

THE ROLE OF JOB SATISFACTION AND WORK STRESS ON TURNOVER INTENTION: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract

The purpose of this study is to investigate the relationship between job satisfaction and work stress, and turnover intention, as well as whether organizational commitment mediates this relationship. To collect study data, a questionnaire was used to survey 100 individuals. Structural Equation Modeling (SEM) was the method used in this quantitative study. SmartPLS version 4.1.1.6 with the PLS-SEM Algorithm and Bootstrapping was used to analysis the data. The findings demonstrated that while work stress had a positive but negligible impact on turnover intention, job satisfaction, and organizational commitment had a negative and significant influence. Furthermore, the findings indicate that organizational commitment is significantly impacted negatively by work stress and positively by job satisfaction. Additionally, whereas organizational commitment can moderate the association between work stress and turnover intention, it cannot mediate the relationship between job satisfaction and turnover intention. This study has a results to provide important managerial implications for managing employees' turnover intention tendencies

Keywords: Turnover Intention, Job Satisfaction, Work stress, Organizational Commitment

1. INTRODUCTION

One of the most important issues that businesses deal with is turnover intention since high turnover intention rates can result in a variety of losses, especially in terms of costs and operational effectiveness. Companies must bear the costs of recruiting new employees to fill vacant positions, allocate time and funds for the training process, and potentially lose employees with high competence and experience (Salama et al., 2022). This is consistent with the idea of turnover intention, which is defined as employees' desire to leave the organization, which is influenced by various internal organizational factors, including the compensation system and company policies (Ahmad, 2026).

The company's stability and productivity are severely impacted by high turnover intention, especially when the employees who leave occupy strategic positions and have good performance. This condition can cause instability in company output, decreased work effectiveness, and loss of time and costs due to the recruitment and training processes that have been carried out previously (Luna-Arocas & Camps, 2007). Turnover intention has

complex implications for company productivity due to vacant positions and the need to find and adapt new employees to company standards (Apriantini et al., 2021).

Job satisfaction and work stress are two main factors that influence in shaping turnover intention. Job satisfaction reflects employees' emotional evaluation of their work and contributes positively to improved performance and organizational sustainability (SypniewWSa et al., 2023). Conversely, work stress arises from a mismatch between workloads and individuals' ability to cope with work pressures, which can reduce employees' psychological well-being and performance and increase their tendency to leave the organization (Vanchapo, 2020). Therefore, managing job satisfaction and work stress is crucial in reducing turnover intention.

Additionally, a key factor in preserving the sustainability of human resources is organizational commitment. Employees' attachment, participation, and loyalty to the firm are reflected in their organizational commitment, which motivates them to stick around and help the business reach its objectives (Rego et al., 2004). Organizations that are able to build employee commitment on an ongoing basis tend to have better workforce stability and productivity (Kuranchie-mensah & Amponsah-tawiah, 2016) (Mangkunegara & Prabu, 2017).

This study was conducted at PT Dhimas Cahaya Wahyu Anugrah, a labor service provider company, where high turnover intention has the potential to reduce service quality and company performance. Therefore, this study focuses on the influence of job satisfaction and work stress on turnover intention with organizational commitment as an intervening variable, in order to provide empirical understanding in lowering the desire to turnover intention in service company.

Table 1 Previous research results

Result	Author
Job satisfaction has an influence on turnover intention	(Hidayat, 2018)
	(Hardjo & Yani, 2017)
	(Pawestri & Dewi, 2023)
	(Khaidir et al., 2016)
	(Karo Karo et al., 2023)
Job satisfaction has no influence on turnover intention	(Tampubolon & Sagala, 2020)
	(Wahyuni, 2017)
	(Egarini & Prastiwi, 2022)
	(Viniartha & Ella 2020)
Work stress has an influence on turnover intention	(Aisyah Nur Jannavi & Kristiana Sri Utami, 2024)
	(Wulansari et al., 2022)

	(Sari Dewi et al., 2023)
	(Khaidir et al., 2016)
	(Anggara & Desy Nursanti, 2016)
	(Kristin et al., 2022)
Work stress has no influence on turnover intention	(Tziner et al., 2015)
	(I. Y. Kurniawati & Surya, 2020)
	(D. Kurniawati & Rintasari, 2018)
	(Puspita et al., 2019)
	(Aisyah Nur Jannavi & Kristiana Sri Utami, 2024)

Source: *Data Processed, 2026*

Given the inconsistency of the research results described above, it can be concluded that job satisfaction and work stress are not yet able to reflect results that are in line with other studies on turnover intention. To address these differences in results, the researchers added a variable that was considered capable of bridging the gap, namely organizational commitment as an intervening variable, so that the model obtained would be better than the previous one. With the addition of the organizational commitment variable, it is hoped that this study will be improved and create stronger results and relationships between variables.

