

Organizational Commitment and Job Satisfaction as Predictors of Employees' Turnover Intentions at PT Japfa Tanjung Morawa

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Abstract:

Employee turnover intention represents an important organizational issue because persistent intentions to leave may disrupt workforce stability, increase recruitment and training costs, and affect organizational performance. This study aims to examine the influence of organizational commitment and job satisfaction on employees' turnover intentions at PT Japfa Tanjung Morawa. A quantitative research approach was employed, involving 70 employees as respondents. Data were collected using research scales measuring organizational commitment, job satisfaction, and turnover intention. The data were subsequently analyzed using multiple linear regression to assess both the simultaneous and partial effects of the independent variables on turnover intention. The findings indicate that organizational commitment and job satisfaction simultaneously have a significant effect on employees' turnover intention, with a correlation coefficient of $R = 0.388$, coefficient of determination $R^2 = 0.150$, and significance level of $p = 0.005$. This result indicates that the two predictors jointly explain 15.0% of the variance in turnover intention, while the remaining variation is attributable to other factors outside the model. Partially, organizational commitment has a negative and significant effect on turnover intention ($\beta = -0.315$; $p = 0.008$), demonstrating that stronger commitment is associated with a lower tendency among employees to consider leaving the organization. In contrast, job satisfaction has a negative but statistically insignificant effect on turnover intention ($\beta = -0.161$; $p = 0.168$). Further dimensional analysis reveals that normative commitment has the strongest negative association with turnover intention ($r = -0.349$; $p = 0.003$). Overall, the findings emphasize the strategic importance of strengthening organizational commitment, particularly normative commitment, as an effort to reduce employees' turnover intentions at PT Japfa Tanjung Morawa.

Keywords: employees; job satisfaction; organizational commitment; turnover intention.

INTRODUCTION

PT Japfa Comfeed Indonesia is an agrifood company in Indonesia that provides animal protein and has grown into a major player in the sector. Facing increasingly competitive business conditions, a company's sustainability and success are determined not only by its financial strength, technology, and operational systems, but also by the organization's ability to manage its human resources. Employees are crucial to achieving organizational goals because the continuity of a company's activities depends heavily on the

involvement, contribution, and presence of its human resources. One crucial issue in human resource management is turnover intention. Turnover intention is the tendency or intention of employees to leave the organization and seek alternative employment elsewhere. This intention can be an early indicator of actual turnover. This situation requires attention because employee turnover can cause organizations to lose the experience, knowledge, and resources developed during their employment (Bachri & Solekah, 2021a). Furthermore, turnover can also have consequences such as the need to recruit and train new employees and disrupt the continuity of work.

Various studies have shown that turnover intention is related to employees' attitudes toward their work and organization. Research by Pistariasih and Adnyani, for example, found that job satisfaction and organizational commitment have a negative and significant effect on turnover intention. This means that the higher the job satisfaction and organizational commitment, the lower the employee's tendency to leave the organization. Similar findings were also demonstrated by Suhendar, Siregar, and Simatupang, who found that organizational commitment and job satisfaction negatively influence employee turnover intention (Pistariasih & Adnyani, 2022; Suhendar et al., 2022). One important factor in explaining turnover intention is organizational commitment. Organizational commitment reflects an employee's psychological attachment to the organization and the desire to maintain their membership in the organization. From Meyer and Allen's perspective, organizational commitment consists of three components: affective commitment, continuance commitment, and normative commitment. These three components describe an employee's emotional attachment to the organization, consideration of the consequences of leaving the organization, and the belief or moral obligation to remain part of the organization.

Organizational commitment is important because employees with a strong attachment to the organization tend to have a lower desire to leave their workplace. Bachri and Solekah's research shows that organizational commitment has a negative and significant effect on turnover intention. The study also found that job satisfaction is related to organizational commitment and is indirectly related to turnover intention through organizational commitment (Bachri & Solekah, 2021b). These findings illustrate that organizational commitment is not only directly related to employees' decisions to stay but can also be an important mechanism in the relationship between employee attitudes toward their work and their desire to leave the organization. In addition to organizational commitment, job satisfaction is an important factor that can be related to turnover intention. Job satisfaction reflects employees' evaluations and attitudes toward various aspects of their work. These aspects can include job characteristics, compensation, relationships with coworkers, relationships with superiors, working conditions, and development opportunities. When employees experience work that aligns with their expectations and needs, job satisfaction can develop and foster a more positive attitude toward the organization. Conversely, a mismatch between expectations and working conditions can increase the likelihood of seeking alternative employment.

In the thesis that forms the basis of this article, job satisfaction is divided into intrinsic and extrinsic aspects. Intrinsic job satisfaction relates to characteristics inherent in the job, such as the utilization of abilities, achievement, creativity, responsibility, and job variety. Meanwhile, extrinsic job satisfaction relates to aspects of the job originating from the organizational environment, such as compensation, relationships with coworkers, working conditions, company policies, job security, relationships with superiors, and the superior's technical abilities. The relationship between job satisfaction and turnover intention has also been widely studied. Hasyim and Jayantika found that job satisfaction and organizational commitment had a negative and significant effect on turnover intention among employees in the MM2100 industrial area. Meanwhile, research by Saragih and Hendy showed that organizational commitment and job satisfaction partially or simultaneously influenced turnover intention. However, the results of the studies did not always show the same pattern. Trisakti and Ananda, for example, found that job satisfaction had a significant negative effect on turnover intention, whereas organizational commitment in the context of their study showed no significant effect. These differences in findings indicate that the relationship between job satisfaction, organizational commitment, and turnover intention is still relevant to be studied in different organizational contexts (Hasyim & Jayantika, 2021; Risaldy & Ananda, 2022; Saragih & Hendy, 2022).

