



## The Influence of Job Satisfaction and Career Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable: A Case Study at PT X Manufacturing Company, Plant 1

Samsul Kosasi<sup>1</sup>, Nina Nurani<sup>2</sup>

<sup>1</sup>Master of Management Program, Universitas Widyatama, Indonesia, [samsul.kosasi@widyatama.ac.id](mailto:samsul.kosasi@widyatama.ac.id)

<sup>2</sup>Master of Management Program, Universitas Widyatama, Indonesia, [nina.nurani@widyatama.ac.id](mailto:nina.nurani@widyatama.ac.id)

Corresponding Author: [samsul.kosasi@widyatama.ac.id](mailto:samsul.kosasi@widyatama.ac.id)<sup>1</sup>

**Abstract:** This study aims to analyze the influence of job satisfaction and career satisfaction on turnover intention, with organizational commitment as a mediating variable. The study was conducted at PT X, a manufacturing company located in Karawang. The research approach used was quantitative with descriptive and verificative methods. The study sample used the Slovin formula through Proportionate Stratified Random Sampling, and data were collected through interviews and questionnaires. Data analysis was performed using multiple linear regression and path analysis using SPSS 26. The results showed that, partially, job satisfaction and career satisfaction significantly influenced turnover intention and organizational commitment. Organizational commitment significantly influenced turnover intention. Organizational commitment did not significantly mediate the effect of job satisfaction on turnover intention, but significantly mediated the effect of career satisfaction on turnover intention.

**Keywords:** Job Satisfaction, Career, Satisfaction, Turnover Intention, Organizational Commitment.

### INTRODUCTION

*Employee turnover intention in a company can serve as an indicator of whether the company is effectively managing its human resources. Turnover intention refers to an employee's intention to leave the organization they currently work for (Al Balushi et al., 2022). When a company's turnover rate is high, it indicates that the company has not been able to manage its employees effectively. On the other hand, if the turnover rate is low, the company is likely managing its employees well. Effective company management will always seek ways to reduce high turnover intentions, making it crucial for the company to understand the factors that influence turnover intention (Mangumbahang et al., 2023).*

There are various factors that influence employee turnover intention, such as job satisfaction, career satisfaction, and organizational commitment. Employees who are highly satisfied with their work environment are less likely to consider leaving the organization (Al

Shbail et al., 2025). According to Suwistingtyas et al., (2022), "As job satisfaction increases, the organization will experience lower turnover intention." Meanwhile, Vizano et al., (2020) state that career satisfaction has a negative and significant impact on turnover intention. According to (Salleh et al., 2020), "Employees who are satisfied with their careers tend to have a lower desire to change jobs." Similarly, (Pebrianti et al., 2024) suggest that "Organizational commitment can play an important role in reducing employee turnover intention."

A high turnover phenomenon has been observed at PT X, a company in the manufacturing industry located in the Karawang area, with turnover rates increasing every year. Based on data from the past three years, the turnover rate at PT X is as follows:



Source: Secondary Data (2024)  
**Figure 1.** Turnover Rate at PT X

Based on Figure 1., the turnover rate has increased over the past three years. In 2022, it was recorded at 19.20%, increasing by 0.72% in 2023 to 19.93%, and rising again by 1.58% in 2024 to 21.51%. This figure is considered high compared to the standard turnover rates outlined by (Perdana & Sari, 2024), who state that normal turnover rates should be between 5% and 10% per year. If the turnover rate exceeds 10%, it is considered high. Thus, the turnover rates in 2022, 2023, and 2024 have surpassed the standard threshold, indicating potential issues in human resource management within the company. The high turnover rate is consistent with the findings of a study by (Anggraini & Ardi, 2020) which states that the manufacturing sector in Indonesia tends to have high employee turnover, ranging between 10% and 20% annually.

This study aims to investigate:

- 1) An overview of job satisfaction, career satisfaction, organizational commitment, and turnover intention.
- 2) The impact of job satisfaction on turnover intention.
- 3) The impact of career satisfaction on turnover intention.
- 4) The impact of organizational commitment on turnover intention.
- 5) The effect of job satisfaction on organizational commitment.
- 6) The effect of career satisfaction on organizational commitment.
- 7) The effect of job satisfaction on turnover intention through organizational commitment.
- 8) The effect of career satisfaction on turnover intention through organizational commitment.