Based on the introduction and conceptual framework developed, the research hypotheses are formulated as follows :

H1 : Job satisfaction is found to have a significant negative influence on turnover intention.

H2 : Work stress positively and significnatly affects turnover intention.

H3 : Job satisfaction exerts a significant positive effect on organizational commitment.

H4 : Work stress has a negative and significant impact on organizational commitment.

H5 : Organizational commitment significantly reduce turnover intention

H6 : Organizational commitment acts as a mediating variable in relationship between job satisfaction and turnover intention

H7 : Organizational commitment mediating variable the relationship between work stress and turnover intention

2. RESEARCH METHOD

This study seeks to provide a deeper understanding of the factors influencing employee turnover intention by highlighting job satisfaction and work stress, as well as examining organizational commitment as an mediating variable to explains these

relationships. A quantitative research approach is employed by testing the relationships among variables that are developed based on theoretical perspectives and prior empirical evidence, allowing for an objective examination of both direct and indirect effects among the studied variables. The statistical tool used is SEM PLS.

3.1. Scale Development

The research instrument was formulated through a review of relevant literature and prior empirical studies related to job satisfaction, work stress, organizational commitment, and turnover intention. Each construct was assessed using multiple indicators measured on a ten point Likert scale, ranging from 1 (strongly disagree) to 10 (strongly agree), to quantitatively capture respondents' perceptions. All questionnaire items were carefully designed to ensure clarity and to accurately represent the working conditions experienced by the respondents.

3.2. Sampling Produce

Data collection was conducted by distributing questionnaires to employees of PT Dhimas Cahaya Wahyu Anugrah and distributed via g-form to respondents. The sampling technique used was saturated sampling. Saturated sampling was chosen because the number of employees at PT Dhimas Cahaya Wahyu Anugrah allowed for the entire workforce to be used as respondents. The use of this technique aims to obtain a more accurate picture of job satisfaction, work stress, organizational commitment, and turnover intention, as well as to minimize bias that may arise due to sample selection (Ferdinand, 2014). In addition, saturated sampling is considered appropriate to increase the internal validity of the study because the results obtained directly represent the conditions of the population.

3.3. Assumption Test

Normality testing is conducted to assess whether the independent and dependent variables within a regression model are normally or non-normally distributed (Ghozali, 2016). When the data do not follow a normal distribution, the next statistical test results may be reduced. Normality tests using data graphs cannot be used for decision making, so statistical tests must also be performed. In this study, the statistical normality test uses SmartPLS 4 with the Kurtosis value guideline in the range of -2 to 2, and the WSevness value in the range of -7 to 7.

3.4. Measurement Model

Outher model analysis was performed to assess the validity and reliability of the indicators associated with the independent, mediating, and dependent variables, ensuring that each indicator appropriately represents the latent construct being measured. The evaluation of the outhier model comprises tests of convergent validity, discriminant validity, and reliability. Convergent validity is assessed using factor loading values and Average

Variance Extracted (AVE), where an indicator is considered valid if it achieves a factor loading value of ≥ 0.60 and an AVE value of ≥ 0.50 (Ghozali, 2016). Discriminant validity is examined through the Heterotrait–Monotrait Ratio (HTMT) and the Fornell–Larcker criterion. A construct is regarded as meeting discriminant validity when the HTMT value is < 0.90 and the square root of AVE for each construct exceeds the correlations with other constructs (Ghozali, 2016). In addition, construct reliability is evaluated using Cronbach’s Alpha and Composite Reliability, with values of ≥ 0.70 indicating adequate internal consistency and reliability of the measurement instrument.

3.5. Structural Model

Inner model analysis is performed to evaluate the structural relationships among the latent variables specified in the research model, once the outer model has been confirmed to be valid and reliable. This analysis focuses on the direction, strength, and significance of the influence between constructs, as well as the model's ability to explain and predict dependent variables (Ghozali, 2016). Inner model testing includes direct effect analysis, which aims to analysis the direct effect of independent variables on dependent variables, evaluated through collinearity statistics, path coefficients, and confidence interval bias. Then, indirect effects are used to test the role of mediating variable in explaining the relationship between variables, by analysis the standardized beta value, standard error, t-value, p-value, and confidence interval (5.00% and 95.00%) to determine the significance of the mediating effect.