The context of organizational change is also crucial in understanding this issue. PT Japfa Tanjung Morawa is experiencing a business paradigm shift from a cost-center orientation to a profit-center orientation. This shift has consequences for organizational and employee demands, including increased demands for achieving work targets and changes in performance management and assessment systems. The thesis that underpins this research explains that this paradigm shift has the potential to disrupt employee job satisfaction

and commitment and, ultimately, may be linked to turnover intentions. Interestingly, research on PT Japfa Tanjung Morawa employees indicates that organizational commitment has a stronger influence than job satisfaction on turnover intentions. The effective contribution of organizational commitment was recorded at 11.191%, while job satisfaction contributed 3.834% (Hasyim & Jayantika, 2021). These results indicate that employee engagement with the organization is a more dominant factor in explaining employee turnover intentions than job satisfaction.

Further analysis of the variable aspects also revealed interesting findings. In terms of job satisfaction, the intrinsic aspect showed no significant relationship with turnover intention, while the extrinsic aspect showed a significant negative relationship. Meanwhile, in terms of organizational commitment, the normative aspect showed a significant negative relationship with turnover intention. Aspect regression analysis also showed that normative commitment was the aspect of organizational commitment that influenced turnover intention. This finding is important because it suggests that organizational commitment is not only related to turnover intention in general, but that specific aspects of organizational commitment can play a more prominent role. In the context of PT Japfa Tanjung Morawa, normative commitment, related to the feeling of obligation to remain part of the organization, is an aspect that deserves attention (Suhendar et al., 2022). Thus, efforts to understand turnover intention are not sufficient simply by examining whether employees are satisfied or dissatisfied with their jobs, but also require considering the strength of their psychological attachment and sense of obligation to the organization.

Based on this description, there is a reason to place organizational commitment as the primary predictor of turnover intention, while job satisfaction is considered as a factor that contributes to explaining this tendency. This approach aligns with the empirical results of research at PT Japfa Tanjung Morawa, which showed that organizational commitment contributes more than job satisfaction to turnover intention. Therefore, this article aims to analyze the role of organizational commitment as a predictor of turnover intention and the role of job satisfaction among employees at PT Japfa Tanjung Morawa.

LITERATURE REVIEW

1. *Job Satisfaction*

Job satisfaction is a crucial aspect of organizational behavior because it relates to how employees evaluate their work experiences and conditions. Job satisfaction essentially reflects the extent to which employees have positive or negative feelings about their work. Spector explains that job satisfaction is an attitude that reflects the extent to which a person likes or dislikes their job as a whole and various aspects of it. This view aligns with Robbins and Judge, who explain that job satisfaction is an individual's general attitude toward their work, where high levels of satisfaction are reflected through positive attitudes toward work, while dissatisfaction is reflected through negative attitudes. In the context of modern organizations, job satisfaction is not only related to financial rewards but also to the psychological experiences employees gain during their work. Aspects such as the opportunity to use abilities, achievement, recognition, responsibility, relationships with superiors and coworkers, working conditions, compensation, and job security can shape employee evaluations of their work. Therefore, job satisfaction can be understood as the result of an employee's evaluation of the match between their expectations and the conditions they receive at work (Saragih & Hendy, 2022).

In this study, job satisfaction refers to two main groups: intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic satisfaction relates to aspects derived from the work itself, such as the utilization of abilities, achievement, activity, creativity, independence, responsibility, recognition, work variety, moral values, social services, and expertise. Meanwhile, extrinsic satisfaction relates to aspects derived from the work environment and conditions, such as compensation, relationships with coworkers, social status, working conditions, company policies, job security, authority, relationships with superiors, and superiors' technical skills. This grouping aligns with the use of the Minnesota Satisfaction Questionnaire (MSQ), which measures various aspects of job satisfaction. Job satisfaction is closely related to employees' desire to leave the organization. Employees who have positive work experiences tend to have more positive attitudes toward the organization and have stronger reasons to retain their jobs. Conversely, job dissatisfaction can lead to negative evaluations, the search for alternative jobs, and ultimately an increased desire to leave the organization (Risaldy & Ananda, 2022).

Empirical findings support this relationship. Pistariasih and Adnyani, for example, found that job satisfaction had a negative and significant effect on turnover intention (Pistariasih & Adnyani, 2022). This

means that the higher an employee's job satisfaction, the lower their tendency to leave the organization. Research on maintenance employees at PT Sidomulyo Selaras Tbk also showed that job satisfaction had a negative and significant effect on turnover intention. Therefore, in the context of PT Japfa Tanjung Morawa, job satisfaction is crucial because the shift in business paradigm from a cost center to a profit center can increase employee productivity, efficiency, and responsibility demands. If these changes are not accompanied by working conditions that meet employee expectations, dissatisfaction can arise and subsequently increase employees' tendency to seek alternative employment.

