

## The Influence of Job Satisfaction, Perceived Organizational Support, and Work-Life Balance on Turnover Intention Through the Mediation of Organizational Commitment

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**Abstract:** *The rising phenomenon of employee turnover has become a serious concern for organizations, as it negatively affects productivity, employee morale, and the continuity of business operations. This study aims to analyze the effect of job satisfaction, perceived organizational support, and work-life balance on turnover intention, with organizational commitment as a mediating variable. A quantitative approach was employed using stratified random sampling, involving 210 permanent employees at PT Jembo Cable Company Tbk. Data were analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with SmartPLS software. The results indicate that job satisfaction and work-life balance have a positive influence on organizational commitment, while perceived organizational support does not show a significant effect. Organizational commitment was proven to reduce turnover intention and mediate the relationship between job satisfaction and work-life balance with turnover intention. However, the relationship between perceived organizational support and turnover intention is not mediated by organizational commitment, and its direct effect on turnover intention does not align with the hypothesized direction. These findings highlight that enhancing job satisfaction and work-life balance is essential for strengthening employee commitment to the organization, thereby reducing turnover intention more effectively and sustainably.*

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## INTRODUCTION

Human resources are strategic assets essential to achieving organizational goals, which makes proper and effective management essential. If human resources are not managed optimally, it may lead to an increase in turnover intention, ultimately resulting in a higher employee turnover rate. High turnover intention correlates with a greater likelihood of employees leaving the organization, as the intention to switch jobs is a key predictor of actual turnover behavior (Chen *et*

*al.*, 2023). Therefore, companies need to pay close attention to turnover intention by making efforts to improve work-life balance, perceived organizational support, and job satisfaction (Wachidah *et al.*, 2023). More specifically, turnover intention reflects the psychological condition or tendency of employees before deciding to leave their jobs (Xie *et al.*, 2024). This phenomenon must be anticipated because turnover rates will increase in line with high turnover intention, and therefore, its negigated (Bachri & Solekah, 2021). Previous studies also indicate that workers that are highly dedicated to the organization are less likely to leave (Živković *et al.*, 2021).

Factors that influencing turnover intention is job satisfaction. Job satisfaction serves as an important step in addressing turnover intention. High job satisfaction tend to decrease employees' intend to seek employment elsewhere, as they feel appreciated and fulfilled within their present job functions (Sari *et al.*, 2024). Job satisfaction also can build employee's affective experiences and influences their choice to remain or terminate their employment (Xie *et al.*, 2024). As a result, Greater job satisfaction usually leads to higher employee performance, show stronger commitment, and exhibit lower turnover intention (Yani & Saputra, 2023). In addition to job satisfaction, perceived organizational support also contributes to reducing employee turnover (Takaya *et al.*, 2020). Perceived organizational support helps meet employee's socio-emotional needs. This, in turn, enhances their sense of recognition, strengthens commitment, encourages a willingness to contribute to organizational success, and supports better mental health (Lydia *et al.*, 2023). Employees who feel valued, treated fairly, comfortable in the workplace, and supported by their colleagues are inclined to maintain a sustained commitment to the organization (Firmansyah *et al.*, 2022). Perceived organizational support can enhance organizational commitment, as support from the company fosters a reciprocal desire among employees to stay with the organization, ultimately reducing their intention to leave (Albalawi *et al.*, 2019).

Furthermore, work-life balance contributes to reducing turnover rates (Kakar *et al.*, 2019). A well-maintained and achieved work-life balance can decrease turnover intention, while poor work-life balance can increase stress and thereby heighten turnover intention (Kamara *et al.*, 2023). Employees who enjoy a good quality of work life are likely to show stronger dedication to the organization. due to the stability in their work-life balance (Sahni, 2019). An effective balance between work and personal life may lead to strengthen loyalty and, in turn, lower resignation rates (Alzamel *et al.*, 2020). Apart from being influenced by work-life balance, organizational commitment also affects turnover intention. Organizational commitment drives employees to give their best contributions while discouraging them from leaving the organization, so highly dedicated employees are more likely to stay (Redondo *et al.*, 2019). High levels of employee loyalty tend to increase employees' emotional attachment to their work, thereby reducing their likelihood of leaving the company (Munthe *et al.*, 2024).

Past literature has consistently shown examined the relationships between job satisfaction and organizational commitment (Refaei *et al.*, 2023; Tran *et al.*, 2023), job satisfaction and turnover intention (Sari *et al.*, 2024; Xie *et al.*, 2024), job satisfaction and turnover intention through organizational commitment (Kartika & Purba, 2018; Mohyi, 2021), perceived organizational support and organizational commitment (Silva *et al.*, 2022; Firmansyah *et al.*, 2022), perceived organizational support and turnover intention (Yilmaz *et al.*, 2022; (Ying *et al.*, 2023), perceived organizational support and turnover intention through organizational commitment (Albalawi *et al.*, 2019; (Albanchez *et al.*, 2022), work-life balance and organizational commitment (Ting *et al.*, 2021; Husniati *et al.*, 2024), work-life balance and turnover intention (Kamara *et al.*, 2023; Maharani & Tamara, 2024), work-life balance and turnover intention through organizational commitment (Alzamel *et al.*, 2020) Santi *et al.*, 2020), and organizational commitment and

turnover intention (Munthe *et al.*, 2024; Junaidi *et al.*, 2022).

