

Determinant Factors of Turnover Intention with Organizational Commitment as a Mediating Variable

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Abstract

Objective - This study aims to determine the effect of work stress and job satisfaction variables on turnover intention through organizational commitment as a mediator.

Method - This study uses a quantitative research method. The population in this study were 30 employees of LKMS BTM Surya Amanah Temanggung. The sampling technique used was total sampling, namely a sampling technique with the entire population, namely 30 employees of LKMS BTM Surya Amanah Temanggung as respondents. Data collection used observation and questionnaires. The data obtained were then analyzed using the Structure Equation Modeling (SEM) analysis technique with the Partial Least Square (PLS) approach through SmartPLS 4.0 software.

Results - The results of the study showed that work stress had a positive effect on turnover intention, job satisfaction did not affect turnover intention, work stress did not affect organizational commitment, job satisfaction had a positive effect on organizational commitment, organizational commitment did not affect turnover intention, and organizational commitment was unable to mediate work stress and job satisfaction on turnover intention of LKMS BTM Surya Amanah Temanggung employees.

Implications - This study uses data from employees of LKMS BTM Surya Amanah Temanggung.

Originality - This paper examines the relationship between several factors that influence employee turnover intention at LKMS BTM Surya Amanah Temanggung. The number of employees who do turnover retention illustrates the organizational commitment of employees of LKMS BTM Surya Amanah in Temanggung.

Keywords: Job Stress, Job Satisfaction, Organizational Commitment, Turnover Retention.

Abstrak

Tujuan - Penelitian ini bertujuan untuk mengetahui pengaruh variabel stres kerja dan kepuasan kerja terhadap keinginan berpindah (turnover intention) melalui komitmen organisasi sebagai pemediasi.

Metode - Penelitian ini menggunakan metode penelitian kuantitatif. Populasi dalam penelitian ini adalah karyawan LKMS BTM Surya Amanah Temanggung sebanyak 30 karyawan. Teknik pengambilan sampel yang digunakan adalah total sampling yaitu teknik pengambilan sampel dengan jumlah seluruh populasi yaitu 30 karyawan LKMS BTM Surya Amanah Temanggung menjadi responden. Pengambilan data menggunakan observasi dan kuesioner. Data yang didapatkan kemudian dianalisis menggunakan Teknik analisis Structure Equation Modelling (SEM) dengan pendekatan Partial Least Square (PLS) melalui software SmartPLS 4.0.

Hasil - Hasil penelitian menunjukkan bahwa stres kerja berpengaruh positif terhadap keinginan berpindah kerja, kepuasan kerja tidak berpengaruh terhadap keinginan berpindah kerja, stress kerja tidak berpengaruh terhadap komitmen organisasi, kepuasan kerja berpengaruh positif terhadap komitmen organisasi, komitmen organisasi tidak berpengaruh terhadap keinginan berpindah kerja, dan komitmen organisasi tidak mampu memediasi stress kerja dan kepuasan kerja terhadap keinginan berpindah kerja karyawan LKMS BTM Surya Amanah Temanggung.

Implikasi - Penelitian ini menggunakan data karyawan LKMS BTM Surya Amanah Temanggung.

Orisinalitas - Makalah ini melihat hubungan beberapa faktor yang mempengaruhi keinginan berpindah (turnover intention) karyawan di LKMS BTM Surya Amanah Temanggung. Jumlah

karyawan yang melakukan turnover retention tersebut menggambarkan komitmen organisasi karyawan LKMS BTM Surya Amanah di Temanggung.

Kata kunci: *Stress Kerja, Kepuasan Kerja, Komitmen Organisasi, Turnover Retention.*

Introduction

In current economic developments, the labor issue is quite interesting for both developed and developing countries. This is based on the assumption that labor is the most strategic asset in the development process, as it is a company resource that requires attention for its development. Within any organization or company, human resources are considered a crucial and potential asset. Therefore, a company needs to invest in Human Resource Management (HRM) functions, from recruitment and selection to retention. However, a common phenomenon in companies is when even excellent performance can be disrupted, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of this employee behavior is turnover intention, which can lead to employees leaving their jobs.