3. RESULTS AND DISCUSSION

The characteristic of the respondents show that the majority of employees are in the productive age range, namely 20–30 years old (42%), followed by those aged 30–40 years old (27%), those under 20 years old (20%), and those over 40 years old (11%). Based on gender, male respondents dominated (66%), while female respondents accounted for 34%. In terms of education level, most respondents were high school/vocational school graduates (62%), followed by junior high school graduates (25%), diploma holders (10%), and bachelor's degree holders (3%). Based on job division, most respondents came from the cleaning service division (43%), followed by security (35%) and gardening service (22%). Meanwhile, the length of employment of respondents was dominated by employees with 2-3 years of service (41%), followed by less than one year (26%), more than five years (20%), and 4-5 years (13%).

Table 2 Socio Demographic Profile

Particular		Frekuensi	Persentase (%)
Age (Years)	Below 20	20	20
	20 – 30	42	42
	30 – 40	27	27
	Above 40	11	11
Gender	Male	66	66
	Female	34	34

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Education	Junior High School	25	25
	Senior High School	62	62
	Associate Degree	10	10
	Bachelor's Degree	3	3
Division of Work	Cleaning Service	43	43
	Gardening Service	22	22
	Security	35	35
Work Period (Years)	Below 1	26	26
	2 – 3	41	41
	4 – 5	13	13
	Above 5	20	20

Source: Data Processed, 2026

Table 3 Variable dan Sources

Variable	Item Code	Number of Items	Reference
Job Satisfaction			(Tampubolon & Sagala, 2020)
	JS	5	(Wiliandari, 2019) (Hendriyaldi, 2021) (Maulina, 2017)
Work stress			(Irfad et al., 2021)
	WS	5	(Astuti et al., 2022) (Alfarol & Bahwiyanti, 2023)
Turnover Intention			(Pricelda & Pramono, 2021)
	TI	5	(Ardan & Jaelani, 2021) (Deswarta et al., 2021) (Astiti & Surya, 2020)
Organizational Commitment			(D. Kurniawati & Rintasari, 2018)
	OC	5	(Ratmawati Ratmawati et al., 2023) (Akmaluddin et al., 2020)

Source: Data Processed, 2026

Table 4 Discriminant Validity : HTMT Matrix (Reflective Measurement Model)

	JS	WS	TI	OC
JS				
WS	0,791			
TI	0,898	0,687		
OC	0,809	0,801	0,768	

Table 5 Discriminant Validity : Fornell Larcker Criterion (Reflective Measurement Model)

	JS	WS	TI	OC	\sqrt{AVE}
JS	0,848				0,848
WS	-0,703	0,834			0,834
TI	-0,767	0,624	0,869		0,869
OC	0,682	-0,729	-0,868	0,813	0,813

Source: Data Processed, 2026

Discriminant validity was tested using the Heterotrait–Monotrait Ratio (HTMT) and Fornell–Larcker criteria. The HTMT test results showed that all inter-construct values were below the recommended limit (< 0.90), indicating sufficient differences between constructs and no measurement overlap. Furthermore, testing using the Fornell–Larcker criteria showed that the square root of the Average Variance Extracted (AVE) value for each construct was higher than the correlation between other constructs. These findings confirm that each latent construct, namely job satisfaction, work stress, organizational commitment, and turnover intention, has a better ability to explain its own indicators than other constructs.

Table 6 Convergent Validity and Reliability Analysis (Reflective Measurement Model)

Variable	Item	Convergent Validity		Consistency Reliability	
		Loading Factor $> 0,60$	AVE $> 0,50$	Cronbach Alpha $> 0,70$	Composite Reliability $> 0,70$
Job Satisfaction	JS1	0,897	0,718	0,783	0,873
	JS2	0,929			
	JS3	0,659			
Work stress	WS1	0,867	0,695	0,891	0,919
	WS2	0,798			
	WS3	0,742			
	WS4	0,898			
	WS5	0,853			
Turnover Intention	TI1	0,965	0,756	0,864	0,905
	TI2	0,905			
	TI3	0,612			
	TI4	0,916			
	TI5	0,903			
Organizational Commitment	OC1	0,942	0,661	0,913	0,938
	OC2	0,853			
	OC3	0,672			
	OC4	0,921			
	OC5	0,624			

Source: Data Processed, 2026

The results of convergent validity testing show that all indicators used have loading factor values that meet the recommended criteria. Job satisfaction is measured using

indicators JS1 to JS3, work stress using indicators WS1 to WS5, organizational commitment using indicators OC1 to OC5, and turnover intention using indicators TI1 to TI5. All constructs showed factor loading values and Average Variance Extracted (AVE) above the minimum required threshold, thus it can be concluded that each indicator was able to represent the latent construct being measured appropriately.