This study extends the model proposed by Moshabi *et al.* (2024), which was previously applied to the police force in South Africa, by incorporating the variables of perceived organizational support, work-life balance, and turnover intention. These additions were made due to the relevance of these variables in the context of employee management within the industrial sector. Perceived organizational support and work-life balance contribute to employee well-being, while turnover intention reflects the effectiveness of human resource management (Kaswan, 2017; Salimah, 2021; Wachidah *et al.*, 2023). The study was conducted at PT Jembo Cable Company Tbk., located in Tangerang. In 2021, the company recorded 42 employee departures, including both voluntary resignations and dismissals, which increased to 52 employees in 2022. This phenomenon may have serious implications, such as declining morale, damage to corporate identity, financial loss, and reduced productivity (Chen *et al.*, 2023). The aim of this study is to analyze how job satisfaction, perceived organizational support, and work-life balance influence turnover intention through the mediating role of organizational commitment. This research is expected to provide strategic insights for the company in optimizing employee well-being and retention, as well as offer practical recommendations to reduce turnover by retaining existing talent.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Job satisfaction refers to employees' beliefs about their jobs and working conditions, which reflect the correlation between employees' expectations and the benefits provided by the company (Septyanto & Pertiwi, 2020). It encompasses the level of satisfaction employees feel regarding various aspects of their jobs, such as salary, job quality, opportunities for growth, and relationships with coworkers (Yee *et al.*, 2008). Job satisfaction reflects a sense of pleasure and happiness with one's current job, as demonstrated through enthusiasm for work, compliance, and achievement (Hasibuan, 2018). When individuals feel satisfied with their jobs, they perceive their work as meaningful and aligned with their personal values (Bangun, 2012). Meanwhile, according to Badriyah (Badriyah, 2015), job satisfaction refers to employees' feelings toward various aspects of their jobs, whether perceived as pleasant or not, based on each individual's personal values. In conclusion, job satisfaction refers to a positive emotional state that reflects employees' satisfaction with various aspects of their jobs, as indicated by the extent to which their work and work environment meet their expectations, values, and personal needs.

### **Perceived Organizational Support**

Perceived organizational support refers to how employees perceive that the organization recognizes their work and supports their personal well-being (Kaswan, 2017). It reflects employees' views on whether the organization provides support in accomplishing their tasks and appreciates the contributions they make (Vipyana & Syah, 2023). It is the belief that the organization considers employees' goals and opinions, addresses complaints, offers job enrichment, improves well-being, and demonstrates willingness to assist in problematic situations and other aspects (Rahman *et al.*, 2020). Employees believe that the organization voluntarily supports them as a form of appreciation for their work, not because of pressure from specific circumstances (Sartori *et al.*, 2023). In other words, perceived organizational support represents how employees feel that their work is appreciated and that the organization prioritizes their well-being. This perception can be shaped by various factors, such as attentiveness to employee needs, support in task completion, and recognition of employee efforts.

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### **Work-Life Balance**

Work-life balance refers to the effort to balance work demands with personal life, for both men and women, in order to maintain individual productivity and well-being (Damayanti & Atmaja, 2022). It involves employees' ability to proportionally balance their personal needs and work responsibilities (Cascio, 2019). Work-life balance also refers to the allocation of time between work-related activities and personal activities, which may either create conflict or enhance individual energy (Wardana *et al.*, 2020). The ability of an individual to balance work demands with family and personal needs is known as work-life balance (Cahyadi & Prastyani, 2020). It is also defined as employees' capacity to devote themselves to both their work and their families, while taking responsibility for both areas of life beyond their professional roles (Langford, 2009). Thus, work-life balance illustrates employees' ability to harmonize their professional responsibilities with their personal and family needs, which in turn can enhance productivity and overall well-being.

### **Organizational Commitment**

Organizational commitment refers to the level of employees' involvement, awareness, and willingness toward the organization, as reflected in their efforts to achieve the organization's strategic direction (Busro, 2018). It also refers to the degree of a person's involvement in and identification with a particular organization (Murray & Holmes, 2021). It describes the extent to which an employee feels attached to their organization and is willing to work for its benefit (Cascio, 2019). Emotional attachment to the organization tends to emerge from positive experiences, such as organizational commitment, which is considered a reflection of the acknowledgment of organizational values in the workplace (Kustiawan *et al.*, 2022). There are three main dimensions of organizational commitment: (1) affective commitment, (2) continuance commitment, and (3) normative commitment (Putri & Fariana, 2024). Therefore, organizational commitment can be concluded as the degree of employee involvement and attachment to the organization, demonstrated through emotional engagement, willingness to remain, and a moral obligation to support the organization.