Turnover intention can be defined as the movement of employees to leave an organization, either through resignation or termination. High turnover also leads to a reduced organizational effectiveness due to the loss of experienced employees (Andini, 2006). A high company turnover rate will have an impact on the company's income because turnover results in recruitment costs, training costs and costs incurred to fill vacant positions in the company (Ariansyah, 2019).

The causes of turnover include work stress, job satisfaction, organizational commitment, work environment, and so on (Susilo & Satrya, 2019). One of the factors that can influence turnover intention is work stress Siddiqui & Jamil (2015) Research shows that job stress is a major factor influencing employee turnover intention. Increasing workloads, fiercer competition, numerous demands, and income levels that don't keep up with the cost of living are common problems employees face. As a result, they are unable to make sound decisions and their behavior becomes disrupted. Other impacts include physical illness, despair, frequent absences, and more (Parvaiz et al., 2015). Watson stated that employees or individuals generally decide to change jobs because alternative employment options are available, making it easier to find another job. This is not the case in Indonesia, where unemployment is relatively high due to the relatively limited job market. Despite the limited number of available jobs, the facts indicate a high turnover rate in Indonesia. This condition is likely caused by internal issues within the company or within the individual.

According to Bramantara & Dewi (2014) One of the factors that influences turnover intention is low employee commitment to the organization where they work. Robbins stated that organizational commitment is the loyalty and identity of employees who actively participate in organizational activities (Samsuki, 2023). If organizational commitment is low, employee loyalty to the company will also be low and increase the employee's desire not to maintain their membership in the company.

Robbins & Judge (2012) states that job satisfaction is a person's attitude towards work when there is a match with the rewards received. According to Hasibuan (2008) The main factors that influence job satisfaction are as follows: the work itself, promotion, work group, working conditions, wages/salary, supervision.

The BTM Surya Amanah Sharia Microfinance Institution (BTM Surya Amanah) is a financial institution established specifically to provide business development and community empowerment services. It offers loans or financing for micro-scale businesses to members and the community, savings management, and business development consulting services.

The researcher chose BTM Surya Amanah in Temanggung Regency as the research object due to the ongoing employee turnover, which is feared to impact the company's effectiveness. To observe turnover intention at BTM Surya Amanah Temanggung, the researcher conducted initial observations in August. Through interviews with employees, it was revealed that there was a high turnover of employees. The reasons cited were contract terminations due to lack of progress, and a significant number of employees leaving due to heavy workloads. Heavy workloads can lead to work stress. Marketing lending targets differ for each employee level. This is divided into four employee groups as follows:

1. Interns have a target of 50 million rupiah over 3 months.
2. Non-permanent employees have a target of 50 million rupiah per month.
3. Permanent employees have a target of 100-150 million rupiah per month.
4. Senior employees have a target of 200-250 million rupiah per month.

Meanwhile, marketing funding has a target of acquiring 30 clients per month. Furthermore, interviews with the front office revealed that the workload is quite heavy, especially when the daily closing report is unbalanced. Therefore, they review each input individually.

There is a negative relationship between organizational commitment and turnover intention. Increasing organizational commitment can increase employee loyalty and reduce the desire to leave the organization, while low organizational commitment will impact the decision to leave. High levels of work stress directly affect both the individual and the organization. However, each individual has a different perspective on work stress; it all depends on the individual Putra & Ardana (2018) mengatakan terdapat hubungan positif antara stres kerja dengan intensi turnover karyawan. Semakin tinggi tingkat stres yang dialami oleh karyawan akan cenderung meningkatkan keinginan mereka untuk keluar dari organisasi. Mitchell et al mengemukakan stres kerja merupakan penyebab utama terjadinya intensi turnover bagi para karyawan (Wicaksono, 2019). Moncrief et al menyatakan bahwa adanya hubungan negatif antara stres kerja terhadap komitmen organisasi. Karyawan dengan stres kerja tinggi akan berdampak pada rendahnya komitmen organisasi (Prasasti & Yuniawan, 2017).

The higher the job satisfaction felt by employees, the lower their desire to leave the organization, and vice versa, the lower the employee's job satisfaction, the higher their desire to leave the organization. Koh and Boo stated that there is a significant positive relationship between job satisfaction and organizational commitment, the lower the job satisfaction, the lower the organizational commitment shown (Fitria, 2018).

