mediated by job satisfaction on intention to quit, this is important because they feel satisfied that they can meet organizational goals, and are beneficial to them. So emotional employees to do the job, no doubt. Their commitment is only focused on one job, has the sincerity in completing the work, and is proud of the work itself. Even though the working conditions for the organization are not satisfactory, they are satisfied because the rewards received in the form of salary have been met, the hope of moving to another organization has not been thought of, the opportunity to find another job is doubtful because it affects new conditions and policies for the

organization, is difficult to adjust, and opportunities for promotion keep them in the organization. Although the intention to leave the organization weakened. They realize that the work produced is beneficial for themselves, their families, and the organization. So the desire to leave the organization does not occur. The findings of this study are identical to those of Setiawan and Harahap (2016); Kurniati and Simbolon (2019); Andriawan and Games (2019), that organizational commitment is mediated by job satisfaction on intention to quit, the results are positive and have a significant effect.

Conclusion

This study found that organizational commitment has a positive and significant effect on intention to quit. The positive effect of organizational commitment shows that employees have a high desire to move. Opportunities to leave the company are getting stronger, companies do not understand and are aware of employee behavior. And, company leaders need to believe that the company values their contribution and cares less about their welfare, so that the desire of employees to leave the company is getting stronger, and the desire to change job positions has a positive effect. Meanwhile, the positive and significant influence of organizational commitment on employee job satisfaction also increases, because the actions taken by employees are more directed towards expectations. Between the needs and the work itself is a priority in addition to the rewards received such as salary. However, effective employee satisfaction is more focused on extrinsic satisfaction because it is not in accordance with company goals. In addition, job satisfaction also has a positive and significant effect on the intention to quit. The positive influence of extrinsic job satisfaction has an important role in producing their work. This further strengthens the emotions of employees to work better. However, the positive effect of employee satisfaction is not offset by

rewards in the form of salary or career opportunities, company leaders forget that the role employees have contributed to the company has fulfilled their goals. In theory, job satisfaction underlies the achievement of goals desired by employees, and the intention to leave the company is an alternative choice for them. Other findings also state that organizational commitment mediated by job satisfaction is able to provide a positive response to intentions to leave the company where they work, and work involvement further enhances and strengthens employees' emotions towards their work because feelings of satisfaction are fulfilled, what is their goal. for example giving rewards, incentives and others in accordance with the work occupied. this offsets employees' demands for intention to leave the organization, and in practical terms high job satisfaction usually results in high employee retention rates which helps them reduce their intention to quit.

Recommendation

This study recommends that organizational commitment is important for companies. Leaders pay more attention and engage in practice to understand working conditions, what employees want between work and rewards. Job satisfaction increases because employees are highly emotionally committed to their work and organization; Leaders believe that the company uses their services, indirectly affects the intention to quit, but does not weaken their intention to leave, or their decision to leave the organization, and move to another organization, or better understand their desire to stay with the organization. In turn, high job satisfaction generally results in high employee retention rates.

Acknowledgment

This paper we wrote discusses the intention to quit and adjusts the development of human resources, as well as the desire of employees to work with the quality they have. In addition, we would also like to express our gratitude for the support from

all parties who assisted in the process of this paper, especially company leaders, leaders of academic institutions and heads of research and community service institutions who have funded this research activity.

Notes on Contributors

Mochammad Munir Rachman is a Doctor of Management Science and a senior lecturer in the Management Department of the Faculty of Economics and Business, PGRI Adi Buana University, Surabaya. Apart from teaching in management, he is also active in conducting research related to human resources and organizational behavior.

Ch. Menuk Sri Handayani is a senior lecturer in the Management Department of the Faculty of Economics and Business, PGRI Adi Buana University, Surabaya. Apart from teaching in management, he is also active in conducting research related to human resources and contribute to quality assurance activities.

Sugijanto is a senior lecturer in the Accounting Department of the Faculty of Economics and Business, PGRI Adi Buana University, Surabaya. Apart from teaching in accounting and management, he is also active in conducting research related to human resources and leadership control.