## METHOD

This study involves several variables, including job satisfaction and career satisfaction as *independent* variables, turnover intention as the dependent variable, and organizational commitment as the mediating variable. The research was conducted at PT X Karawang, a

manufacturing company in the automotive industry. The subjects of this study are the permanent employees at PT X Karawang.

Data were collected from both primary and secondary sources. The research subjects were employees of PT X Karawang, with a final sample size of 132 employees. The sample was determined using the Slovin formula and selected through the Proportionate Stratified Random Sampling technique. The data were then tested for validity and reliability and further examined using normality, multicollinearity, and heteroscedasticity tests.

This study used a quantitative descriptive method, distributing questionnaires through Google Forms and conducting descriptive analysis. To identify the correlation and causal patterns among variables, path analysis was employed. This technique allows the researcher to examine both the direct and indirect effects of independent variables on the dependent variable through a two-path multiple regression model. Hypothesis testing (t-test) was conducted to assess the significance of the influence of each independent variable. Furthermore, the Sobel test was applied to evaluate the significance of the mediation effect, determining whether the mediator variable meaningfully strengthens or explains the relationship between the independent and dependent variables.

## RESULT AND DISCUSSION

The aim of this study is to collect empirical information to address the challenges previously mentioned, which is the primary goal of this research. The data for statistical analysis were gathered by distributing questionnaires directly to the target population and collecting responses.

**Table 1.** Validity Test Results for the Research Variables

Variable	Item No	Calculated R	Table R	N	Remarks
Job	KK01	0,209	0.1438	132	Valid
	KK02	0,250	0.1438	132	Valid
Satisfaction	KK03	0,320	0.1438	132	Valid
	KK04	0,239	0.1438	132	Valid
	KK05	0,379	0.1438	132	Valid
	KK06	0,224	0.1438	132	Valid
	KK07	0,321	0.1438	132	Valid
	KK08	0,347	0.1438	132	Valid
	KK09	0,293	0.1438	132	Valid
	KK10	0,352	0.1438	132	Valid
	KK11	0,214	0.1438	132	Valid
	KK12	0,289	0.1438	132	Valid
	KK13	0,266	0.1438	132	Valid
	KK14	0,298	0.1438	132	Valid
	KK15	0,216	0.1438	132	Valid
	KK16	0,214	0.1438	132	Valid
	KK17	0,209	0.1438	132	Valid
	KK18	0,220	0.1438	132	Valid
	KK19	0,230	0.1438	132	Valid
KK20	0,261	0.1438	132	Valid	
KK21	0,334	0.1438	132	Valid	
KK22	0,308	0.1438	132	Valid	
KK23	0,269	0.1438	132	Valid	
KK24	0,222	0.1438	132	Valid	
KK25	0,275	0.1438	132	Valid	
KK26	0,272	0.1438	132	Valid	
KK27	0,225	0.1438	132	Valid	
KK28	0,260	0.1438	132	Valid	
KK29	0,225	0.1438	132	Valid	