Table 1
Employee Turnover Data at BTM Surya Amanah for the 2019-2022 Period

Year	Employees at the beginning of the period (1)	Employees at the end of the period (2)	Average (3) = $\frac{(1) + (2)}{2}$	Employees enter (4)	Employees leave (5)	Turnover rate % = $\frac{5}{3} \times 100\%$
2019	16	16	16	3	3	18,75%
2020	16	20	18	10	6	33,3%
2021	20	21	20,5	7	6	29,2%
2022	21	24	22,5	8	5	22,2%

Source: BTM Surya Amanah, 2023

Based on this background, the research questions can be formulated as follows: 1) Does job stress affect turnover intention? 2) Does job satisfaction affect turnover intention? 3) Does job stress affect organizational commitment? 4) Does job satisfaction affect organizational commitment? 5) Does organizational commitment affect turnover intention? 6) Does organizational commitment mediate job stress on turnover intention? 7) Does organizational commitment mediate job satisfaction on turnover intention?

Literature Review

Turnover Intention

Intention is the desire that arises in an individual to do something. Meanwhile, turnover is the voluntary resignation of an employee from their workplace or the transfer from one workplace to another. Thus, turnover intention is the tendency or intention of an employee to leave their job (Halimah et al., 2016). Turnover intention is the level or intensity of the desire to leave an organization/company. There are many reasons for this, including the desire to find a better job. Employee turnover can be simply defined as the flow of employees entering and leaving an organization/company (Maarif & Kartika, 2021). Meanwhile, according to Mobley et al, the desire to change jobs (turnover intention) is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another workplace according to their own choice (Pranowo, 2016).

Resignation behavior, also known as the intention to quit, has several influencing factors. According to Mobley et al., several factors that contribute to turnover intention are as follows:

a. Individual Characteristics

An organization is a place with goals that are jointly determined by the people involved. To achieve these goals, continuous interaction between organizational elements is necessary. Individual characteristics that influence turnover intention include age, education, and marital status.

b. Work Environment

The work environment can encompass both the physical and social environments. The physical environment includes temperature, weather, construction, buildings, and work location. The social environment encompasses the socio-cultural context of the workplace and the quality of work life.

c. Job Satisfaction

At the individual level, satisfaction is the most frequently studied psychological variable in models of intention to leave. Aspects of satisfaction found to be associated with an individual's intention to leave include satisfaction with pay and promotions, satisfaction with the supervisor, satisfaction with coworkers, and satisfaction with the job and its content.

d. Organizational Commitment

Further developments in the study of intention to leave have included the construct of organizational commitment as a concept that helps explain this process as a form of behavior. Organizational commitment can be distinguished from job satisfaction. Commitment refers to an individual's emotional (affective) response to the organization as a whole, while satisfaction refers to the emotional response to specific aspects of the job (Darmawan, 2017).

The factors that influence turnover intention include work stress, organizational commitment, and job satisfaction (Lestari & Mujiati, 2018).

Organizational Commitment

Robbins & Judge (2012) reveals that organizational commitment is a condition when an employee believes in the organization's goals and has a desire to stay and maintain his membership in the organization. Organizational commitment shows an employee's efforts in carrying out his work, loyalty to his institution to achieve goals and employee identification in fulfilling organizational goals (UlHaq et al., 2014). Allen & Meyer (1993) states that organizational commitment is divided into three dimensions, namely: 1) Affective commitment, 2) Continuance commitment, and 3) Normative commitment.

Job Stress

Robbins & Judge (2012) explains that stress is a dynamic state that a person faces related to opportunities, demands, or resources related to something the individual desires, the outcome of which is perceived as uncertain and important. Work stress can impact several things and is seen in symptoms including: physiological symptoms, psychological symptoms, and behavioral symptoms.

Work Stress Indicators according to Robbins dalam Blesstasya (2022) that is:

1. Task demands, which are factors associated with a person's job, such as working conditions, work procedures, and physical layout.
2. Role demands, which relate to the pressures placed on a person as a function of the specific role played within an organization.
3. Interpersonal demands, which are pressures created by employees.