References

- Al-Muallem Nedaa and Khaled Mohammed Al Surimi. (2019). Job satisfaction, work commitment and intention to leave among pharmacists: a cross-sectional study. *BMJ Open*. ;9:e024448.1-12.
- Andriawan, F.D. dan Games, D. (2019). Pengaruh komitmen organisasi terhadap turnover intention dengan kepuasan kerja sebagai variable mediasi (Studi Terhadap Karyawan OPPO Padang). *Jurnal Ekonomi dan Bisnis*. 21(1).1693-8852
- Anjani, D. A., Sapta, I. K. S., & Sujana, I. W. (2018). The Role of Organizational Commitment as Mediating the Relationship of Job Statification to Turnover Intention in Besakih Beach Hotel Denpasar. *Scientific Research Journal*. 6(2). 73-77
- Anwar, Govand & Shukur, Inji. (2015). Job Satisfaction and Employee Turnover Intention: A Case Study of Private Hospital in Erbil. *International Journal of Social Sciences & Educational Studies*. 2(1). 73-80.
<https://ijsses.tiu.edu.iq/wp-content/uploads/2017/12>
- Arshadi, N., & Damiri, H. (2013). The Relationship of Job Stress with Turnover Intentionand Job Performance: Moderating Role of OBSE. *Procedia-Social and Behavioral Sciences*. 84. 706–710.<https://doi.org/10.1016/j.sbspro.2013.06.631>
- Azeez, R., Ilesmani, J. F., & Adeoye, A. O. (2016). Job Statification, Turnover Intention and Organizational Commitment. *Journal of Management Research*, 8(2), 102 – 114
- Badri, J. & A. Megaliza. (2022). The Effect of Organizational Commitment and Work Environment on Job Satisfaction of Employees of the South Coast District Inspectorate Office. *Bina Bangsa Internasional Journal of Business and Management*. 2(1), 1– 12.
<https://doi.org/10.46306/bbijbm.v2i1.36>
- Bangwal D. Tiwari P. (2018). Workplace environment, employee satisfaction and intent to stay. *International Journal of Contemporary Hospitality Management*, 31(1), 268–284.
<https://doi.org/10.1108/IJCHM-04-2017-0230>
- Biantoro, Linda Chandra, Sihombing, Ranto P. (2012) Pengaruh Komitmen Organisasi Terhadap Turnover Intention Melalui Kepuasan Kerja Dengan Budaya Organisasi Sebagai Variabel Intervening. *Jurnal Akuntansi*

- Bisnis*. 11(21). 61-94
- Biason, Ricardo S. (2020). The Effect Of Job Satisfaction On Employee Retention. *International Journal of Economics, Commerce and Management (IJECEM)*. 8(3). 405-413. <http://ijececm.co.uk/wp-content/uploads/2020/03/8330.pdf>
- Bonenberger, Marc, Moses Aikins, Patrica Akweongo, and Kaspar Wyss. (2014) The Effects Of Health Worker Motivation And Job Satisfaction On Turnover Intention In Ghana: A Cross-Sectional Study. *Human Resources For Health*. 12(43).1-12.
- Celik, Duysal Askun and Oz, Ela Unler. (2011). Effect of emotional dissonance and perceived quality of work life on absenteeism and turnover intention among Turkish call center employees. *Social behavior and science*. 30. 2515–2519
<https://doi.org/10.1016/j.sbspro.2011.10.491>
<https://pdf.sciencedirectassets.com/277811>
- Chang, Lee., Sheng-Hsiung Huang, Chen-Yi Zha. (2010). A Study on Factors Affecting Turnover Intention of Hotel Employees. *Jurnal Asian Economic and Financial Review*. 2(7). 866-875
<https://archive.aessweb.com/index.php/5002/article/view/937>
- Chavadi, Chandan A., Monika Sirothiya, Vishwanatha M.R. (2021). Mediating Role of Job Satisfaction on Turnover Intentions and Job Mismatch Among Millennial Employees in Bengaluru. *Business Perspectives and Research*. 10(1). 1-22
<https://doi.org/10.1177/2278533721994712>
<https://journals.sagepub.com/doi/abs/10.1177/2278533721994712>
- Chen, I-Hui; Brown, Roger; Bowers, Barbara J.; Chang, Wen-Yin (2015). Work-to-family conflict as a mediator of the relationship between job satisfaction and turnover intention. *Journal of Advanced Nursing*, 71(10), 2350–2363.
<https://doi.org/10.1111/jan.12706>
- Delobelle, Peter; Jakes L. Rawlinson; Sam Ntuli; Inah Malatsi; Rika Decock; Anne Marie Depoorter (2011). Job satisfaction and turnover intent of primary healthcare nurses in rural South Africa: a questionnaire survey. , 67(2), 371–383.
<https://doi.org/10.1111/j.1365-2648.2010.05496.x>
- Dzenopoljac, Vladimir, Rami Alasadi, Halil Zaim, Nick Bontis. (2018). Impact of knowledge management processes on business performance: Evidence from Kuwait. *Knowledge and Process Management: The Journal of Corporate Transformation*. 25(2). 77-87.
<https://doi.org/10.1002/kpm.1562>
- Enny, M.W. and Rachman, Mochammad Munir. (2019). The Influence of the Work Environment, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance and Motivation as Intervening (Studies in the Matahari Department Store Tbk. Tunjungan Plaza in Surabaya, Indonesia). *European Journal of Business and Management (EJBM)*. 11(35). 60-68.
- Erdenekhuu, Sarangua, Jargakmaa Chinbayar, Urantsetseg Jargalsaikhahn, Altanzul Battengel, Enkhzul Ganbold. (2018). How Satisfaction Influences On Organizational Commitment And Turnover Intention Case Of Mongolian Private Sector Employees. *International Journal of Management and Applied Science*. 4(7). 70-74.
<https://IJMAS.org/14-484-153554494970-74.pdf>
- Ferial, Eddyman W., Syamsyucris and Hasmin Tamsah, Ryrin Suryaman Prana Putra, Yusriadi, Yuni Syahputri, Andi Sadapott. (2021). Effect of Competence and Compensation on Job Satisfaction through Employee Performance of the Health Service Office of West Sulawesi Province.