### **Turnover Intention**

Turnover intention refers to an employee's desire to seek alternative employment elsewhere, although this desire has not yet been manifested in actual behavior (Putranti, 2022). It occurs when an employee has a tendency to leave the organization as a result of a conscious decision to terminate the employment relationship (Ridlo, 2012). Turnover intention represents an employee's thoughts or considerations, either in the form of plans or intentions, that have not yet been realized through concrete action (Meria, 2019). It describes an individual's desire to leave the company, whether voluntarily or involuntarily, which has not yet materialized in the form of an actual move from the current organization to an alternative one (Cahyadi, 2022). In conclusion, turnover intention is a concept that illustrates an employee's intention to leave their current organization. Factors such as the desire to pursue career opportunities, feelings of dissatisfaction, or other internal motivations may contribute to the formation of turnover intention.

## RESEARCH METHODS

### Research Design

This study employs a quantitative research design with a deductive approach. The predetermined research framework serves as a guideline for conducting the study. According to Mukhid (2021), the process of scientific reasoning, which begins with theoretical reviews and leads to hypothesis formulation, is characterized by deductive or rational thinking. The hypotheses in this study are based on findings from previous research and theories that have been empirically confirmed by earlier researchers. Data will be collected through an online survey using the Google Forms platform.

### Population and Sample

The population of this study consists of permanent employees at PT Jembo Cable Company Tbk in the year 2025, totaling 794 employees. This study uses a stratified random sampling technique, in which the population is divided into strata based on management levels. In this case, the population is categorized into three levels: top-level management, middle-level management (including managers and supervisors), and low-level management (foremen and staff).

As the population size is known, Cochran's formula is used to determine the minimum required sample size, with a margin of error of 5%, to ensure the research results can be generalized representatively to the population. Cochran's formula is as follows:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Description:

$n$  = adjusted sample size

$n_0$  = initial sample size

$N$  = population size

Based on Cochran's formula, the required sample size is determined as follows:

$$n_0 = \frac{1,65^2 \cdot 0,5 \cdot 0,5}{(0,05)^2} = \frac{2,7225 \cdot 0,25}{0,0025} = 272,25$$

$n_0 = 272,25$  was rounded up to 273

$$n = \frac{273}{1 + \frac{273 - 1}{794}} = \frac{273}{1 + \frac{272}{794}}$$

$$n = \frac{273}{1,3425} = 203,35$$

$n = 203,35$  was rounded up to 205 respondents

After obtaining a total sample size of 205 respondents, the sample was proportionally distributed based on the number of employees in each stratum using the following formula:

$$n_i = \frac{N_i}{N} \times n$$

Description:

$n_i$  = number of samples in the i-th stratum

$N_i$  = population in the i-th stratum

$N$  = total population

$n$  = total sample size

In this study, the sample distribution focused only on two levels: middle-level management

(managers and supervisors) and low-level management (foremen and staff). Top-level management was excluded from the sample, as the scope of this research specifically aims to analyze employees at the middle and lower levels, in line with the research objectives and focus of the study.

**Table 1. Total Sample**

| Management Levels                              | Population | Sample                             |
|------------------------------------------------|------------|------------------------------------|
| Middle-Level Management (Manager & Supervisor) | 54         | $\frac{54}{794} \times 205 = 14$   |
| Low-Level Management (Foreman & Staff)         | 740        | $\frac{740}{794} \times 205 = 191$ |
| <b>Total</b>                                   | <b>794</b> | <b>205</b>                         |

Based on Table 1, the sample consisted of 14 employees from middle-level management (managers and supervisors) and 191 employees from low-level management (foremen and staff). Although the required number of respondents based on the sample calculation was 205, a total of 210 employees ultimately completed the questionnaire. Prior to distributing the main questionnaire, a pre-test was conducted with 30 employees to ensure that the research instrument was clearly understood and to test the initial validity and reliability of the questionnaire items used.

### Instrument Measurement

The measurement was conducted using a four-point Likert scale, where respondents were asked to indicate how strongly they agreed with various statements, namely *Sangat Tidak Setuju* (STS), *Tidak Setuju* (TS), *Setuju* (S), and *Sangat Setuju* (SS). This scale was adapted from previous studies to measure the responses. This research employed a questionnaire instrument adopted from prior research to measure five variables, which are job satisfaction, perceived organizational support, work-life balance, organizational commitment, and turnover intention. There are 5 items related to job satisfaction Yee *et al.* (2008), 5 items related to perceived organizational support adopted from Rahman *et al.* (2020), 4 items related to work-life balance adopted from (Langford, 2009), 13 items related to organizational commitment consisting of three dimensions: affective commitment, continuance commitment, and normative commitment adopted from Refaei *et al.* (2023) and Murray & Holmes (2021), and 4 items related to turnover intention adopted from Bamfo *et al.* (2018). This study used a questionnaire consisting of 31 items adopted from previous research.