4. Organizational structure, which is the organization's recognition of the need to formally coordinate the interaction patterns of its members.
5. Organizational leadership, which is motivating, leading, and other actions involving interaction with others.

Job satisfaction

Maarif & Kartika (2021) Job satisfaction is defined as a person's attitudes, feelings, and behaviors toward factors in their work and work environment, as well as interactions outside of work. Job satisfaction is an emotional state characterized by enjoyment and love for one's work. This attitude is reflected in work morale, discipline, and work performance. This satisfaction is experienced within work, outside of work, and a combination of both.

Employees with low levels of job satisfaction will exhibit negative attitudes toward both their jobs and their work environment, leading to feelings of insecurity and anxiety, ultimately leading to intention to leave their jobs (Lestari & Mujiati, 2018).

According to Andini (2006) explain the factors influencing job satisfaction as follows:

1. Mentally challenging work.
2. Supportive working conditions.
3. Supportive coworkers.
4. Personality-job fit.

According to Mathis & Jackson, indicators of job satisfaction include the following:

1. The work itself, namely how employees feel about the work assigned by their superiors.
2. Work supervision, namely how employees feel about the supervision and encouragement of their superiors.
3. Coworkers, namely how employees feel about coworkers or other employees, both in helping them complete their work and solving personal problems.
4. Wages, namely how employees feel about the wages paid by the company.
5. Opportunities for development, namely how employees feel about opportunities for development (Blesstasya, 2022).

From this theoretical framework, a research model can be drawn as shown in the following image:

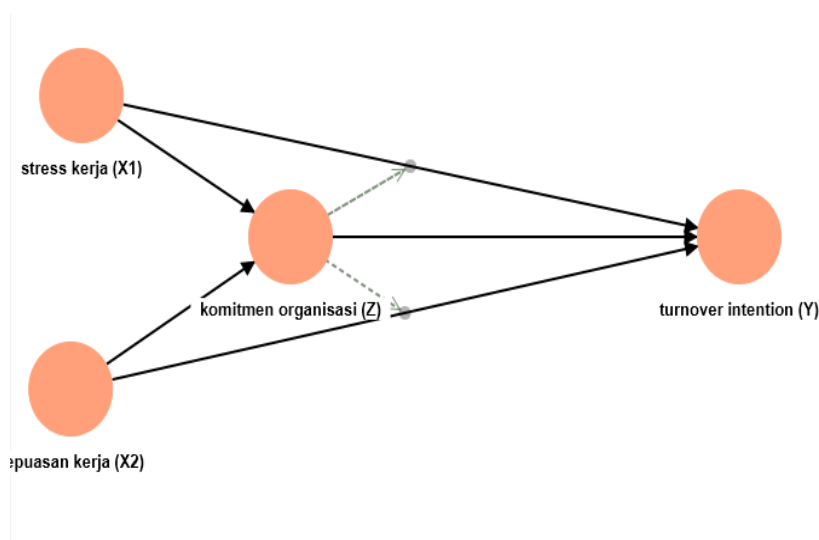


Figure 1
Research Model

A hypothesis is a tentative answer to the research problem formulation, where the research problem formulation is stated in the form of a question. Based on the problem formulation and conceptual framework outlined previously, the hypotheses in this study are:

H1: Job stress has a positive effect on turnover intention.

H2: Job satisfaction has a negative effect on turnover intention.

H3: Job stress has a negative effect on organizational commitment.

H4: Job satisfaction has a positive effect on organizational commitment.

H5: Organizational commitment has a negative effect on turnover intention.

H6: Organizational commitment mediates the effect of job stress on turnover intention.

H7: Organizational commitment mediates the effect of job satisfaction on turnover intention.

Research methodology

Research Time and Location

The research took place from March to August 2023 at the Surya Amanah Temanggung Community Service Center (LKMS BTM) on Jalan Dokter Cipto, Gendengan Street No. 18, Puntuksari, Temanggung I, Temanggung District, Temanggung Regency, Central Java 56212.

Data Collection Techniques

Data collection used observation and questionnaires. The researcher distributed questionnaires to all employees of the Surya Amanah Temanggung Community Service Center (LKMS BTM) as respondents. The measurement used a Likert scale (Sugiyono, 2019).