2. *Organizational Commitment*

Organizational commitment describes an employee's psychological attachment to the organization in which they work. Mowday, Steers, and Porter define organizational commitment as the relative strength of an individual's identification with an organization, demonstrated through acceptance of the organization's values and goals, willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization. Organizational commitment not only demonstrates employee loyalty but also reflects an active relationship between the individual and the organization. Employees with high commitment remain not only because of economic benefits but also because they have an emotional attachment, a sense of belonging to the organization, acceptance of organizational values, and a desire to contribute to achieving organizational goals (Widyawati et al., 2023).

Meyer and Allen developed a multidimensional approach that divides organizational commitment into three components: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization (Meyer & Allen, 1991). Employees with high affective commitment remain because they truly desire to remain part of the organization. Continuance commitment relates to considerations of the costs or losses that might arise if an employee leaves the organization. Meanwhile, normative commitment reflects a sense of moral obligation to remain in the organization. These three forms of commitment have different implications for employee behavior. Employees with high affective commitment tend to have a strong psychological attachment to the organization. Employees with continuance commitment consider the consequences of leaving the organization, while employees with normative commitment feel an obligation to maintain their membership.

Organizational commitment is also related to turnover intention. Theoretically, employees with a strong attachment to the organization are less likely to look for other jobs. Research by Pistariasih and Adnyani found that organizational commitment has a negative and significant effect on turnover intention. Similar results were found in a study of employees at PT Indo Metro Surya Andola, which showed that organizational commitment had a negative effect on turnover intention. Research by Ramadhania and Wulansari also showed that organizational commitment had a negative and significant effect on turnover intention. This research also demonstrated a link between organizational commitment and job satisfaction in explaining employees' tendency to leave the organization (Pistariasih & Adnyani, 2022; Ramadhania & Wulansari, 2022). Based on this description, organizational commitment is an important variable in the research at PT Japfa Tanjung Morawa. Organizational changes and increasing job demands can affect the psychological relationship between employees and the company. If employees maintain an emotional attachment, accept the organization's values, and feel they have a strong reason to remain in the organization, the tendency to leave the company can be reduced.

3. *Turnover Intention*

Turnover intention is an important form of withdrawal behavior in the study of organizational behavior. It reflects an individual's tendency or intention to engage in a particular behavior. Thus, turnover intention can be understood as an employee's conscious desire or inclination to leave their organization and seek alternative employment. Unlike actual turnover, turnover intention does not indicate that an employee has actually left the organization. This variable better reflects the psychological stage before turnover behavior occurs (Ong et al., 2023). Therefore, turnover intention is widely used in research because it can be an early indicator of the possibility of actual turnover. Turnover intention is generally demonstrated through several psychological behaviors, such as thoughts of leaving the organization, the desire to seek another job, and the desire to leave the current job. When employees begin to evaluate their current job and compare it with alternative employment, the likelihood of turnover intention increases.

Turnover intention is a critical issue for organizations because if it develops into actual turnover, the organization can experience various consequences, such as recruitment and selection costs, training costs for new employees, loss of employee knowledge and experience, disruption of workgroup communication, and decreased productivity. Therefore, organizations need to identify factors that can increase or decrease turnover intention. In the context of this research, turnover intention is positioned as the dependent variable (Y) influenced by job satisfaction and organizational commitment. This position is supported by various empirical studies showing that employees' psychological state at work is closely related to their desire to leave the organization (Bachri & Solekah, 2021b).

4. *The Influence of Job Satisfaction on Job Turnover Intention*

The relationship between job satisfaction and turnover intention can be explained through employees' evaluations of their work experiences. Satisfied employees tend to have positive evaluations of their jobs, thus providing a stronger reason to maintain their membership in the organization. Conversely, dissatisfied employees may develop negative attitudes toward their jobs and begin to consider alternative employment options outside the organization. Dissatisfaction with compensation, working conditions, relationships with superiors, relationships with coworkers, development opportunities, and job characteristics can lead employees to feel that their jobs do not meet their expectations. This situation can encourage employees to seek jobs that are perceived to provide a better work experience (Nurtjahjono et al., 2023).

Empirically, Pistariasih and Adnyani found that job satisfaction had a significant negative effect on turnover intention. This finding is supported by research by Suwarsono, Wandari, and Fajariah, which found that job satisfaction negatively affected employee turnover intention. Research on employees at PT Indo Metro Surya Andola also showed a negative relationship between job satisfaction and turnover intention (Alfani et al., 2025; Pistariasih & Adnyani, 2022). Based on this description, the higher the job satisfaction of PT Japfa Tanjung Morawa employees, the lower their turnover intention. Conversely, the lower the job satisfaction, the greater the likelihood of employees wanting to leave the organization.

5. *The Influence of Organizational Commitment on Job Turnover Intention*

Organizational commitment indicates the strength of the psychological bond between employees and the organization. Employees with high commitment tend to accept the organization's values and goals, feel attached to the organization, and desire to maintain their membership. These conditions theoretically reduce the tendency for employees to leave the organization. With affective commitment, employees stay because of an emotional attachment to the organization. With continuance commitment, the decision to stay is influenced by considerations of the potential losses incurred by leaving the organization. Meanwhile, normative commitment makes employees feel obligated to remain in the organization. These three forms can act as mechanisms that reduce the tendency for employees to turnover. Research findings indicate that organizational commitment has a negative relationship with turnover intention. Pistariasih and Adnyani found that the higher the organizational commitment, the lower the turnover intention. Research by Rizki and Juhaeti also found that organizational commitment has a negative and significant effect on employee turnover intention (Junaidi et al., 2023; Pistariasih & Adnyani, 2022). Thus, PT Japfa Tanjung Morawa employees with high organizational commitment are expected to be less likely to leave the company. On the other hand, low commitment can weaken the employee's psychological relationship with the organization, thereby increasing the likelihood of the intention to change jobs.