	KK30	0,210	0.1438	132	Valid
	KK31	0,256	0.1438	132	Valid
	KK32	0,237	0.1438	132	Valid
	KK33	0,234	0.1438	132	Valid
	KK34	0,239	0.1438	132	Valid
	KK35	0,258	0.1438	132	Valid
	KK36	0,307	0.1438	132	Valid
Career Satisfaction	KKr1	0,866	0.1438	132	Valid
	KKr2	0,881	0.1438	132	Valid
	KKr3	0,891	0.1438	132	Valid
	KKr4	0,904	0.1438	132	Valid
	KKr5	0,891	0.1438	132	Valid
Turnover Intention	TI1	0,695	0.1438	132	Valid
	TI2	0,748	0.1438	132	Valid
	TI3	0,661	0.1438	132	Valid
	TI4	0,707	0.1438	132	Valid
	TI5	0,693	0.1438	132	Valid
	TI6	0,720	0.1438	132	Valid
Organizational Commitment	KO1	0,241	0.1438	132	Valid
	KO2	0,260	0.1438	132	Valid
	KO3	0,304	0.1438	132	Valid
	KO4	0,318	0.1438	132	Valid
	KO5	0,234	0.1438	132	Valid
	KO6	0,456	0.1438	132	Valid
	KO7	0,263	0.1438	132	Valid
	KO8	0,423	0.1438	132	Valid
	KO9	0,430	0.1438	132	Valid
	KO10	0,249	0.1438	132	Valid
	KO11	0,229	0.1438	132	Valid
	KO12	0,479	0.1438	132	Valid
	KO13	0,340	0.1438	132	Valid
	KO14	0,362	0.1438	132	Valid
	KO15	0,320	0.1438	132	Valid
	KO16	0,321	0.1438	132	Valid
	KO17	0,334	0.1438	132	Valid
	KO18	0,251	0.1438	132	Valid
	KO19	0,289	0.1438	132	Valid
	KO20	0,336	0.1438	132	Valid
	KO21	0,406	0.1438	132	Valid
	KO22	0,267	0.1438	132	Valid
	KO23	0,227	0.1438	132	Valid
	KO24	0,434	0.1438	132	Valid

Source: Data Processing (2025)

For each study variable, the table above shows the correlation coefficients. The results indicate that the calculated r values are greater than the table r value (0.1438), which supports the validity of these questions as instruments for future studies.

**Table 2.** Reliability Test Results for the Research Variables

Item	Cronbach's Alpha	Remarks
Job Satisfaction (X1)	0.981	Reliable
Career Satisfaction (X2)	0.882	Reliable
Organizational Commitment (M)	0.794	Reliable
Turnover Intention (Y)	0.782	Reliable

Source: Data Processing (2025)

Since the Cronbach's alpha value is above 0.6, job satisfaction, career satisfaction, turnover intention, and organizational commitment are considered valid factors in this study.

### Classical Assumption Tests

A series of assumption tests were conducted for all variables:

#### Normality Test

The significance level threshold was set at 0.05, and the Kolmogorov-Smirnov non-parametric test was used to follow the normal distribution. The normality test resulted in the following findings:

**Table 3.** Normality Test Results

		Unstandardized Residual
N		132
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.72113287
Most Extreme Differences	Absolute	.078
	Positive	.056
	Negative	-.078
Test Statistic		.078
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Data Processing (2025)

The regression model passed the normality test because the Kolmogorov-Smirnov significance value is  $0.20 > 0.05$ , indicating that the data is likely normally distributed.

#### Multicollinearity Test

The multicollinearity test is conducted to examine whether there is a correlation between two variables in a multiple linear regression model. This test is based on the tolerance and VIF values.

**Table 4.** Multicollinearity Test Results  
Coefficients<sup>a</sup>

Model	Tolerance	VIF
(Constant)		
Job Satisfaction	.987	1.014
Career Satisfaction	.987	1.014

Dependent Variable: Turnover.Intention

Source: Data Processing (2025)

Table 4 shows that the tolerance value is greater than 0.1, and since no VIF values exceed 10, it can be concluded that the model does not exhibit multicollinearity or passes the test for it.

### Heteroscedasticity Test

This test is applied to all observations. A model is considered good if heteroscedasticity is not present. This test was conducted using the Glejser test, which involves regressing the absolute residuals on the independent variables.

**Table 5.** Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.733	6.790		-.403	.688
Job Satisfaction	.052	.061	.075	.857	.393
Career Satisfaction	.254	.146	.152	1.742	.084

a. Dependent Variable: Abs\_RES

Source: Data Processing (2025)

No heteroscedasticity was observed in the regression equation model, as the significance values for Job Satisfaction (0.393) and Career Satisfaction (0.084) are both greater than 0.05.

### Correlation Test

To determine the strength and direction of the relationships between variables, a Pearson correlation test was conducted.