Sampling Techniques

The population in this study was 30 employees of LKMS BTM Surya Amanah Temanggung. The sampling technique used was total sampling, which is a sampling technique with the entire population of 30 employees of LKMS BTM Surya Amanah Temanggung.

Operational Definition of Variables

In this study, the author has determined the independent variables, namely Job Stress (X1) and Job Satisfaction (X2), while the dependent variable is Turnover Retention, and the mediating variable is Organizational Commitment. The variable indicators can be seen in the following table:

Tabel 2.
Variable Indicator

No	Variable name	Indicator
1	Job Stress (X1)	1. Task demands 2. Role demands 3. Interpersonal demands 4. Organizational structure 5. Organizational leadership
2	Job Satisfaction (X2)	1. Job satisfaction 2. Satisfaction with wages 3. Satisfaction with job promotions 4. Satisfaction with supervision received 5. Satisfaction with coworkers
3	Desire to Move (Y)	1. Thinking about leaving 2. Looking for alternatives 3. Intending to leave
4	Organizational Commitment (Z)	1. Affective commitment 2. Continuance commitment 3. Normative commitment

Data Analysis Techniques

Hypothesis testing in this study was conducted using the Structure Equation Modeling (SEM) analysis technique. SEM is a type of multivariate analysis that has recently been applied in the social sciences, particularly marketing Ghozali (2014) The Partial Least Square (PLS) approach is a component-based structural equation model or variant that can test a series of relationships that are relatively difficult to measure simultaneously. PLS can be used to analyze the relationship between each latent variable. Mediation testing aims to detect the position of the intervening variable. To test the significance of the indirect effect, it is necessary to test the t-value of the ab coefficient. The calculated t-value is compared with the t-table value. If the calculated t-value is greater than the t-table value, it can be concluded that a mediating effect occurs. Then, the nature of the relationship between the variables, both as mediating variables, can be examined (Ghozali, 2014).

Results and Discussion**Validity and Reliability Test**

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct can be said to have high reliability if its value is 0.70 and its AVE is above 0.50 (Ghozali, 2014). Table 3 below presents the Co-Position Reliability and AVE values for all variables, with each variable having an AVE value >0.50.

Table 3.
Composite Reliability and Average Variance Extracted

Variable	Cronbach Alpha	Rho_a	Rho_c	AVE
Job stress (X1)	0.899	0.905	0.925	0.713
Job satisfaction (X2)	0.884	0.942	0.914	0.684
Organizational commitment (Z)	0.849	0.871	0.887	0.568
Turnover intention (Y)	0.780	0.784	0.873	0.697

Based on Table 3 above, it can be seen that all constructs meet the reliability criteria. Each variable has an AVE value >0.50 , and the Cronbach's Alpha value for each variable is >0.70 .

Convergent Validity is an indicator that measures the magnitude of the correlation between a construct and a latent variable in the evaluation of Convergent Validity from the examination of individual item reliability. This can be seen from the standardized loading factor, which describes the magnitude of the correlation between each measurement item (indicator) and the construct. The expected value is >0.7 , but an outer loading value between 0.5 and 0.6 is considered sufficient to meet the requirements for convergent validity.

Table 4.
Output Outer Loading

Variable	Job stress (X1)	Job satisfaction (X2)	Turnover intention (Y)	Organizational commitment (Z)
Job stress (X1)-1	0.790			
Job stress (X1)-2	0.804			
Job stress (X1)-3	0.891			
Job stress (X1)-4	0.858			
Job stress (X1)-5	0.873			
Job satisfaction (X2)-1		0.902		
Job satisfaction (X2)-2		0.864		
Job satisfaction (X2)-3		0.840		
Job satisfaction (X2)-4		0.626		
Job satisfaction (X2)-5		0.874		
Turnover intention (Y)-1			0.760	
Turnover intention (Y)-2			0.855	
Turnover intention (Y)-3			0.884	
Organizational commitment (Z)-1				0.770
Organizational commitment (Z)-2				0.689
Organizational commitment (Z)-3				0.675
Organizational commitment (Z)-4				0.830
Organizational commitment (Z)-5				0.722
Organizational commitment (Z)-6				0.822

The table above shows that the loading factor results for all indicators for each construct meet convergent validity, as all loading factor values exceed 0.50. The smallest value is 0.626 for indicator X2-4. Therefore, the indicators used in this study are valid and meet convergent validity.