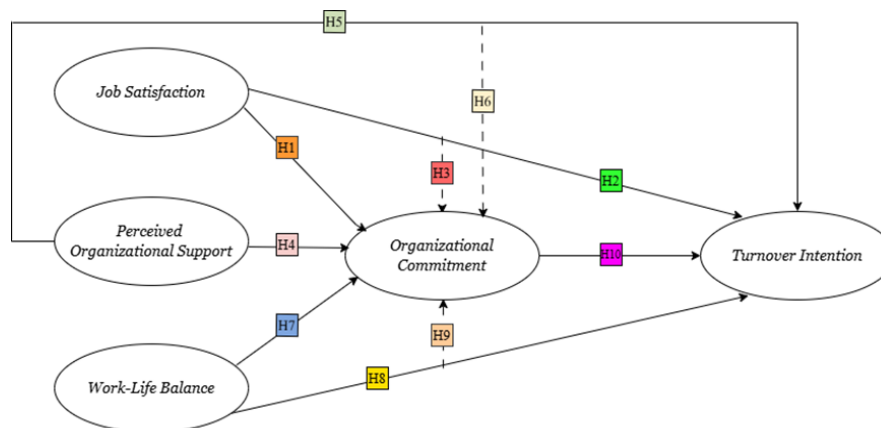
### Data Analysis Method

The research employed the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method for data analysis, using SmartPLS software. Data analysis was conducted through two measurement models. The Outer Model Analysis included five parameters: loading factor values greater than 0.70; Average Variance Extracted (AVE) greater than 0.50; and discriminant validity assessed using the heterotrait-monotrait ratio (HTMT), which must meet the threshold of less than 0.9. Furthermore, Composite Reliability values must exceed 0.70, and Cronbach's Alpha values must also be greater than 0.70 (Hair *et al.*, 2013). The Inner Model Analysis (structural model) was assessed using four parameters: the R-square value (coefficient of determination), Q<sup>2</sup> predictive relevance, model fit (goodness of fit), and path coefficients.

Based on the pre-test data processing results, factor analysis was conducted using SPSS. The Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values were used to assess instrument validity. KMO and MSA values above 0.50 indicated that the data were suitable

for further analysis. However, one indicator in the Organizational Commitment variable (OC2) had an MSA value below 0.50, indicating it was not valid and therefore had to be excluded from the analysis. Consequently, of the original 31 items, only 30 items were retained for subsequent measurement. Reliability testing was carried out using Cronbach's Alpha, with values above 0.70 indicating acceptable reliability.

Hypothesis testing was conducted using a one-tailed test based on the t-statistic value. The t-statistic was compared to the t-table value of 1.65 at a 5% significance level ( $p\text{-value} < 0.05$ ). If the t-statistic exceeded 1.65 and the p-value was less than 0.05, it was concluded that the relationship was statistically significant. The direction of the relationship between variables was determined based on the original sample value. The hypothesis framework described above can be illustrated in Figure 1 as follows:



**Figure 1. Research Model**

- H1 : Job satisfaction has a positive effect on organizational commitment
- H2 : Job satisfaction has a negative effect on turnover intention
- H3 : Job satisfaction has a negative effect on turnover intention through the mediation of organizational commitment
- H4 : Perceived organizational support has a positive effect on organizational commitment
- H5 : Perceived organizational support has a negative effect on turnover intention
- H6 : Perceived organizational support has a negative effect on turnover intention through the mediation of organizational commitment
- H7 : Work-life balance has a positive effect on organizational commitment
- H8 : Work-life balance has a negative effect on turnover intention
- H9 : Work-life balance has a negative effect on turnover intention through the mediation of organizational commitment
- H10 : Organizational commitment has a negative effect on turnover intention

## RESULT AND DISCUSSION

### Result

#### Respondent Characteristics

This research focuses on permanent employees at PT Jembo Cable Company Tbk. A total of 210 respondents who met the criteria were successfully collected through both online and offline questionnaire distribution. The characteristics of the respondents include gender, age, marital status, education, length of service at the company, and job level. Detailed information regarding

these characteristics is presented in Table 2.

Based on the respondents' characteristics, the data shows that 97.62% of the respondents are male and 37.62% are aged between 32 and 37 years, indicating that the majority of respondents are men in their productive age and mid-career stage. A total of 90.95% of respondents are married, reflecting a high level of social stability and a potential attachment to the organization. In terms of education, 69.05% of respondents are high school/vocational school graduates and 22.38% are university graduates, indicating that most come from a secondary education background. Regarding tenure, 67.14% of respondents have worked for more than five years and 26.67% have worked for two to five years, reflecting a high level of loyalty and work experience. As many as 77.14% of respondents hold staff positions and 14.29% are in foreman roles, indicating the dominance of operational-level employees. Overall, the majority of respondents are productive-age males with secondary education backgrounds, long-term work experience, and operational-level positions.