- IEOM Society International, Proceedings of the International Conference on Industrial Engineering and Operations Management. April 5 - 8. 3043-3054.
<http://www.ieomsociety.org/brazil2020/papers/848.pdf>
- Galletta, Maura, Igor Portoghese, Mauro Giovann Carta, Ernesto D'Aloja, and Marcello Campagna. (2016). The Effect of Nurse-Doctor Collaboration on Job Satisfaction, Team Commitment, and Turnover Intention in Nurses. *Research in the field of nursing and health*. 1(1).1-11.
- Gill A., Culpepper A., Shah C., Mathur N. (2011). The Effects of Empowerment and Job Satisfaction on Employee Intentions to Quit: A Study among Canadian Hotel and Restaurant Employees. *Res Manageria, Scientia Journal*. 2(5).19-26
- Hair J. F. , Jr., Anderson, R. E., Tatham, R. L., & Black, W. C. (2012). *Multivariate data analysis*. New York, NY: Macmillan.
- Hidayat, Yayan, Nina Sri Indrawati, Mutiah Rana Athifah. (2020). Organizational Commitment and Intention to Quit of HR Practitioners: A Study from Indonesia. ICoSMI 2020, p. 1-19, September 14-16, Indonesia, DOI 10.4108/eai.14-9-2020.2304501.
<https://eudl.eu/pdf/10.4108/eai.14-9-2020.2304501>
- Huang, W.-R. and Su, C.-H. (2016), "The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions", *Industrial and Commercial Training*, Vol. 48 No. 1, pp. 42-52.
<https://doi.org/10.1108/ICT-04-2015-0029>
- Htun, W.T. (2022). Employees Job Satisfaction and Retention at Workplace. *Journal of Positive School Psychology*. 6(3). 4342-4346.
<http://journalppw.com>
- Ibrahim, M. G., H. Hilman., dan N. Kaliappen. (2016). Effect of Job Satisfaction on Turnover Intention: An Empirical Investigation on Nigerian Bank Industry. *International Journal of Organizational and Business Excellence*, 1(2).
- Iqbal, Saba, Sadia Ehsan, Muhammad Rizwan. (2014). The impact of organizational commitment, job satisfaction, job stress and leadership support on turnover intention in educational institutes. *International Journal of Human Resource Studies*. 4(2).182-195. Doi:10.5296/ijhrs.v4i2.5906
<http://dx.doi.org/10.5296/ijhrs.v4i2.5906>
- Jan, N.A., N. A., Subramani, A. K., Gaur, M., & Mahesan, S. S. (2015). Factors impelling job satisfaction among IT professionals in Chennai. *International Journal of Applied Business and Economic Research*, 13(8), 6369-6381
- Jiménez, P., Milfelner, B., Žižek, Sarotar. Š., & Dunkl, A. (2017). Moderating Effects Between Job Insecurity and Intention to Quit in Samples of Slovene and Austrian Workers. *Journal Naše Gospodarstvo/Our Economy*, 63(1), 27–37.
<https://doi.org/10.1515/ngoe-2017-0003>
- Jothi, S. and Wesley, J.R. (2017). Job characteristics as determinants of career change'. I *International Journal of Business Excellence*. 13(3). 318–339
<https://doi.org/10.1504/IJBEX.2017.087228>
<https://dl09.zlibcdn.com/dtoken/28d3c33c9b9f3cc3fe0cca9192eb34c6>
- Judeh M. (2012). Selected personality traits and intent to leave: a field study in insurance corporations. *International Business Research*. 5(5). 88.
- Kreitner, Robert, and Kinicki, Angelo. (2014). *Organizational Behavior*. Printed in The United State of America: Richard D. Irwin Inc.
- Kim J. (2018). The contrary effects of intrinsic and extrinsic motivations on burnout and turnover intention in the