The discriminant validity of the measurement model with reflective indicators can be determined based on the cross-loading of the measurement with the construct. If the

correlation between the construct and the measurement item is greater than that of the other constructs, then the latent construct can predict the block size better than the other block sizes. The following is the cross-loading output from the PLS algorithm:

Table 5.
Cross Loading Discriminant Validity

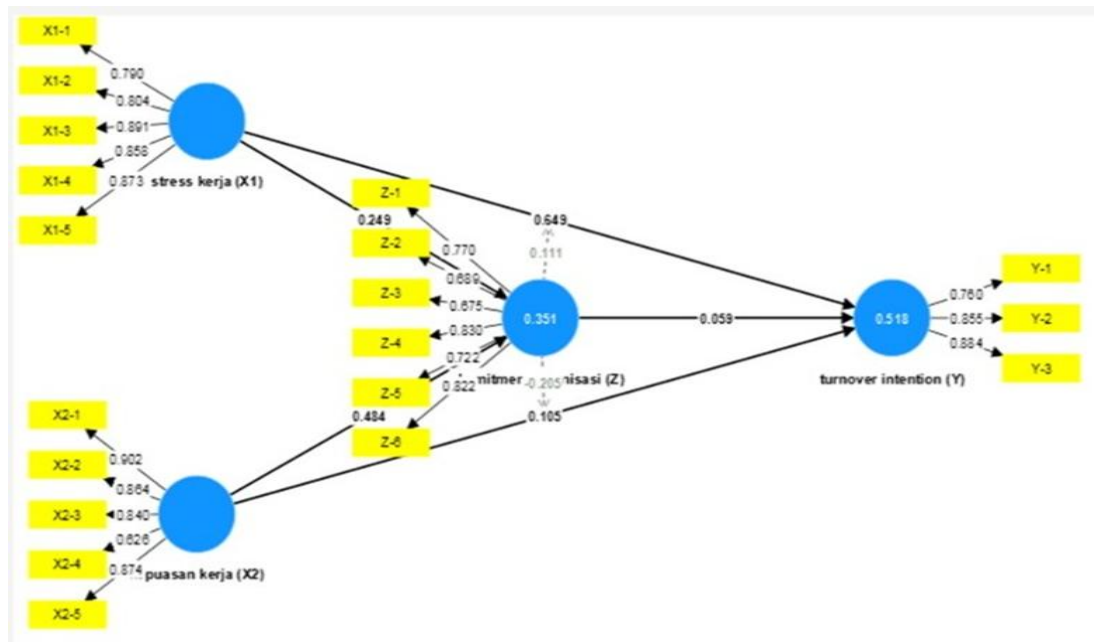
	Job stress (X1)	Job satisfaction (X2)	Turnover intention (Y)	Organizational commitment (Z)
Job stress (X1)-1	0.790	0.177	0.557	0.316
Job stress (X1)-2	0.804	0.337	0.559	0.181
Job stress (X1)-3	0.891	0.077	0.629	0.383
Job stress (X1)-4	0.858	0.243	0.640	0.298
Job stress (X1)-5	0.873	0.145	0.495	0.316
Job satisfaction (X2)-1	0.266	0.902	0.285	0.587
Job satisfaction (X2)-2	0.218	0.864	0.304	0.463
Job satisfaction (X2)-3	0.146	0.840	0.109	0.380
Job satisfaction (X2)-4	0.019	0.626	-0.095	0.324
Job satisfaction (X2)-5	0.191	0.874	0.114	0.398
Turnover intention (Y)-1	0.548	0.084	0.760	0.112
Turnover intention (Y) -2	0.590	0.189	0.855	0.257
Turnover intention (Y)-3	0.581	0.263	0.884	0.227
Organizational commitment (Z)-1	0.385	0.240	0.274	0.770
Organizational commitment (Z)-2	0.281	0.380	0.085	0.689
Organizational commitment (Z)-3	0.048	0.251	0.127	0.675
Organizational commitment (Z)-4	0.294	0.503	0.250	0.830
Organizational commitment (Z)-5	0.291	0.397	0.126	0.722
Organizational commitment (Z)-6	0.254	0.556	0.194	0.822

Based on the table above, it can be seen that all indicators have a higher correlation coefficient than the correlation coefficients with other constructs (variables). This indicates that each indicator in its own block performs better than the indicators in other blocks.