The results test results showed that all constructs had good internal consistency. This is indicated by Cronbach's Alpha, rho_A, and Composite Reliability values, all of which exceed the threshold value of 0.70. Thus, the constructs of job satisfaction, work stress, organizational commitment, and turnover intention are declared valid and reliable, so that the measurement model is feasible to proceed to the structural model testing stage.

Table 7 Full Collinearity Statistics VIF

	JS	WS	TI	OC
JS			2,265	1,901
WS			2,457	1,901
TI				
OC			2,540	

Source: *Data Processed, 2026*

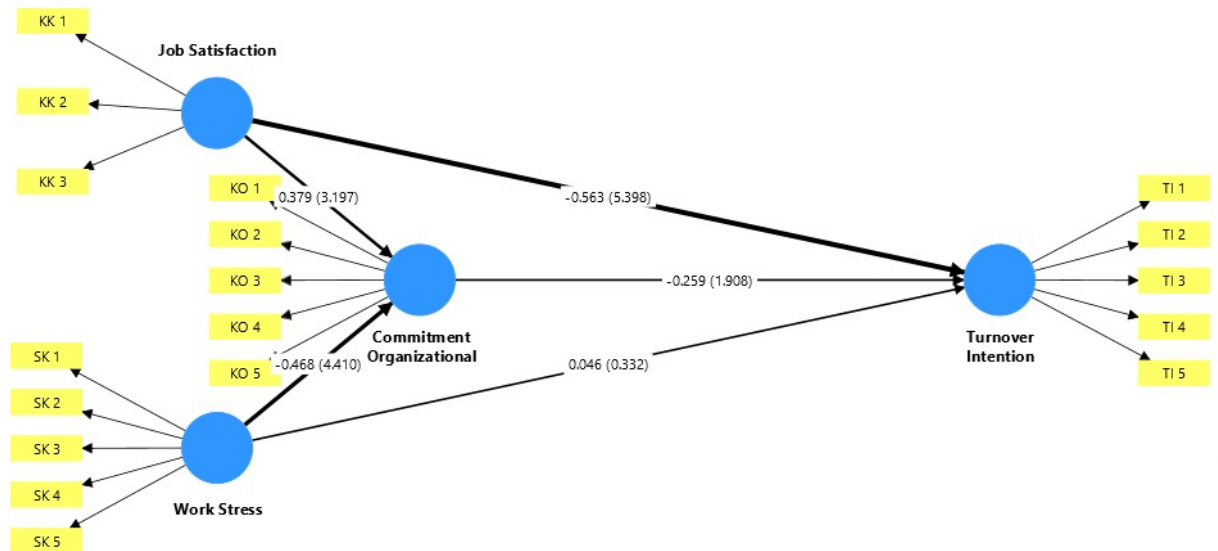
Multicollinearity testing was performed using the Variance Inflation Factor (VIF) value to ensure that there was no high correlation between exogenous variables in the structural model. The test results showed that all VIF values were below the recommended limit (< 5), so it can be concluded that the model is free from multicollinearity problems. Thus, the relationship between exogenous variables can be calculated and interpreted statistically, and the research model is declared feasible for use in hypothesis testing.

Table 8 Path Analysis

Hypothesis	Path Coefficient				Confidence Interval Bias Corrected		
	Std. Beta	Std, Error	T- Value	P- Value	Bias	5.00%	95.00%
JS -> TI (H1)	-0,563	0,104	5,398	0,000	0,014	-0,726	-0,391
WS -> TI (H2)	0,046	0,139	0,332	0,370	0,006	-0,140	0,325
JS -> OC (H3)	0,379	0,118	3,197	0,001	-0,009	0,195	0,583
WS -> OC (H4)	-0,468	0,106	4,410	0,000	-0,011	-0,632	-0,282
OC -> TI (H5)	-0,259	0,136	1,998	0,028	0,002	-0,507	-0,057
JS -> OC -> TI (H6)	-0,098	0,082	1,239	0,108	-0,009	-0,286	-0,015
JS -> OC -> TI (H7)	0,121	0,053	2,275	0,011	-0,009	0,051	0,214

Source: *Data Processed, 2026*

Figure 1 Model Resolution by SmartPLS Using Bootstrapping



Source: Data Processed, 2026

The H1 testing results indicate that job satisfaction negatively and significantly influences turnover intention, as reflected by a standardized beta coefficient of -0.563 . The statistical significance of this relationship is supported by a t-value of 5.398 and a p-value below 0.001. Furthermore, the robustness of the estimation is demonstrated by a standard error of 0.104 and a bias value of 0.014, along with a 95% confidence interval that does not include zero. Therefore, hypothesis H1 is empirically supported.