**Table 2. Respondent Characteristics**

| Information           | Clasification      | Frequency | Percentage |
|-----------------------|--------------------|-----------|------------|
| Gender                | Female             | 5         | 2,38%      |
|                       | Male               | 205       | 97,62%     |
| Age                   | 20 - 25 yo         | 3         | 1,43%      |
|                       | 26 - 31 yo         | 27        | 12,86%     |
|                       | 32 - 37 yo         | 79        | 37,62%     |
|                       | 38 - 43 yo         | 48        | 22,86%     |
|                       | 44 - 49 yo         | 26        | 12,38%     |
|                       | > 50 yo            | 27        | 12,86%     |
| Marital Status        | Married            | 191       | 90,95%     |
|                       | Single             | 19        | 9,05%      |
| Education             | Senior High School | 145       | 69,05%     |
|                       | Diploma            | 18        | 8,57%      |
|                       | Bachelor           | 47        | 22,38%     |
| Tenure in the Company | > 1 Years          | 13        | 6,19%      |
|                       | 2-5 Years          | 56        | 26,67%     |
|                       | > 5 Years          | 141       | 67,14%     |
| Job Level             | Manager            | 1         | 0,48%      |
|                       | Supervisor         | 17        | 8,10%      |
|                       | Foreman            | 30        | 14,29%     |
|                       | Staff              | 162       | 77,14%     |

### Model Testing

Based on the results obtained, all indicator items met the loading factor threshold of above 0.7. This indicates that each indicator has a strong relationship with the latent variable it measures, and therefore, the measurement instrument can be considered valid. Furthermore, to determine convergent validity, the Average Variance Extracted (AVE) value must be 0.5 or higher. This value indicates that the construct is able to explain at least 50% of the variance of its indicators (Hair *et al.*, 2010). Regarding discriminant validity, this study employed the Heterotrait-Monotrait Ratio (HTMT) approach, which is considered the most accurate and sensitive method (Henseler *et al.*, 2015). In the next stage, construct reliability was assessed using two main parameters, with the minimum standard being a Cronbach's alpha value of  $\geq 0.70$  and a composite reliability value of  $\geq 0.70$ . The values used to evaluate the consistency and reliability of the measurement instrument are presented in the construct reliability and validity table, which serves to ensure that the research

instrument measures the construct accurately and consistently.

Subsequently, the inner model assessment was conducted to describe the relationships among latent variables based on the theoretical framework. This test includes four key parameters: the R-Square value (coefficient of determination),  $Q^2$  predict, model fit (goodness of fit), and path coefficients. As presented in Appendix 5, the R-Square value for the organizational commitment variable is 0.660, indicating that 66% of the variation in organizational commitment can be explained by the three independent variables, namely job satisfaction, perceived organizational support, and work-life balance. This suggests that the model has a strong explanatory power for the organizational commitment variable. The remaining 34% is influenced by other factors outside of this research model.

Meanwhile, the R-Square value for the turnover intention variable is 0.181, which means that job satisfaction, perceived organizational support, work-life balance, and organizational commitment collectively explain only 18.1% of the variance in turnover intention. This indicates that the model's influence on the dependent variable is relatively low, suggesting the presence of other external factors that affect employees' intention to leave the organization. Despite the relatively low R-Square value, in social research, a value of at least 0.10 is still considered acceptable as long as the independent variables in the model are statistically significant. This is because the quality of the model is not solely determined by the magnitude of the R-Square, but also by the statistical significance of the relationships between the independent variables (Ozili, 2023).

PLS Predict ( $Q^2$ ) is used to evaluate the predictive accuracy of the model. In PLS-SEM, a  $Q^2$  value greater than 0 indicates that the model has predictive relevance (Akbari *et al.*, 2023). The results of this study show that the organizational commitment variable has a  $Q^2$  value of 0.635, indicating a high level of predictive ability. On the other hand, the turnover intention variable has a  $Q^2$  value of 0.063, which, although relatively low, still exceeds the minimum acceptable threshold for adequate evaluation under PLS Predict. In addition, the model's goodness of fit was assessed using the Normed Fit Index (NFI) and the Standardized Root Mean Square Residual (SRMR). A model is considered to have a good fit if the SRMR value is below 0.08 and the NFI value is above 0.80 (Mahfud & Winnarko, 2023). With an SRMR value of 0.061 and an NFI value of 0.834, the model satisfies the criteria for goodness of fit and is therefore considered appropriate for analyzing the relationships among variables.

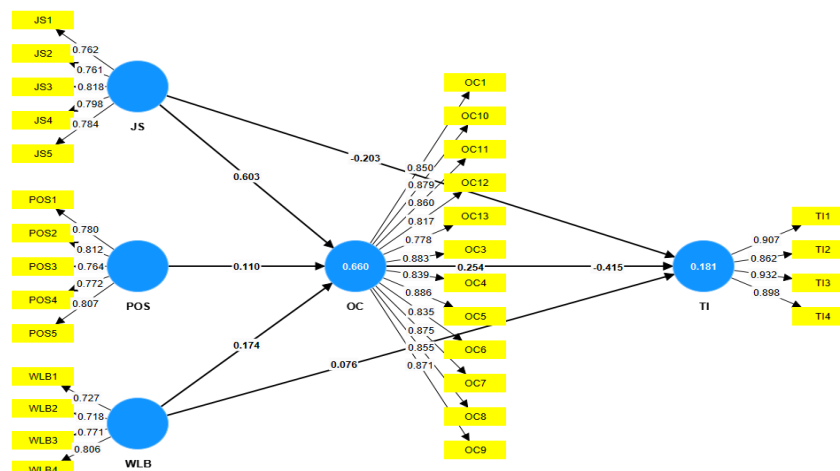


Figure 2. Outer Model Measurement Results

### Hypothesis Testing

The inner model testing serves as the final stage in the PLS-SEM analysis, utilizing the bootstrapping method to evaluate both direct and indirect effects among constructs in the proposed structural model. Hypothesis testing in this study was conducted through the analysis of t-statistic values using a one-tailed test, with significance determined by the criteria of t-statistic  $> 1.65$  and p-value  $< 0.05$ . Based on the bootstrapping results, the outcomes of the hypothesis testing are presented in Table 3.