6. *The Influence of Job Satisfaction and Organizational Commitment on Turnover Intention*

Job satisfaction and organizational commitment are two conceptually interrelated factors in explaining turnover intention. Job satisfaction reflects an employee's evaluation of their work, while organizational commitment reflects their attachment to the organization as a whole. Employees who experience satisfying work experiences and have a strong attachment to the organization are less likely to leave. Research by Pistariasih and Adnyani shows that job satisfaction and organizational commitment both have a significant negative effect on turnover intention. Other research also shows that both variables can be used together to explain employee turnover intention. However, research results do not always show the same pattern. For example, research by Elisabet et al. found different results: job satisfaction had no significant effect on turnover intention, while organizational commitment showed a significant positive effect in the context of their sample (Ozkan, 2022). These differences in findings indicate that the relationship between job satisfaction,

organizational commitment, and turnover intention can be influenced by the characteristics of the organization, the job, the respondents, and the research context. This provides an important basis for reexamining the relationship between these three variables among employees of PT Japfa Tanjung Morawa, particularly in the context of changing organizational business paradigms that demand increased productivity and efficiency. Thus, this study not only tests the relationships between variables that have been widely studied, but also tests whether these relationship patterns remain valid in the context of the organization and working conditions that are the object of the study.

7. *Synthesis of Literature Review and Research Gap*

Based on the literature review, job satisfaction and organizational commitment are two variables that are theoretically related to turnover intention. Job satisfaction relates to employees' evaluation of their work and its various aspects, while organizational commitment relates to employees' attachment to the organization. Both conditions can influence employees' decisions to remain or consider alternative employment. Most empirical research indicates that higher job satisfaction is associated with lower turnover intention, and higher organizational commitment is associated with lower turnover intention. However, some studies have produced conflicting findings, suggesting the possible influence of organizational context on the relationship between these variables (Weiss et al., 1967). Therefore, the research gap in this study lies in the need to re-examine the influence of job satisfaction and organizational commitment on turnover intention in the context of PT Japfa Tanjung Morawa employees, especially when the organization faces changing business paradigms and increasing work demands. This study is expected to provide empirical evidence regarding whether increasing job satisfaction and organizational commitment can reduce employee turnover intention under conditions of organizational change.

8. *Conceptual model of research*

Job Satisfaction (X1) → Turnover Intention (Y); Organizational Commitment (X2) → Turnover Intention (Y); Simultaneously: Job Satisfaction (X1) + Organizational Commitment (X2) → Turnover Intention (Y). Based on this analysis, the main hypothesis can be formulated as follows: the higher the job satisfaction and organizational commitment, the lower the turnover intention among PT Japfa Tanjung Morawa employees. The study's conceptual framework illustrates the relationship between job satisfaction, organizational commitment, and employee turnover intention. Job satisfaction is positioned as an independent variable (X1) comprising intrinsic and extrinsic satisfaction, while organizational commitment serves as an independent variable (X2) comprising affective, continuance, and normative commitment. Turnover intention, the dependent variable (Y), is reflected in employees' tendencies to leave the organization, seek other employment, and quit their current jobs. Theoretical analysis suggests that higher levels of job satisfaction and organizational commitment correspond to lower turnover intention. The conceptual relationships between these variables are illustrated in Figure 1.1.

METHOD

This study applies a quantitative approach with a correlational design to examine the relationship between organizational commitment, job satisfaction, and turnover intention. This quantitative approach is used because each variable is measured using psychological instruments that produce numerical data, which are then analyzed using inferential statistics. The focus of the study is directed at determining the contribution of organizational commitment to turnover intention and understanding the relationship between job satisfaction and job satisfaction in this relationship. Organizational commitment is positioned as a predictor variable, turnover intention as a criterion variable, while job satisfaction is positioned as a construct that is also related to the relationship between the two variables (Creswell, 2016). The research framework is supported by empirical findings and meta-analysis that show a tendency for a negative relationship between job satisfaction and organizational commitment with turnover intention. This means that the higher the employee's attachment to the organization and the more positive their job assessment, the less likely they are to consider job turnover. The study population consisted of PT Japfa Tanjung Morawa employees who fit the research characteristics. Based on data from the company's Human Resources Bureau, the number of employees who met the population criteria was 122 people. Respondents were selected based on several requirements, namely being staff or employees of PT Japfa Tanjung Morawa, having a minimum education of high school or equivalent, having a minimum of two years of

service, and being between 25 and 55 years old. The minimum service period of two years was determined so that respondents have sufficient experience in understanding the organizational environment, job demands, and conditions related to job satisfaction and commitment.

A total of 70 employees were selected as the research sample. Sampling was conducted using a random sampling technique, ensuring that population members meeting the criteria had an equal chance of being selected. Data collection took place on May 15–16, 2026, in coordination with the Human Resources Department of PT Japfa Tanjung Morawa. Data were gathered using a structured questionnaire covering respondent demographics and three psychological instruments: job satisfaction, organizational commitment, and turnover intention. Each instrument utilized predefined response options, allowing responses to be converted into numerical scores. These instruments were employed to systematically measure employees' psychological states and their tendencies to either remain with or leave the organization. Job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967). The measurement encompassed both intrinsic and extrinsic satisfaction. Intrinsic satisfaction factors included ability utilization, achievement, activity, advancement, creativity, independence, moral values, social service, recognition, responsibility, and task variety. Meanwhile, extrinsic satisfaction factors included compensation, relationships with coworkers, social status, working conditions, authority, company policies, job security, relationships with supervisors, and supervisors' technical competence. The scale consisted of 20 items—11 intrinsic and 9 extrinsic—with five response options ranging from 1 (Not Satisfying) to 5 (Very Satisfying).