- public sector. *International Journal of Manpower*, 39(3), 486-500.
- Kim, J. and Jinsoo Hwang. (2015). The Effects of Mentoring On Role Stress, Job Attitude, and Turnover Intention in the Hotel Industry, *International Journal of Hospitality Management*. 48(25). 68-82.
- Kurniati, A., Simbolon, D.S. (2019). Pengaruh Stres Kerja dan Komitmen Organisasi Terhadap Turnover Intention Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan PT. Indoil Energy. *Jurnal Manajemen FE-UB*. 7(1). <https://ejournal.borobudur.ac.id/index.php/manajemen/article/view/677>
- Llobet dan Fito, 2013 J. Llobet, A. Fito, Contingent workforce, organisational commitment and job satisfaction: Review, discussion and research agenda, *Intangible Capital*. 9(4) (2013) 1068-1079. <https://www.intangiblecapital.org/index.php/ic/article/viewFile/475/389>
- Loan, Le Thi Minh, The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*. 10. 3307-3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Long, Choi Sang, Lee Yean Thean, Wan Khairuzzaman Wan Ismail and Ahmad Jusoh. (2012). Leadership Styles and Employees' Turnover Intention: Exploratory Study of Academic Staff in a Malaysian College. *World Applied Sciences Journal* 19(4). 575-581. <https://doi.org/10.5829/idosi.wasj.2012.19.04.155>
- Luthans, F. (2015). *Organizational behavior*. McGraw-Hills International Edition.
- Machado, Carolina Dias Ramalho Luz, Sílvia Luiz de Paula, Lúcia Maria Barbosa de Oliveira. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*. 25(1).84-101. <https://doi.org/10.1108/REGE-12-2017-008>
- MacIntosh, Eric W. and Doherty, Alison. (2010). The influence of organizational culture on job satisfaction and intention to leave. 13(2). 106-117
- Mashuri, Nimas Ayu and Maharani, *Diajeng Puspa Arum*. (2019). The Relationship of Staff Job Satisfaction And Intention to Leave at A Hospital. *Jurnal Administrasi Kesehatan Indonesia*. 7(1). 81-88.
- Masum, Abdul Kadar Muhammad, Md. Abul Kalam Azad , Kazi Enamul Hoque, Loo-See Beh, Peter Wanke and Özgün Arslan. (2016). Job satisfaction and intention to quit: an empirical analysis of nurses in Turkey. *PeerJ*. 4, e1896. 1-23.
- Mathieu, J.E. & D.M. Zajac, (2015). A review and meta – analysis of the antecedents, correlates, and consequences of organizational commitment, *Psychological Bulletin*. 108(2). 171-194.
- Mathis, R.L. and Jackson, J.H. (2013). *Human Resources Management*. United State of America: Thomson South Western
- Mayer, John. P., Stanley, David. J., Jackson, Timothy A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior*, 80(2), 225-245. <https://doi.org/10.1016/j.jvb.2011.09.005>
- Mobley. (2011). *Pergantian Karyawan: Sebab, Akibat dan Pengendaliannya*. Alih Bahasa: Nurul Imam. Jakarta: PT Pustaka Binaman Pressindo.
- Moorhead, Gregory dan Ricky W. Griffin. (2013). *Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi*. Jakarta: Salemba Empat