**Table 3. Hypothesis Testing Results**

| No  | Statements                                                                                                                      | Original Sample | T-statistics | P-values | Decision | Conclusion                                           |
|-----|---------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------|----------|----------|------------------------------------------------------|
| H1  | Job satisfaction has a positive effect on organizational commitment                                                             | 0,603           | 6,416        | 0,000    | Accepted | Significant, direction matches hypothesis            |
| H2  | Job Satisfaction has a negative effect on turnover intention                                                                    | -0,203          | 1,307        | 0,096    | Rejected | Not significant                                      |
| H3  | Job Satisfaction has a negative effect on turnover intention through the mediation of organizational commitment                 | -0,251          | 2,702        | 0,003    | Accepted | Significant, direction matches hypothesis            |
| H4  | Perceived Organizational Commitment has a positive effect on Organizational Commitment                                          | 0,110           | 1,408        | 0,080    | Rejected | Not significant                                      |
| H5  | Perceived Organizational Support has a negative effect on Turnover Intention                                                    | 0,254           | 1,757        | 0,039    | Rejected | Significant, but direction does not match hypothesis |
| H6  | Perceived Organizational Support has a negative effect on turnover intention through the mediation of organizational commitment | -0,046          | 1,276        | 0,101    | Rejected | Not significant                                      |
| H7  | Work-Life Balance has a positive effect on Organizational Commitment                                                            | 0,174           | 2,033        | 0,021    | Accepted | Significant, direction matches hypothesis            |
| H8  | Work-Life Balance has a negative effect on Turnover Intention                                                                   | 0,076           | 0,581        | 0,281    | Rejected | Not significant, direction does not match hypothesis |
| H9  | Work-Life Balance has a negative effect on turnover intention through the mediation of organizational commitment                | -0,072          | 1,993        | 0,023    | Accepted | Significant, direction matches hypothesis            |
| H10 | Organizational Commitment has a negative effect on Turnover Intention                                                           | -0,415          | 3,796        | 0,000    | Accepted | Significant, direction matches hypothesis            |

Referring to Table 2, hypotheses H1, H3, H7, H9, and H10 are accepted as they indicate a significant effect, with t-statistic values greater than 1.65 and p-values less than 0.05. In contrast, hypotheses H2, H4, H5, H6, and H8 are rejected as they do not meet the significance criteria, either due to low t-statistic values or the direction of the effect not aligning with the proposed hypotheses.

### Discussion

Based on the testing of the first hypothesis (H1), the analysis results indicate that job satisfaction has a positive effect on organizational commitment. A high level of job satisfaction, which includes satisfaction with compensation, interpersonal relationships among employees, supervisor support, the nature of the job itself, and opportunities for career advancement, contributes to the development of emotional attachment, a sense of moral obligation, and rational consideration to remain in the company. A fair, comfortable, and supportive work environment

fosters employee loyalty and strengthens commitment to the organization. In this study, most employees hold operational-level positions and have worked in the company for more than five years, reflecting their familiarity with work processes and the accumulation of substantial experience. Furthermore, many employees are in the mid-stage of their careers and have marital status, which indicates a greater need for employment stability. Within this context, satisfaction with various aspects of work becomes increasingly important, not only in terms of daily work comfort but also in shaping long-term decisions to remain and contribute to the organization. This result aligns with the findings of Araoz *et al.* (2024) and Tran *et al.* (2023), who found that employees who are more satisfied with their jobs tend to show higher organizational commitment and stronger engagement with their work.

Hypothesis two (H2) is rejected as the test results indicate that job satisfaction does not have a significant effect on turnover intention. This finding suggests that although employees report being satisfied with certain aspects of the work environment, such as compensation, relationships with colleagues, and supervision from superiors, this level of satisfaction is not sufficient to reduce the tendency to leave the organization. This condition may be related to employee characteristics, considering that most of them are in operational positions and have relatively long tenures. At the mid-career stage, the need for self-development, long-term stability, and an adaptive work environment becomes increasingly important. When the satisfaction experienced remains basic and does not fully address employees' actual needs, the likelihood of considering other job opportunities remains open. Therefore, in this context, job satisfaction cannot be regarded as a dominant factor in reducing turnover intention. These results are in line with the findings of Situmorang & Heryjanto (2023), who also found that job satisfaction does not significantly affect turnover intention.