Organizational commitment was measured using Meyer and Allen's Three-Component Model, which encompasses affective, continuance, and normative commitment. Affective commitment refers to emotional attachment to the organization; continuance commitment relates to considerations regarding the costs or losses associated with leaving the organization; and normative commitment reflects a moral obligation to remain a member of the organization. The instrument consisted of 18 items, with six items for each dimension. Responses were recorded on a 1–4 scale, ranging from "Strongly Disagree" to "Strongly Agree." Scores for unfavorable items were reverse-coded. Turnover intention is defined as an employee's conscious inclination to leave the organization and seek alternative employment. This variable was measured using three items developed by Lyons (1971), covering the desire to leave the job, the inclination to seek other employment, and the availability of job alternatives. Responses were provided on a four-point scale, ranging from 1 ("Strongly Disagree") to 4 ("Strongly Agree"). Higher scores indicate a stronger intention to leave the organization.

Instrument testing was conducted to assess validity and reliability. Reliability scores were 0.816 for intrinsic satisfaction and 0.865 for extrinsic satisfaction. Reliability coefficients for commitment dimensions were 0.696 for affective commitment, 0.687 for continuance commitment, and 0.745 for normative commitment; the reliability for turnover intention was 0.855. Validity testing results indicated that all items regarding job satisfaction and turnover intention met the established criteria, whereas several organizational commitment items were discarded, meaning the final analysis proceeded using only the items that met the criteria. The research was carried out in three stages: preparation, data collection, and data processing. The preparation stage involved problem identification, a literature review, the determination of the population and sample, and instrument development. Subsequently, the researcher obtained permission from the company before distributing the questionnaires. Respondents were informed about the research objectives, data confidentiality, and completion procedures. Data collection took place on May 15–16, 2026, yielding 70 questionnaires, all of which were usable. The processing stage involved checking for response completeness, coding, scoring, and data tabulation. Finally, the data were analyzed using statistical software, employing techniques aligned with the research objectives. The analysis aimed to determine the relationships and contributions of organizational commitment and job satisfaction regarding turnover intention.

Data analysis was conducted using a quantitative statistical approach. The analysis began with descriptive statistics to describe the characteristics of respondents and the distribution of scores for each research variable. Next, assumption tests were conducted, including tests for normality, linearity, multicollinearity, and heteroscedasticity, in accordance with the analytical techniques used. To test the major hypothesis regarding job satisfaction and organizational commitment's ability to predict turnover intention, multiple linear regression analysis was used. The basic research model is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 \text{ (Equation:)}$$

Y = Intention to Change Jobs.

a = Constant, namely the value of Y when X1 and X2 have a value of 0.

b_1 = Regression coefficient of variable 1, which shows the magnitude of the change in Y due to changes in X1, assuming X2 remains constant. b_2 = Regression coefficient of variable X2, which shows the magnitude of the change in Y due to changes in X2, assuming X1 remains constant X_1 = Job Satisfaction.

X_2 = Organizational Commitment.

This analysis allows the study to test whether organizational commitment remains a predictor of turnover intention after considering job satisfaction. This approach is relevant to previous research findings showing that job satisfaction and organizational commitment are jointly related to turnover intention. If job satisfaction is positioned as a mediator variable in the research conceptual framework, testing is continued using mediation analysis. The mediation model examines the path from organizational commitment → job satisfaction → turnover intention. This approach has empirical support from research that specifically found that organizational commitment can be positioned in the relationship between job satisfaction and turnover intention (Miles et al., 2014b; Sugiyono, 2019).

Based on the research title, the relationship between variables can be formulated as follows: Job Satisfaction (X) → Intention to Change Jobs (Y)

1. Organizational Commitment (X) → Intention to Change Jobs (Y) Organizational commitment (X) consists of:
 2. Affective commitment;
 3. Ongoing commitment;
 4. Normative commitment.
5. Job satisfaction (X) consists of:
 6. Intrinsic satisfaction;
 7. Extrinsic satisfaction.
8. Meanwhile, the intention to change jobs consists of:
 9. Desire to leave work;
 10. Desire to look for another job;
 11. There are alternative jobs.

Empirically, the relationship between these three constructs is supported by several studies showing that job satisfaction and organizational commitment are related to turnover intentions. A meta-analysis on IT personnel, for example, found a relatively strong negative relationship between job satisfaction and turnover intentions, as well as between organizational commitment and turnover intentions. Other research also suggests that job satisfaction and organizational commitment can be important in explaining employees' decisions to stay or leave an organization.

RESULTS/FINDINGS

Statistik Deskriptif

This study involved 70 employees of PT Japfa Tanjung Morawa. Descriptive analysis was conducted to determine the empirical characteristics of the variables of job satisfaction, organizational commitment, and turnover intention. The results of the descriptive analysis are presented in Table 1.