**Table 6.** Correlation Test Results Between Variables

	Job Satisfaction	Career Satisfaction	Turnover Intention	Organizational Commitment
Job Satisfaction	1	.685	-.443	.315
Career Satisfaction	.685	1	-.559	.780
Turnover Intention	-.443	-.559	1	-.586
Organizational Commitment	.315	.780	-.586	1

Source: Data Processing (2025)

### Coefficient of Determination Test

Below are the results of the coefficient of determination test for the path analysis model.

a) Structural Equation 1 Coefficient of Determination

b)

**Table 7.** Coefficient of Determination Test for Structural Equation 1

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 <sup>a</sup>	.319	.309	.72865

Source: Data Processing (2025)

Based on Table 7, the path analysis model with a coefficient of determination (R Square) shows that job satisfaction (X1) and career satisfaction (X2) together account for 31.9% of the turnover intention (Y). The remaining 68.1% (100% - 31.9%) is likely influenced by other factors not included in the model. The standard error of the residual ( $\epsilon_1$ ) can be estimated as  $\sqrt{1 - R^2} = \sqrt{1 - 0.319} = 0.681$ . The Adjusted R Square value of 0.309 indicates that after adjusting for the number of independent variables and sample size, the variation in turnover intention explained by the model is 30.9%.

b) Structural Equation 2 Coefficient of Determination

**Table 8.** Coefficient of Determination Test for Structural Equation 2  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 <sup>a</sup>	.670	.665	.28767

Source: Data Processing (2025)

Based on Table 8, the path analysis model with a coefficient of determination (R Square) of 0.670 (67.0%) indicates that job satisfaction (X1) and career satisfaction (X2) together explain 67.0% of the variation in organizational commitment (M). The remaining 33.0% (100% - 67.0%) is explained by other variables outside the scope of this study. The standard error of the residual ( $\epsilon_2$ ) can be estimated as  $\sqrt{1 - R^2} = \sqrt{1 - 0.670} = 0.33$ . The Adjusted R Square value of 0.665 (66.5%) shows that after adjusting for the number of independent variables and sample size, the variation in organizational commitment that can be explained by the model is 66.5%, providing a more accurate representation.

c) Structural Equation 3 Coefficient of Determination.

**Table 9.** Coefficient of Determination Test for Structural Equation 3  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 <sup>a</sup>	.344	.339	.40430

a. Predictors: (Constant), Organizational Commitment

Source: Data Processing (2025)

Based on Table 9, the path analysis model with a coefficient of determination (R Square) of 0.344 (34.4%) indicates that organizational commitment (M) explains 34.4% of the variation in turnover intention (Y). The remaining 65.6% (100% - 34.4%) is explained by other variables outside the scope of this study. The Adjusted R Square value of 0.339 (33.9%) indicates that, after adjusting for the number of variables and sample size, the contribution of the independent variables to turnover intention remains relatively small. The error term value ( $\epsilon_3$ ) is calculated as  $\sqrt{1 - 0,344} = 0,656$ .

**Path Analysis Test**

Below are the results of the path analysis test formed based on the structural equation:

1. Structural Equation 1

**Table 10.** Path Analysis Test for Structural Equation 1  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.728	3.649		9.516	.000
	Job Satisfaction	-.069	.033	-.179	-2.086	.039
	Career Satisfaction	-.151	.079	-.165	-1.928	.056

a. Dependent Variable: Turnover Intention

Source: Data Processing (2025)

From Table 10, the values obtained are  $\rho_{YX1} = -0.179$ ,  $\rho_{YX2} = -0.165$ . To determine the error term ( $\epsilon_1$ ), we refer to the R square value in the model summary table and use the residual coefficient formula:  $1.00 - R$  square. Thus, the error term value ( $\epsilon_1$ ) is calculated as:

$$Y = \rho_{YX1} + \rho_{YX2} + \epsilon_1$$

$$Y = -0,179 \text{ (Job Satisfaction)} - 0,165 \text{ (Career Satisfaction)} + 0,681 \text{ (\epsilon}_1\text{)}$$

### Structural Equation 2

**Table 11.** Path Analysis Test for Structural Equation 2  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	55.137	10.484		5.259	.000
Job Satisfaction	.126	.095	.113	1.332	.185
Career Satisfaction	.631	.116	.238	2.796	.006

a. Dependent Variable: Organizational Commitment

Source: Data Processing (2025)