Structural Model Testing (Inner Model)

Inner model testing is used to examine the relationships between constructs, the significance values, and the R-square of this research model. The structural model can be evaluated using the R-square for the dependent construct, the t-test, and the significance of the structural path parameter coefficients.

Figure 2.
Structural Model



In assessing a model using PLS, start by looking at the value of the Coefficient of Determination (R2) or R-square using smartPLS.

Table 6.
R-Square Value

	R-square	R-square adjusted
Organizational commitment (Z)	0.351	0.303
Turnover intention (Y)	0.518	0.457

The table above shows that the adjusted R-square value for the turnover intention variable is 0.457, while for the organizational commitment variable it is 0.303. These results indicate that 45.7% of the turnover intention variable can influence job stress and job satisfaction, while 30.3% of the organizational commitment variable is influenced by job stress and job satisfaction.

Hypothesis Testing

Hypothesis testing in SmartPLS is conducted using the bootstrapping method, which compares the t-table and t-statistic values to determine the significance of the influence of the independent variables on the dependent variable. The research hypothesis is accepted if the p-value is <0.05 and the t-statistic is >1.96. Conversely, the hypothesis is rejected if the p-value is >0.05 and the t-statistic is <1.96 (Ghozali, 2014). The following presents the results of the bootstrapping method test using SmatPLS.

Table 7.
Output Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job stress (X1) -> Organizational commitment (Z)	0.249	0.248	0.241	1.036	0.300

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job stress (X1) -> Turnover intention (Y)	0.888	0.882	0.185	4.148	0.001
Job satisfaction (X2) -> Organizational commitment (Z)	0.484	0.502	0.160	3.018	0.003
Job satisfaction (X2) -> Turnover intention (Y)	0.091	0.099	0.221	0.414	0.658
Organizational commitment (Z) -> Turnover intention (Y)	-0.055	-0.084	0.248	0.224	0.847

Table 8.
Output Spesific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job stress (X1) -> Organizational commitment (Z) -> turnover intention (Y)	0.015	0.027	0.116	0.126	0.899
Job satisfaction (X2) -> Organizational commitment (Z) -> turnover intention (Y)	0.028	0.040	0.159	0.178	0.858

Discussion

The Effect of Job Stress on Turnover Intention

Based on the facts in the field and the tests that have been conducted, work stress has a positive effect on turnover intention. The results of this study are in line with research Mantra & Rahyuda (2021) which states that job stress has a positive and significant effect on turnover intention. The results of this study indicate that the higher a person's job stress, the higher their turnover intention. This variable is measured using five indicators: task demands, role demands, interpersonal demands, organizational structure, and organizational leadership. This is consistent with research Mantra & Rahyuda (2021) This study found that job stress had a positive effect on turnover intention. This study indicates that respondents' job stress levels were high, as evidenced by the fact that 83.33% of respondents reported having high work demands, which would impact turnover intention.

The Influence of Job Satisfaction on Turnover Intention

Based on the facts in the field and the tests conducted, job satisfaction has no effect on turnover intention. This research finding is inconsistent with Hanafiah's theory, which states that employees with low levels of satisfaction will exhibit negative attitudes toward both their jobs and their work environment (Lestari & Mujiati, 2018). The results of this study are different from the results of research conducted by (Kusasti & Usman, 2022) which states that job satisfaction has a negative effect on turnover intention. Based on the research results, respondents are still not satisfied with the wages given, as evidenced by the results of respondents' answers that 30% of employees are still not satisfied with their wages.

The Influence of Work Stress on Organizational Commitment

Based on the facts in the field and the tests that have been conducted, work stress has no effect on organizational commitment. The results of this study do not align with the theory according to I. B. G. S. Putra & Rahyuda (2016) which states that the factor causing a decrease in organizational commitment is work stress. The results of this study differ from the results of research conducted by Rismawan et al., (2014) which states that stress influences organizational commitment. The results of this study indicate that 53.33% of respondents felt stressed because superiors constantly monitored their employees' work, thus limiting their freedom.