Table 1. Descriptive Statistics of Research Variables

Variables	Mean	SD	Min	Max
Job Satisfaction	61,17	11,16	25	87
Organizational Commitment	40,05	4,77	27	53
Intention to Change Jobs	7,03	1,74	4	13

Source: Research data, 2026

The results of the descriptive analysis show that job satisfaction has an empirical average value of 61.17 with a standard deviation of 11.16. Meanwhile, organizational commitment has an empirical average value of 40.05 with a standard deviation of 4.77. Meanwhile, turnover intention has an empirical average value of 7.03 with a standard deviation of 1.74. The empirical average value of turnover intention of 7.03 is lower than the

hypothetical average value of 7.50. This indicates that in general, PT Japfa Tanjung Morawa employees have a relatively low level of turnover intention. Organizational commitment also shows a relatively high tendency. The empirical average value of organizational commitment is 40.029, while the hypothetical average value is 22.50, with a Z value of 5.437 ($p < 0.001$). These results indicate that employee organizational commitment is empirically significantly above the expected average value. In contrast, turnover intention obtained a Z-score of -2.231 ($p = 0.027$). These results indicate that employee turnover intention is empirically significantly lower than its hypothetical average value.

The Influence of Job Satisfaction and Organizational Commitment on Turnover Intention

This multiple regression test is to test two types of hypotheses, namely the major hypothesis and the minor hypothesis. Multiple regression analysis was conducted to determine the effect of job satisfaction and organizational commitment simultaneously on employee turnover intentions. The results of the analysis showed a correlation value of $R = 0.388$, with an F value of 5.924 and $p = 0.005$. The coefficient of determination value of $R^2 = 0.150$, which indicates that job satisfaction and organizational commitment together are able to explain 15.0% of the variation in turnover intentions, while the remaining 85.0% is explained by other factors not examined in this study.

Table 2. Results of Multiple Regression Analysis

Predictor	B	Standard Beta	t	p
Job Satisfaction	-0,024728	-0,160722	-1,383	0,168
Organizational Commitment	-0,150873	-0,315286	-2,713	0,008
R	0,388			
R ²	0,150			
F	5,924			
Model p-value	0,005			

Source: Research data, 2026

The analysis results show that job satisfaction does not have a significant effect on turnover intention with a value of $\beta = -0.024728$, $t = -1.383$, and $p = 0.168$. Although the regression coefficient shows a negative direction, the significance value is greater than 0.05. Thus, higher job satisfaction cannot be stated statistically related to lower turnover intention in the research respondents. In contrast to job satisfaction, organizational commitment has a negative and significant effect on turnover intention with a value of $\beta = -0.150873$, $t = -2.713$, and $p = 0.008$. These results indicate that the stronger the employee's commitment to the organization, the lower the employee's tendency to have the intention to leave the organization. The standardized regression coefficient value of organizational commitment of $\beta = -0.315$ is also greater in absolute terms than the job satisfaction coefficient of $\beta = -0.161$. This indicates that organizational commitment is a stronger predictor of turnover intention than job satisfaction in this research model. The effective contribution analysis further strengthens this finding. Organizational commitment provides an effective contribution of 11.191%, while job satisfaction provides an effective contribution of 3.834% to turnover intention. Thus, organizational commitment is a more dominant variable in explaining turnover intention of PT Japfa Tanjung Morawa employees.

The Influence of Job Satisfaction and Organizational Commitment Dimensions on Turnover Intention

Further analysis was conducted to determine which dimensions of job satisfaction and organizational commitment were most closely related to turnover intentions. The analysis included intrinsic job satisfaction, extrinsic job satisfaction, affective commitment, and normative commitment. The continuance commitment dimension was not included in the final construct analysis because it did not meet validity criteria.

Table 3. Analysis of Dimensions of Job Satisfaction and Organizational Commitment

Dimensions	r	p	Effective Contribution
Intrinsic Job Satisfaction	-0,124	0,306	0,808%
Extrinsic Job Satisfaction	-0,298	0,012	7,423%
Affective Commitment	-0,219	0,066	2,117%
Normative Commitment	-0,349	0,003	9,259%

Source: Research data, 2026

The analysis results show that normative commitment is the dimension with the strongest relationship with turnover intention. Normative commitment has a correlation value of $r = -0.349$ with $p = 0.003$ and provides an effective contribution of 9.259%. This indicates that the stronger the employee's sense of moral obligation and responsibility towards the organization, the lower their turnover intention. Extrinsic job satisfaction also shows a negative and significant relationship with turnover intention, namely $r = -0.298$ and $p = 0.012$, with an effective contribution of 7.423%. However, when all dimensions are entered simultaneously into the regression model, the regression coefficient of extrinsic job satisfaction is no longer significant at the 5% level, with a value of $B = -0.073715$, $t = -1.961$, and $p = 0.051$.

Meanwhile, intrinsic job satisfaction did not show a significant effect on turnover intention, with a B value of 0.019440 and $p = 0.613$. Affective commitment also did not show a significant effect, with a B value of -0.072915 and $p = 0.623$. In contrast, normative commitment remained a significant predictor in the dimensional regression model, with a B value of -0.237262 , $t = -2.516$, and $p = 0.014$. This finding further strengthens that normative commitment is the most consistent dimension in explaining low employee turnover intention. Analysis of the dimensions produced an R value of 0.443 and R^2 of 0.196. Thus, the dimensions included in the model together were able to explain approximately 19.6% of the variation in turnover intention.