In the third hypothesis (H3), the results indicate that job satisfaction has a significant and negative effect on turnover intention through the mediation of organizational commitment. This finding suggests that satisfaction with various aspects of work plays a crucial role in fostering emotional attachment and long-term commitment to the organization. In a work environment perceived as supportive, the presence of harmonious relationships, a sense of appreciation for contributions, and clarity in supervisory structures provide deeper meaning to daily work activities. Organizational commitment is shaped through consistent experience and engagement, particularly among employees with more than five years of tenure. In such conditions, loyalty arises not only from material rewards but also from a sense of belonging to the organization. This commitment encourages employees to remain in the organization, as it is perceived as a place that contributes positively to both personal and professional life. Employees evaluate their job not only based on short-term benefits, but also by considering the emotional and social consequences of leaving the organization. Job satisfaction and organizational commitment are determining factors in employees' intentions to leave the company (Kartika & Purba, 2018; Mohyi, 2021).

The testing of the fourth hypothesis (H4) demonstrates that perceived organizational support does not have a significant influence on organizational commitment. This finding implies that even though employees perceive support from the organization, such as assistance in overcoming work-related challenges, concern for their well-being, and recognition of their input, these forms of support have not been sufficient to develop a strong emotional attachment to the organization. This condition may occur when the support is perceived merely as the fulfillment of institutional responsibilities without being accompanied by genuine personal attention or empathetic engagement. This situation is often observed in work environments that are composed of individuals with extended tenure and a relatively mature level of social development. The

majority of employees in this study had worked for more than five years and were in stable marital relationships. These characteristics reflect a greater expectation for meaningful workplace relationships, both on a professional and emotional level. When the support received is considered inadequate in addressing actual needs or is not perceived as sincere, emotional commitment to the organization may not be established in an optimal manner, even though functional support is present. This finding is consistent with Aliddin *et al.* (2024) and Repa *et al.* (2024), who also confirmed that perceived organizational support does not have a significant effect on organizational commitment.

The findings indicate that perceived organizational support has a significant effect on turnover intention. However, the direction of the relationship observed in this study does not align with the proposed hypothesis, resulting in the rejection of hypothesis five (H5). The results suggest that higher levels of perceived support from the organization are associated with a greater tendency among employees to leave the company. Although the organization expresses care by providing assistance during difficulties, valuing employee input, and showing concern for well-being, such forms of support have not proven effective in reducing the intention to leave. This phenomenon may be explained by the possibility that employees perceive this support as a formal obligation of the organization rather than as a genuine and personal expression of concern. This perception indicates a lack of emotional closeness between the organization and its employees. Most employees in this study hold a secondary education background and have worked for more than five years, which reflects a need for individual recognition and clearer career development paths. When these needs are not fully met, generalized organizational support may lead to more critical assessments of the alignment between personal aspirations and current work conditions. In such situations, the intention to explore alternative opportunities may increase, even if the company has already provided functional forms of support. These results contrast with previous findings by Herianto & Yanuar (2021) and Putri *et al.* (2023), which indicated that perceived organizational support significantly reduces turnover intention.

The analysis results indicate that perceived organizational support does not have a significant and negative effect on turnover intention through the mediation of organizational commitment; therefore, the sixth hypothesis (H6) is rejected. This finding suggests that although employees perceive attention to personal values, assistance during work-related difficulties, and concern for well-being, such support has not been strong enough to foster a level of commitment that can suppress the intention to leave the organization. One possible explanation is that the support received is viewed as part of the company's formal obligations, and thus fails to establish a deep emotional attachment. Furthermore, employees at the operational level with a medium educational background and relatively long tenure may hold more complex expectations regarding career development and personalized recognition. When organizational support does not fully meet these expectations, the resulting commitment may not be sufficient to prevent turnover intention, especially when other factors such as long-term plans or more promising external conditions are considered. Therefore, although organizational support may be functionally perceived, it does not fully mediate the relationship with the intention to leave the company. This finding is consistent with the research of Tambun *et al.* (2019) who found that perceived organizational support does not have a significant and negative effect on turnover intention through the mediation of organizational commitment.

The findings indicate that work-life balance has a positive influence on organizational commitment, thereby supporting the acceptance of the seventh hypothesis (H7). This reflects that employees' ability to maintain a balanced relationship between work and personal life contributes

to an increase in organizational commitment. When such balance is achieved, employees are able to fulfill their work responsibilities without sacrificing social activities or family obligations, resulting in a sense of comfort and appreciation toward a supportive work environment. This condition reflects the formation of affective commitment, marked by pride in being part of the organization, as well as normative commitment, which arises from a moral sense of responsibility in response to the company's concern for employee well-being. Additionally, continuance commitment is reinforced by considerations of emotional and financial risks associated with leaving the organization. This situation is consistent with the characteristics of employees who, for the most part, have worked for more than five years, are married, and occupy positions that require balance between professional demands and personal life. This finding is consistent with Ting *et al.* (2021) and Husniati *et al.* (2024) who found that work-life balance positively influences organizational commitment, with work-life balance encouraging employees to dedicate themselves and contribute fully to the organization.