From Table 11, the values obtained are  $\rho_{MX1} = 0.113$ ,  $\rho_{MX2} = 0.238$ . To determine the error term ( $\epsilon_2$ ), we refer to the R square value in the model summary table and use the residual coefficient formula:  $1.00 - R \text{ square}$ . Thus, the error term value ( $\epsilon_2$ ) is calculated as:

$$M = \rho_{MX1} + \rho_{MX2} + \epsilon_2$$

$$M = 0,113 \text{ (Job Satisfaction)} + 0,238 \text{ (Career Satisfaction)} + 0,33(\epsilon_2)$$

### Structural Equation 3

**Table 12.** Path Analysis Test for Structural Equation 3  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1 (Constant)	30.576	2.355		12.986	.000
Organizational Commitment	-.072	.030	-.208	-2.422	.017

a. Dependent Variable: Turnover Intention

Source: Data Processing (2025)

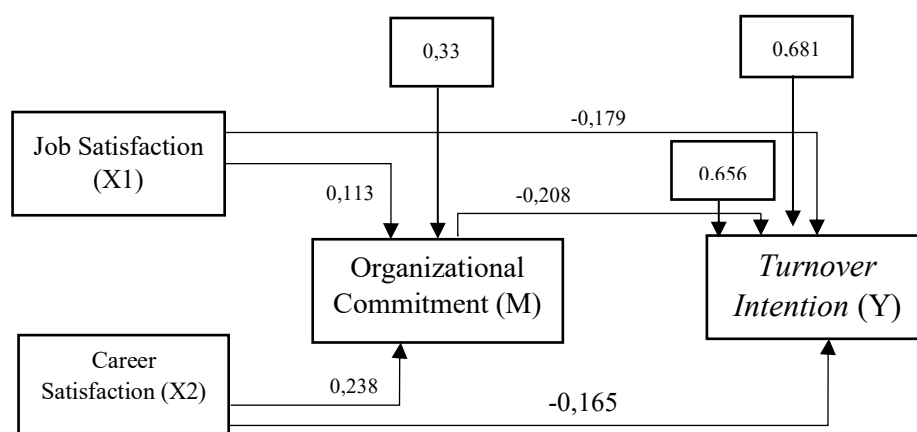
From Table 12, the value obtained is  $\rho_{MY} = -0.208$ . To calculate the error term ( $\epsilon_3$ ), we refer to the R square value in the model summary and use the residual coefficient formula:  $1.00 - R \text{ square}$ . Thus, the error term value ( $\epsilon_3$ ) is calculated as:

$$Y = \rho_{MY} + \epsilon_3$$

$$Y = -0,208 \text{ (Organizational Commitment)} + 0,656 (\epsilon_3)$$

### Path Analysis Diagram

Below is the overall path analysis diagram, as illustrated in Figure 2.:



**Figure 2.** Path Analysis

**Direct and Indirect Effects of Variables X1 and X2 on Y through M**

Direct Effect of X1 and X2 on Y:  $X1 \rightarrow Y = -0,179$ ;  $X2 \rightarrow Y = -0,165$

Indirect Effect of X1 and X2 on Y through M:

$X1 \rightarrow Y$  via M =  $0,113 \times (-0,208) = -0,024$

$X2 \rightarrow Y$  via M =  $0,238 \times (-0,208) = -0,050$

Total Indirect Effect of X1 and X2 on Y:

Total  $X1 \rightarrow Y$  = Direct X1 + Indirect X1 =  $(-0,179) + (-0,024) = -0,203$

Total  $X2 \rightarrow Y$  = Direct X2 + Indirect X2 =  $(-0,165) + (-0,050) = -0,215$

Although indirect effects can be calculated, the significance of the paths from the independent variables to the mediator must be considered. The path from Job Satisfaction (X1) to Organizational Commitment (M) is not statistically significant ( $p = 0.107$ ), indicating that its mediation effect is not reliable. In contrast, the path from Career Satisfaction (X2) to M is significant ( $p < 0.05$ ), suggesting a meaningful mediation effect for X2.