The results of the H2 analysis reveal that work stress does not exert a significant influence on turnover intention, as indicated by a standardized beta value of 0.046. The absence of statistical significance is confirmed by a t-value of 0.332 and a p-value of 0.370. In addition, the estimated path coefficient demonstrates acceptable precision, reflected in a standard error of 0.139 and a relatively low bias value of 0.006, while the 95% confidence interval crosses zero. Accordingly, hypothesis H2 is not supported.

The findings from the H3 testing indicate that job satisfaction has a significant positive effect on organizational commitment, as reflected by a standardized beta value of 0.379. The statistical significance of this relationship is evidenced by a t-value of 3.197 and a p-value of 0.001. Moreover, the estimated path coefficient demonstrates reliable precision, supported by a standard error of 0.118 and a bias value of -0.009 , along with a 95% confidence interval that does not include zero. Therefore, hypothesis H3 is supported.

The results of the H4 analysis demonstrate that work stress exerts a significant negative influence on organizational commitment, as indicated by a standardized beta value of -0.468 . The significance of this relationship is supported by a t-value of 4.410 and a p-value below 0.001. Furthermore, the path coefficient estimation reflects adequate stability, as shown by a standard error of 0.106 and a bias value of -0.011 , together with a 95% confidence interval that does not include zero. Accordingly, hypothesis H4 is supported.

The H5 testing results indicate that organizational commitment has a significant negative effect on turnover intention, as reflected by a standardized beta value of -0.259 . The statistical significance of this relationship is confirmed by a t-value of 1.998 and a p-value of 0.028. In addition, the estimated path coefficient demonstrates acceptable stability, as evidenced by a standard error of 0.136 and a bias value of 0.002, together with a 95% confidence interval that does not include zero. Therefore, hypothesis H5 is supported.

The H6 analysis indicates that organizational commitment does not function as a mediating variable in the relationship between job satisfaction and turnover intention. This is reflected by a standardized beta value of -0.098 , accompanied by a t-value of 1.239 and a p-value of 0.108, suggesting that the indirect effect is not statistically significant. Although the estimated path coefficient demonstrates sufficient precision, as shown by a standard error of 0.082 and a bias value of -0.009 , the 95% confidence interval still crosses zero. Consequently, hypothesis H6 is not supported.

The results for H7 demonstrate that organizational commitment significantly mediates the relationship between work stress and turnover intention. This significant indirect effect is indicated by a standardized beta value of 0.121, along with a t-value of 2.275 and a p-value of 0.011. Furthermore, the stability of the path coefficient estimation is supported by a standard error of 0.053 and a bias value of -0.009 , in addition to a 95% confidence interval that does not include zero. Therefore, hypothesis H7 is supported.

Discussion

The findings demonstrate that job satisfaction has a significant negative effect on turnover intention, indicating that higher levels of employee satisfaction are associated with a lower likelihood of leaving the organization. This result underscores the crucial role of job satisfaction in shaping employees' attitudes and behavioral intentions regarding employment continuity. Employees who feel satisfied with various aspects of their work environment tend to evaluate the organization more positively, experience greater comfort in their roles, and develop a stronger intention to remain, thereby reducing turnover intention. In contrast, the results reveal that work stress does not significantly influence turnover intention. This suggests that the level of stress experienced by employees has not yet reached a threshold that directly triggers intentions to leave. Employees may still be able to manage job demands effectively or possess adaptive coping mechanisms, allowing work stress to be tolerated without immediately leading to turnover intention.

The results further indicate that job satisfaction has a significant positive effect on organizational commitment, implying that greater satisfaction strengthens employees' commitment to the organization. This finding highlights the importance of job satisfaction in fostering psychological attachment between employees and the company. When employees perceive their work positively, they are more likely to develop favorable attitudes, a sense of belonging, and a willingness to remain part of the organization, which in turn enhances organizational commitment. Conversely, work stress is found to have a significant negative effect on organizational commitment. Excessive job demands and prolonged pressure can weaken employees' emotional bonds with the organization. Continuous exposure to work stress may reduce comfort, motivation, and involvement, ultimately diminishing employees' loyalty and emotional attachment to the company.