The Influence of Job Satisfaction on Organizational Commitment

Based on the facts in the field and the tests conducted, job satisfaction has a positive effect on turnover intention. The results of this study indicate that the higher a person's job satisfaction, the higher their organizational commitment. This finding aligns with research conducted by Rismawan et al., (2014) which states that job satisfaction has a positive and significant effect on organizational commitment. The results of this study indicate that 63.33% of respondents were committed to their company because of their competent superiors.

The Influence of Organizational Commitment on Turnover Intention

Based on the facts in the field and the tests that have been conducted, organizational commitment has no effect on turnover intention. The results of this study do not align with the theory according to Robbins & Judge (2012) revealed that organizational commitment is a condition where an employee believes in the organization's goals and has a desire to stay and maintain his membership in the organization. The results of this study differ from the results of research conducted by Rismawan et al., (2014) which states that organizational commitment has a negative and significant effect on turnover intention. The results of this study indicate that only 10% of respondents felt that they would not leave this company because they needed this job.

Organizational Commitment Mediates the Effect of Job Stress on Turnover Intention

Based on the facts in the field and the tests that have been carried out, organizational commitment cannot mediate work stress on turnover intention. The results of this study are not in accordance with the theory of Mobley et al. which states that turnover intention is the tendency or intention of employees to stop working from their jobs with the factors that determine their desires being individual characteristics, work environment, job satisfaction, organizational commitment and the results of research conducted by Rismawan et al., (2014) which states that organizational commitment can mediate work stress on turnover intention. However, this research is in line with Riana & Yasa (2016) which states that job stress and turnover intentions are mediated by organizational commitment. The results of this study indicate that job stress is the main predictor of employee turnover intentions. This study indicates that 83.33% of employees with high job stress do not necessarily have low organizational commitment, but rather that employees have a desire to change jobs due to tension with their superiors and dissatisfaction with wages.

Organizational Commitment Mediates Job Satisfaction and Turnover Intention

Based on the facts in the field and the tests that have been conducted, organizational commitment cannot mediate job satisfaction with turnover intention. The results of this study are not in accordance with the theory of Mobley et al. who stated that turnover

intention is the tendency or intention of employees to leave their jobs with factors that influence their desires being individual characteristics, work environment, job satisfaction, organizational commitment and the results of research conducted by Rismawan et al., (2014) which states that organizational commitment can mediate job satisfaction on turnover intention. The results of this study mean that job satisfaction can influence organizational commitment, but organizational commitment is not able to mediate employee desire to change jobs, this is proven by the fact that there are still 30% of employees who are not satisfied with the wages they receive.

Conclusion

Based on the research results and hypothesis testing, it was found that there is a positive influence between job stress and turnover intention, meaning that the higher the employee's job stress, the higher the employee's turnover intention. This is evidenced by the fact that 83.33% of respondents answered that they have heavy work demands, which will affect the intensity of employee turnover. There was no influence between job satisfaction and turnover intention, meaning that employees who are satisfied with their work do not necessarily have no desire to leave. There was no influence between job stress and organizational commitment, meaning that employee job stress cannot affect employee organizational commitment. This is evidenced by the respondents' answers that 53.33% of respondents feel tense because their superiors always monitor what employees do, so employees have no freedom. There is a positive influence between job satisfaction and organizational commitment, meaning that the higher the employee's level of job satisfaction, the higher the employee's level of commitment to their organization. There was no influence between organizational commitment and turnover intention, meaning that employee organizational commitment cannot affect employee turnover intention. There was an answer from 10% of respondents who felt that they would not leave this company because they needed this job.

Based on the results of the mediation hypothesis testing, it was found that organizational commitment cannot be a mediator in the influence of work stress and job satisfaction on turnover intention, meaning that employees want to leave the company not because of work stress factors and when employees are more satisfied with the company, employee commitment is also higher, but organizational commitment is rejected as a mediator. This means that employees who have high work stress do not necessarily have low organizational commitment, but employees have a desire to move jobs from BTM Surya Amanah not from the influence of work stress, job satisfaction, and organizational commitment as mediators, but because they are influenced by other factors including heavy workloads and less satisfied wages.

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