Research excellence

Based on the overall analysis results, there are three main findings in this study. First, job satisfaction and organizational commitment simultaneously have a significant effect on turnover intention. This is indicated by the values of $R = 0.388$, $R^2 = 0.150$, $F = 5.924$, and $p = 0.005$. Second, partially, organizational commitment has a negative and significant effect on turnover intention, while job satisfaction does not show a significant effect. Third, at the dimension level, normative commitment is the dimension most strongly related to turnover intention, with a value of $r = -0.349$, $p = 0.003$, and an effective contribution of 9.259%. Thus, the results of the study indicate that the stronger the organizational commitment an employee has, the lower the turnover intention, while job satisfaction in this study has not been proven to be a significant predictor when analyzed partially.

1. $N = 70$ employees
2. $R = 0.388$
3. $R^2 = 0.150$ (15%)
4. $p = 0.005 \rightarrow$ job satisfaction and organizational commitment simultaneously influence turnover intention.
5. Organizational commitment: $\beta = -0.315$, $p = 0.008 \rightarrow$ negative and significant influence.
6. Job satisfaction: $\beta = -0.161$, $p = 0.168 \rightarrow$ not significant.
7. Normative commitment: $r = -0.349$, $p = 0.003 \rightarrow$ the strongest dimension in the aspect analysis.

The Influence of Job Satisfaction and Organizational Commitment on Turnover Intention

This study aims to analyze the influence of job satisfaction and organizational commitment on turnover intention among employees of PT Japfa Tanjung Morawa. Based on the analysis of 70 respondents, job satisfaction and organizational commitment simultaneously influence turnover intention. The regression model yielded $R = 0.388$, $R^2 = 0.150$, and $F = 5.924$ with $p = 0.005$. These results indicate that the two independent variables together can explain approximately 15.0% of the variation in turnover intention, while the remaining 85.0% is influenced by other factors not analyzed in this study. These findings indicate that an employee's decision or tendency to leave an organization is not only related to how the employee assesses their work, but also to how strong the employee's attachment to the organization is. Thus, job satisfaction and organizational commitment need to be understood as two interrelated aspects of work attitudes in explaining turnover intention. The results of this study are in line with the research of Pistariasih and Adnyani (2022) which showed that job satisfaction and organizational commitment both have a negative influence on turnover intention. The study showed that the better the employee's job satisfaction and commitment to the organization, the lower their likelihood of leaving the organization. Similar findings were reported by Ramadhania and Wulansari (2022), who found that organizational commitment and job satisfaction had a negative and significant effect on turnover intention (Weiss et al., 1967).

The Influence of Organizational Commitment on Job Turnover Intention

The partial analysis results show that organizational commitment has a negative and significant effect on turnover intention ($\beta = -0.315$; $p = 0.008$). This means that the stronger an employee's organizational

commitment, the lower their tendency to leave their job. Conversely, when an employee's attachment to the organization becomes weaker, their tendency to consider alternative employment increases. Organizational commitment in this study includes affective commitment, continuance commitment, and normative commitment. Conceptually, these three components describe different reasons why an employee remains in an organization. Affective commitment relates to emotional attachment to the organization, continuance commitment relates to considerations of the consequences or losses of leaving the organization, while normative commitment relates to a feeling of obligation to remain part of the organization (Meyer et al., 1993).

Interestingly, the dimensional analysis results showed that normative commitment was the dimension most strongly associated with turnover intention, with a correlation of $r = -0.349$ and $p = 0.003$, and an effective contribution of 9.259%. This finding suggests that among the study respondents, a sense of moral obligation to remain in the organization has a relatively strong relationship with low turnover intention. In other words, employees who feel a sense of responsibility and obligation to remain part of the organization tend to have a lower desire to leave their jobs. This finding supports previous research in Indonesia. Hasnah, Panjaitan, and Ekananta, for example, found that organizational commitment had a negative and significant effect on turnover intention in hospital nurses. Interestingly, this study also showed that job satisfaction was not always a significant predictor, while organizational commitment still showed a significant influence. This is similar to the results of research on employees of PT Japfa Tanjung Morawa. Theoretically, these results indicate that employee retention in an organization is not solely determined by job satisfaction (Hasnah et al., 2023; Nadiri & Tanova, 2010). An employee may have a particular assessment of their work but still choose to stay because of their attachment and obligation to the organization. Therefore, organizational commitment is a crucial factor in employee retention.

DISCUSSION / ANALYSIS

The Influence of Job Satisfaction on Job Turnover Intention

In contrast to organizational commitment, the results showed that job satisfaction had a negative relationship with turnover intention, but the effect was not statistically significant ($\beta = -0.161$; $p = 0.168$). This finding indicates that the trend of the relationship remains in line with theoretical expectations: the higher the job satisfaction, the lower the turnover intention. However, in this study, the relationship was not strong enough to be declared significant. These results are important because they indicate that job satisfaction does not automatically result in employees having a low desire to leave the organization. In other words, employees can be quite satisfied with their jobs, but at the same time still consider looking for other jobs. This can occur because turnover intention is a complex phenomenon and is not solely influenced by job satisfaction (Yoon & Kim, 2020).