The study also confirms that organizational commitment has a significant negative effect on turnover intention, indicating that stronger commitment is associated with a lower tendency for employees to leave the organization. This finding suggests that organizational commitment functions as an important psychological mechanism in retaining employees. Individuals who feel emotionally attached to the organization tend to maintain positive attitudes, experience a sense of belonging, and exhibit a desire to preserve their membership, which collectively suppresses the emergence of turnover intention. The study also confirms that organizational commitment has a significant negative effect on turnover intention, indicating that stronger commitment is associated with a lower tendency for employees to leave the organization. This finding suggests that organizational commitment functions as an important psychological mechanism in retaining employees. Individuals who feel emotionally attached to the organization tend to maintain positive attitudes, experience a sense of belonging, and exhibit a desire to preserve their membership, which collectively suppresses the emergence of turnover intention.

Moreover, the findings reveal that organizational commitment does not mediate the relationship between job satisfaction and turnover intention. This indicates that job satisfaction influences employees' intention to leave primarily through a direct mechanism, rather than through changes in organizational commitment. Variations in job satisfaction are therefore not necessarily accompanied by shifts in commitment strong enough to affect turnover intention. However, organizational commitment is shown to mediate the relationship between work stress and turnover intention. This suggests that work stress affects turnover intention not only directly but also indirectly through its impact on organizational commitment. Increased levels of work stress may weaken employees' commitment to the organization, which subsequently heightens their intention to leave. In this context, organizational commitment serves as a psychological pathway that links work stress to turnover intention.

4. CONCLUSION

Based on the results that job satisfaction has a negative and significant effect on turnover intention, PT Dhimas Cahaya Wahyu Anugrah needs to prioritize improving employee satisfaction. The company is expected to focus its human resource policies on improving factors that have been proven to influence job satisfaction, particularly fair and competitive salaries and wages so that employees feel financially rewarded, clear and transparent promotion opportunities as a form of recognition for performance and loyalty, and improved leadership quality through a supportive, fair leadership style that is able to provide clear direction. and the provision of adequate work facilities to support comfort and work productivity. These strategic efforts are expected to create employee satisfaction and commitment to the company, thereby reducing the tendency for turnover intentions on an ongoing basis.

Based on the results that Job Satisfaction has a positive and significant effect on Organizational Commitment and Work Stress has a negative and significant effect on Organizational Commitment, therefore PT Dhimas Cahaya Wahyu Anugrah needs to

improve employee job satisfaction by providing fair wages and salaries in accordance with work contributions, providing clear and objective promotion opportunities as a form of recognition for performance, and providing adequate work facilities to support comfort and work effectiveness. On the other hand, management also needs to reduce work stress levels by managing workloads proportionally, creating harmonious working relationships to minimize conflicts between coworkers, and regulating working hours in a reasonable and balanced manner. The implementation of these policies is expected to increase employee attachment, loyalty, and commitment to the organization on an ongoing basis.

Based on the results that Organizational Commitment has a negative and significant effect on Turnover Intention, PT Dhimas Cahaya Wahyu Anugrah needs to strengthen organizational commitment by fostering employee loyalty through fair and consistent policies, building pride in the company by creating a positive organizational image and values, actively involving employees in company processes and activities so that they feel they have an important role, and strengthening emotional attachment through supportive working relationships and open communication. These efforts are necessary because increased organizational commitment has been proven to directly minimize the tendency of employees to want to leave the company.

Based on the results that Organizational Commitment is able to mediate the relationship between Work Stress and Turnover Intention, PT Dhimas Cahaya Wahyu Anugrah should not only focus on managing work stress, but also on increasing organizational commitment. Therefore, management needs to systematically manage work stress by adjusting workloads to remain proportional to employee capacity, minimizing conflicts with coworkers through the creation of a conducive work climate and effective communication, and organizing work time in a more flexible and balanced manner to avoid work fatigue. On the other hand, companies also need to strengthen organizational commitment as a mediator against the effects of work stress by fostering employee loyalty through fair and consistent policies, increasing employee participation in work processes and decision-making so that they feel valued and have an important contribution, and building emotional attachment through supportive working relationships. With these managerial strategies, employees are expected to maintain a strong sense of belonging and attachment to the organization despite facing work pressures, thereby reducing turnover intentions in a sustainable manner.

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