Hypothesis eight (H8) was rejected, as the findings indicate that work-life balance does not have a significant effect on turnover intention, and the direction of the relationship was not consistent with the proposed hypothesis. This result suggests that although employees feel capable of maintaining a balance between their professional and personal lives, such as by staying involved in social activities and fulfilling family responsibilities, this balance alone has not been sufficient to reduce their intention to leave the organization. It indicates that the perception of work-life balance has not fully developed into a strong sense of organizational attachment, especially when not supported by satisfaction in other areas such as career prospects or professional recognition. Most employees in this study are married and have more than five years of tenure, reflecting greater expectations for long-term stability and opportunities for development. In this context, a functional work-life balance may not be enough to deter employees from considering other opportunities. These findings highlight that in operational roles, the need for career advancement and future security may carry more weight than simply achieving work-life balance. This result differs from the study by Kamara *et al.* (2023), which found that work-life balance significantly reduces turnover intention.

The results of the analysis indicate that work-life balance has a significant and negative effect on turnover intention through the mediation of organizational commitment, thereby supporting the acceptance of the ninth hypothesis (H9). Employees who experience optimal work-life balance tend to develop a stronger attachment to the organization. When individuals are able to engage in personal activities, maintain social relationships, and fulfill family responsibilities without neglecting their professional duties, a sense of comfort in the workplace is established. Under such conditions, a sense of belonging, loyalty, and professional responsibility toward the organization emerges. The resulting commitment reflects appreciation for the organization's role in employees' lives, as well as a reluctance to leave the company due to emotional or financial considerations. A work environment that supports this balance strengthens positive perceptions of the organization. For employees who are married and have relatively long tenures, support for work-life balance becomes an essential aspect in maintaining social stability and long-term commitment to the company. Work-life balance contributes to increasing employees' organizational commitment, which in turn may reduce turnover intention in the organization (Alzamel *et al.*, 2020).

The results of the study confirm that organizational commitment has a significant and negative effect on turnover intention, indicating that the higher the level of organizational commitment, the lower the tendency to leave the company. Employees who possess a strong

emotional attachment to the organization, take pride in being part of it, and value the company's contribution to their personal and professional lives, demonstrate a high level of affective commitment. In addition, continuance commitment reflects consideration of the potential emotional and financial risks associated with leaving the organization. On the other hand, normative commitment represents a sense of moral responsibility and loyalty, including an awareness of the company's role in supporting employee well-being. This finding aligns with the characteristics of most employees in the study, who are married, occupy operational positions, and have more than five years of tenure. Long working experience and social stability contribute to the development of loyalty and a stronger sense of belonging to the organization. This finding is consistent with the research of Rindu *et al.* (2020) and Junaidi *et al.* (2022), who confirm that employees' perception of high organizational commitment reduces their intention to leave the company. Therefore, hypothesis ten (H10) in this study is accepted.

## CONCLUSION

The findings of this study indicate that job satisfaction and work-life balance play an important role in enhancing organizational commitment. Organizational commitment has been proven to effectively reduce turnover intention. Employees tend to develop a stronger emotional attachment to the organization when they are satisfied with aspects such as fair compensation, harmonious workplace relationships, supportive supervision, and opportunities for professional development. Similarly, employees who are able to maintain a balance between their professional roles and personal lives tend to demonstrate greater loyalty, particularly when organizational commitment has already been established. However, both job satisfaction and work-life balance do not have a direct significant impact on turnover intention. Their influence becomes more effective when mediated by organizational commitment. These findings are consistent with the characteristics of the majority of employees in this study, who are married, have more than five years of tenure, and are in the mid-career stage, where stability and loyalty are key considerations.

Conversely, perceived organizational support does not show a significant influence on organizational commitment, and although it does affect turnover intention, the direction of the relationship is not aligned with the proposed hypothesis. This suggests that the support provided is still perceived as a formal obligation of the organization rather than a sincere and personal form of concern, and therefore has not yet fostered a strong emotional bond. Employees with a secondary education background and longer tenure generally have higher expectations for personal recognition and clearer career development pathways. When these expectations are not fully met, general organizational support may not be sufficient to deter intentions to leave the company. Overall, organizational commitment has proven to be the most effective factor in reducing turnover intention, and this commitment is stronger when it is shaped through positive work experiences and a work-life balance that is directly felt by employees.

The company is advised to strengthen employees' organizational commitment by prioritizing human resource management policies that focus on enhancing job satisfaction and work-life balance. Elements such as fair compensation systems, supportive supervision, harmonious workplace relationships, and clear career development pathways should be regularly evaluated and adjusted according to actual needs in the field, particularly at the operational level. This approach is expected to improve job satisfaction while also reducing employees' tendency to leave the organization. In addition, achieving a healthy work-life balance has been proven to strengthen employees' attachment to the organization, which indirectly contributes to lowering turnover intention. Therefore, the company should ensure a proportional workload and offer

flexibility in managing personal responsibilities. Considering that most employees are married, at a mid-career stage, and have relatively long tenure, this approach is considered relevant as it aligns with their need for career stability and long-term sustainability.

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