- Ngamkroeckjoti, Chittipa, Phattarapon Ounprechavanit, Thongdee Kijboonchoo. (2012). Determinant Factors of Turnover Intention: A case study of Air Conditioning Company in Bangkok, Thailand. *International Conference on Trade, Tourism and Management (ICTTM'2012)*, 21-22. Bangkok (Thailand).
<https://repository.au.edu/server/api/core/bitstreams/ba29fedf-e415-429a-9ebf-479a3d0cf033/content>
- Noe, R. A. dan Robbin. (2012). *Human Resource Management, Gaining A Competitive Advantage*. 3rd Ed. New York: McGraw-Hill Inc.
- Pasewark W.R, dan Strawser, J. (2017). *Perilaku Organisasi*. Bandung : Alfabeta Pranita
- Pranita, Ferum Mahendra. (2017). Influence of Motivation and Organizational Commitment on Work Satisfaction and Employee Performance. *Proceeding of ICECRS*, 1. 24-31 DOI: <https://doi.org/10.21070/picecrs.v1i2.1431>.
<http://ojs.umsida.ac.id/index.php/icecrs>
- Puspitawati, Ni Made Dwi and Atmaja, Ni Putu Cempaka Dharmadewi. (2019). The Role of Organizational Mediating Organization Climate With Turnover Intention. *International Journal of Applied Business & International Management*. 4(3). 23-32.
- Rachman, Mochammad Munir. (2018). *Aplikasi Komputer Statistik: Sebagai Pendukung Analisis Data Penelitian Dengan SPSS*. Cetakan Keempat. Surabaya: Unipress, Adi Buana University.
- Rachman, Mochammad Munir. (2018). *Metodologi Penelitian*. Cetakan Ketiga. Surabaya: Unipress, Adi Buana University.
- Rahman, Shelinda & Rivai, Harif Amali. (2020). Faktor-Faktor Yang Mempengaruhi Turnover Intention Karyawan Pada Hotel Bintang Tiga di Kota Padang. *Journal of Management and Business Review*. 17(1). 63-78.
<https://jmbr.ppm-school.ac.id/index.php/jmbr/article/download/172/pdf>
- Ramvalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2016). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*, 25(1), 84–101.<https://www.emerald.com/insight/content/doi/10.1108>
- Ratnasari Sri Langgeng Ratnasari¹, Endiet Jaloe Prasetyo², and Lukmanul Hakim. (2020). The Effect of Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style on Job Satisfaction. *Enrichment: Journal of Management*. 11(1).57-62
- Renyut, B.C., Modding, H. B., Bima, J., & Sukmawati, S. (2017). The effect of organizational commitment, competence on Job satisfaction and employees performance in Maluku Governor's Office. *IOSR Journal of Business and Manajemen (IOSR-JBM)*. 19(11).18-29.
<https://doi.org/10.31227/osf.io/hnwdt>
- Robbins, S.P. (2015). *Organizational Behavior*. New Jersey : Pearson Education
- Robbins, S.P. and Judge, T. (2018). *Organizational Behavior*. London: Pearson Education Limited.
- Romadhoni, Yahya Tri, Noermijati, Wahdiyat Moko and Ayman Nazzal. (2020). The Effects Of Job Satisfaction To Intention To Leave. *Journal of Applied Management (JAM)*. 18(3). 401-411.
<http://dx.doi.org/10.21776/ub.jam.2020.018.03.01>
- Salleh, R., MS Nair, & H Harun. (2012). Job Satisfaction, Organizational Commitment, and Turnover Intention: A Case Study on Employees of a Retail Company in Malaysia. *International Journal of Social, Behavioral, Educational, Economic, Business and*