**Partial Hypothesis Testing**

**Effect of Job Satisfaction on Turnover Intention**

Based on the calculation of the effect of job satisfaction on turnover intention, the coefficient of determination obtained is 0.196. This means that the independent variable in this study explains 19.6% of the variation in the dependent variable. The effect of job satisfaction on turnover intention is categorized as weak. Below are the results of the partial t-test hypothesis testing:

**Table 13.** Partial Test X1 – Y

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	33.158	3.594		9.225	.000
	Job Satisfaction	-.076	.033	-.198	-2.301	.023

a. Dependent Variable: Turnover intention

Source: Data Processing (2025)

With a sample size of 132 respondents and 1 independent variable, the degrees of freedom (df) are calculated as  $n - k - 1 = 132 - 1 - 1 = 130$ . The t-table value at a significance level of 5% ( $\alpha = 0.05$ ) for  $df = 130$  is 1.978. Since the absolute t-value (2.301) is greater than the t-table value (1.978) and the significance value is 0.023, which is less than 0.05, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_a$ ). Therefore, it can be concluded that job satisfaction (X1) has a negative and significant effect on turnover intention (Y). This is consistent with research conducted by Anastia et al., (2021) and Mangumbahang et al., (2023) which shows that higher job satisfaction leads to a lower intention for employees to leave their jobs. Additionally, Xie et al., (2024) found that job satisfaction is negatively correlated with turnover intention.

**Effect of Career Satisfaction on Turnover Intention**

The following presents the calculation results using SPSS version 26, showing the partial test results for the effect of career satisfaction on turnover intention.

**Table 14.** Partial Test X2 – Y  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	27.580	1.269		21.733	.000

Career Satisfaction	-0.170	0.079	-0.186	-2.156	0.033
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a. Dependent Variable: *Turnover Intention*

Source: Data Processing (2025)

With a sample size of 132 respondents and 1 independent variable, the degrees of freedom (df) are calculated as  $n - k - 1 = 132 - 1 - 1 = 130$ . The t-table value at a significance level of 5% ( $\alpha = 0.05$ ) for  $df = 130$  is 1.978. Since the calculated t-value (-2.156) is greater than the t-table value (-1.978) and the significance value is 0.033, which is less than 0.05, we accept the alternative hypothesis ( $H_a$ ) and reject the null hypothesis ( $H_o$ ). This indicates that career satisfaction has a negative effect on turnover intention. This finding aligns with the research by (Salleh et al., 2020), which shows that career satisfaction has a significant negative impact on employees' intention to leave.

### Effect of Job Satisfaction on Organizational Commitment

The following presents the calculation results using SPSS version 26, showing the test results for the effect of job satisfaction on organizational commitment:

**Table 15.** Partial Test X1 – M  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	61.680	10.484		5.883	.000
	Job Satisfaction	.157	.096	.141	1.625	.107

a. Dependent Variable: Organizational Commitment

Source: Data Processing (2025)

With a sample size of 132 respondents and 1 independent variable, the degrees of freedom (df) are calculated as  $n - k - 1 = 132 - 1 - 1 = 130$ . The t-table value at a significance level of 5% ( $\alpha = 0.05$ ) for  $df = 130$  is 1.978. Since the calculated t-value (1.625) is less than the t-table value (1.978) and the significance value is 0.107, which is greater than 0.05, we reject the alternative hypothesis ( $H_a$ ) and accept the null hypothesis ( $H_o$ ). This result indicates that job satisfaction does not have a significant positive effect on organizational commitment. This aligns with the research by Lionardi & Khoirunnisa (2024), which shows that job satisfaction does not significantly affect organizational commitment, but it differs from the study by Mohyi, (2021), which indicates that job satisfaction has a positive effect on organizational commitment.