This finding is supported by research by Hasnah et al. (2023) on hospital nurses, who also found that job satisfaction had a positive but insignificant effect on turnover intention, while organizational commitment had a negative and significant effect. Thus, the results of the PT Japfa Tanjung Morawa study indicate that organizational commitment plays a more consistent role than job satisfaction in explaining turnover intention. However, these results differ from several studies that found a significant effect of job satisfaction on turnover intention. Pistariasih and Adnyani found that job satisfaction had a negative but significant effect on turnover intention (Pistariasih & Adnyani, 2022). This difference suggests that the relationship between job satisfaction and turnover intention can be influenced by organizational characteristics, type of work, respondent characteristics, and work environment conditions (Hasnah et al., 2023).

The Role of Organizational Commitment as a More Dominant Factor

When compared based on partial regression results, organizational commitment has a stronger influence on turnover intention than job satisfaction. This is evident from the beta coefficient value of organizational commitment of -0.315 , while job satisfaction is only -0.161 . In addition, organizational commitment has a significance level of $p = 0.008$, while job satisfaction has $p = 0.168$. These findings indicate that for PT Japfa Tanjung Morawa employees, attachment to the organization is a more determining factor in the tendency to stay than the employee's evaluation of their job satisfaction. This condition is understandable because employees who have an attachment to the organization will consider the psychological, social, and professional consequences when leaving the organization.

These results are also consistent with research by Nurtjahjono et al., which identified job satisfaction and organizational commitment as important factors in predicting turnover intention among banking sector employees in East Java. Other employee research has also shown that organizational commitment is consistently associated

with reduced turnover intention. Therefore, a company's strategy to reduce turnover intention should not be solely focused on increasing job satisfaction. Companies also need to build employees' psychological attachment, sense of belonging, loyalty, and moral obligation to the organization (Nurtjahjono et al., 2023; Utama & Surya, 2020). This is particularly relevant to the research finding that normative commitment is the commitment dimension that contributes most significantly to turnover intention.

Implications of Research Findings

Practically, the research findings provide implications for the management of PT Japfa Tanjung Morawa. Because organizational commitment has been shown to significantly influence turnover intention, the company needs to strengthen factors that can increase employee engagement with the organization. These efforts can be achieved through open organizational communication, rewarding employee contributions, career development, positive work relationships, and creating a work environment that makes employees feel valued and a vital part of the organization (Nurtjahjono et al., 2023). Furthermore, although job satisfaction did not show a significant partial effect, the company still needs to pay attention to it. Low job satisfaction can be a condition that ultimately weakens employee engagement with the organization. Previous research also shows that job satisfaction and organizational commitment are closely related in the process of forming turnover intention. Therefore, human resource management should not only focus on fulfilling employee satisfaction but also on establishing long-term relationships between employees and the organization (Ramadhania & Wulansari, 2022). but also on establishing long-term relationships between employees and the organization (Ramadhania & Wulansari, 2022). In the context of this research, strengthening organizational commitment becomes a more important priority in efforts to reduce turnover intention.

This study shows that organizational commitment is a stronger predictor of turnover intention than job satisfaction among employees at PT Japfa Tanjung Morawa. Although job satisfaction shows a negative relationship, the effect is not significant (Hasnah et al., 2023). Conversely, organizational commitment shows a negative and significant relationship with turnover intention. These results provide an important contribution because they demonstrate that low turnover intention can be explained not only by job satisfaction, but primarily by how strongly employees feel committed and obligated to remain with the organization. The R^2 value of 15.0% also indicates that other factors beyond job satisfaction and organizational commitment can explain turnover intention. Therefore, further research can consider other variables such as job stress, workload, leadership, work environment, career opportunities, compensation, and work-life balance.

CONCLUSION

This study aims to analyze the influence of job satisfaction and organizational commitment on turnover intention among employees of PT Japfa Tanjung Morawa. Based on the results of the study on 70 respondents, it can be concluded that job satisfaction and organizational commitment simultaneously have a significant effect on turnover intention. The R^2 value of 0.150 indicates that the two variables together are able to explain 15.0% of the variation in turnover intention, while the remaining 85.0% is influenced by other factors outside the research model. Partially, organizational commitment is proven to have a negative and significant effect on turnover intention with a value of $\beta = -0.315$ and $p = 0.008$. This means that the stronger the employee's commitment to the organization, the lower the employee's tendency to leave their job. Among the dimensions of organizational commitment, normative commitment shows the strongest relationship with turnover intention, with a value of $r = -0.349$ and $p = 0.003$. These findings indicate that a sense of obligation and responsibility to remain part of the organization is an important aspect in suppressing employees' desire to leave their jobs. Meanwhile, job satisfaction showed a negative but insignificant partial relationship with turnover intention, with $\beta = -0.161$ and $p = 0.168$. Thus, the level of employee satisfaction with work cannot be a significant predictor of turnover intention when considered separately. However, job satisfaction still has a contribution in the model together with organizational commitment. The results of the study indicate that organizational commitment is a more dominant factor than job satisfaction in explaining turnover intention of PT Japfa Tanjung Morawa employees. Therefore, the company needs to pay attention not only to increasing job satisfaction, but especially to efforts to strengthen employee engagement and commitment to the organization through positive work relationships, appreciation for employee contributions, career development opportunities, good communication, and creating a sense of belonging to the organization. Further research is recommended to include other variables that have the potential to influence turnover intention, considering that job satisfaction and organizational commitment in this study only explain 15.0% of the variation in turnover intention.

Factors such as leadership, workload, job stress, compensation, work environment, career development opportunities, and work-life balance can be considered to gain a more comprehensive understanding of the factors that cause employees to have the desire to change jobs.

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