- Industrial Engineering. Malaysia.* 6(12): 3429-3436.
- Sari, Rini R. N., Armanu, dan Afnan, E. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasional terhadap Intention to Leave pada Karyawan Produksi Mitra Produksi Sigaret (MPS) Ngoro-Jombang. *Jurnal Bisnia dan Manajemen*, 3 (1): 54-64
- Sifuna, T. Mayende & Abaasi Musenze. (2014). Personality Dimensions and Job Turnover Intentions: Findings from a University Context. *International Journal. Management and Business. Res.*, 4 (2), 153-164 https://ijmbr.srbiau.ac.ir/article_2493_27d84767640e7819c227cd9db36d37f1.pdf
- Singh AK, Singh S, Singh AP. (2014). Personality Traits and Turnover Intention among Front Level Managerial Personnel. *Journal of the Indian Academy of Applied Psychology*. 40(2):228
- Setiawan, Danny Putra dan Harahap, Pahlawan. (2016). Pengaruh Komitmen Organisasi, Kompensasi, Dan Karakteristik Pekerjaan Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Pada Pt. Sido Muncul Semarang). *Jurnal Administrasi Bisnis*. 9(3). 56-79
- Srinadi, Ni Nyoman & Supartha, Wayan Gede. (2015). Peran Mediasi Kepuasan Kerja Pada Hubungan Motivasi Kerja dengan Intention to Quit. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*. 4(03).197-219 <http://download.garuda.kemdikbud.go.id/article.php?article=1358255>
- Sufia, Sofiyan, Nagian Toni, Yusuf Ronny Edward. (2020). Effect of Organizational Commitment and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Famfit Bugar Nusantara. *International Journal of Research and Review (ijrrjournal.com)*. 7(8); 303-312
- Suma, S., & J. Lesha. (2013). Job satisfaction and organizational commitment: the case of Shkodra municipality, *European Scientific Journal*. 9(17).41-51. <https://doi.org/10.19044>
- Stewart, Greg L., Stephen H. Courtright, and Charles C. Manz. (2011). Self-Leadership: A Multilevel Review. 37(1). 185-222. <https://journals.sagepub.com/doi/10.1177/0149206310383911> <https://doi.org/10.1177/0149206310383911>
- Swider, B. W., Boswell, W. R., and Zimmerman, R. D. (2011). Examining the job search-turnover relationship: Role engagement, job satisfaction, and available alternatives. *Journal of Applied Psychology*. 96(2). 432-441.
- Treglown, L., Zivkov, K., Zarola, A., & Furnham, A. (2018). Intention to quit and the role of dark personality and perceived organizational support: A moderation and mediation model. *PLoS ONE*, 13(3), 1–13. <https://doi.org/10.1371/journal.pone.0195155>.
- Tsai, J., Jones, N., Klee, A. and Deegan, D. (2020) Job Burnout among Mental Health Staff at a Veteran's Affairs Psychology Rehabilitation Centre. *Community Mental Health Journal*, 56, 294-297. <https://doi.org/10.1007/s10597-019-00487-5>
- Vizano, Nico Alexander, Aris Setiyani, Lenny Nawangsari. (2020). The Effect of Organizational Culture & Job Satisfaction On Turn Over Intention, With Organizational Commitment As a Mediating Variable (Study Case At PT SAS Kreasindo Utama). *Jurnal Ekonomi*. 23(01).99-113
- Wagiman, S. dan Susanto, Himawan Arif. (2019). Job Satisfaction Mediates Relationship Between Organizational Commitments and Employee Performance. *Jurnal Ekonomi Manajemen Sumber Daya*. 21(2). 132-

143

- Wahyono, I. dan S. Riyanto. (2020). Effect of Organizational Commitment, Job Stress, And Job Satisfaction on Turnover Intention. *International Journal for Innovation Education and Research*. 8(10), 286-316. <https://doi.org/10.31686/ijier.vol8.iss10.2682>
<https://scholarsjournal.net/index.php/ijier/article/view/2682/1886>
- Wen T., Zhang Y., Wang X., Tang G. (2018). Factors influencing turnover intention among primary care doctors: a crosssectional study in Chongqing, China. *Human Resour Health*. 16(10). doi: 10.1186/s12960-018-0274-z
- Yucel, I. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study. *International Journal of Business and Management*, 7(20), 44
- Yukongdi, V., & Shrestha, P. (2020). The influence of affective commitment, job satisfaction and job stress on turnover intention: A study of Nepalese bank employees. *Review of Integrative Business and Economic Research*, 9(1), 88–98.