### Effect of Career Satisfaction on Organizational Commitment

The following presents the calculation results using SPSS version 26, showing the test results for the effect of career satisfaction on organizational commitment:

**Table 16.** Partial Test X2 – M  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	68.253	3.610		18.905	.000
	Career Satisfaction	.666	.225	.251	2.962	.004

a. Dependent Variable: Organizational Commitment

Source: Data Processing (2025)

With a sample size of 132 respondents and 1 independent variable, the degrees of freedom (df) are calculated as  $n - k - 1 = 132 - 1 - 1 = 130$ . The t-table value at a significance level of 5% ( $\alpha = 0.05$ ) for  $df = 130$  is 1.978. Since the calculated t-value (2.962) is greater than the t-table value (1.978) and the significance value is 0.004, which is less than 0.05, we accept the alternative hypothesis ( $H_a$ ) and reject the null hypothesis ( $H_o$ ). This result indicates that career satisfaction has a significant positive effect on organizational commitment. This finding aligns with the research by Adismana et al. (2025), which also confirms that career satisfaction has a significant positive impact on organizational commitment.

**Effect of Organizational Commitment on Turnover Intention**

The following presents the calculation results using SPSS version 26, showing the test results for the effect of organizational commitment on turnover intention:

**Table 17.** Partial Test M – Y Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	30.576	2.355		12.986	.000
Organizational Commitment	-.072	.030	-.208	-2.422	.017

a. Dependent Variable: Turnover Intention

Source: Data Processing (2025)

With a sample size of 132 respondents and 1 independent variable, the degrees of freedom (df) are calculated as  $n - k - 1 = 132 - 1 - 1 = 130$ . The t-table value at a significance level of 5% ( $\alpha = 0.05$ ) for  $df = 130$  is 1.978. Since the calculated t-value (-2.422) is greater than the t-table value (-1.978) and the significance value is 0.017, which is less than 0.05, we accept the alternative hypothesis ( $H_a$ ) and reject the null hypothesis ( $H_o$ ). This result shows that organizational commitment has a negative and significant effect on turnover intention. This is in line with research conducted by Amalia, (2020), which confirms that organizational commitment has a significant negative effect on turnover intention.

**Sobel Test Hypothesis**

The Sobel Test analysis is used to test the significance of the mediating effect of a mediator variable in the relationship between the independent and dependent variables. The rule is that if the absolute z-value  $> 1.96$  or the statistical significance (p-value)  $< 0.05$ , it can be concluded that there is a significant indirect effect from the independent variable to the dependent variable through the mediating variable.

**Effect of Job Satisfaction on Turnover Intention Mediated by Organizational Commitment**

The mediation analysis was conducted to determine whether there is an interactive effect between the independent variable (Job Satisfaction) and the mediating variable (Organizational Commitment) on the dependent variable (Turnover Intention). This test aims to assess the extent to which organizational commitment strengthens or weakens the relationship between job satisfaction and employees' intention to leave the company. In other words, the higher the level of job satisfaction perceived by employees, it is expected to increase organizational commitment, which in turn can reduce employees' intention to turnover. The results of the mediation regression test are presented in the table below:

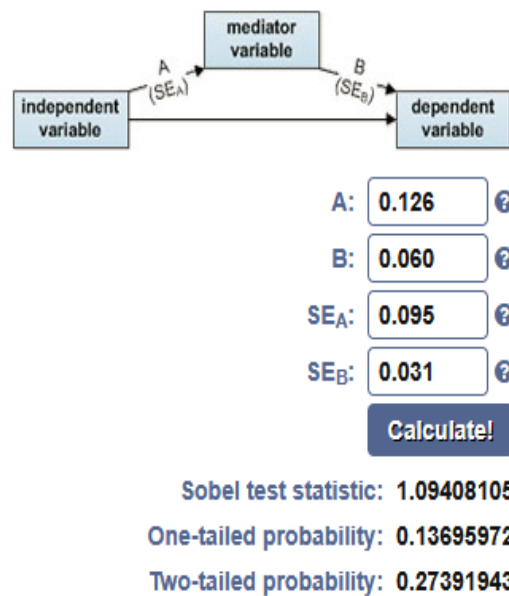
**Table 18: Hypothesis for the Effect of Job Satisfaction on Turnover Intention Mediated by Organizational Commitment Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.644	2.431		13.016	.000
	Job Satisfaction	-.131	.081	-.143	-1.619	.108
	Organizational Commitment	-.060	.031	-.172	-1.952	.053

a. Dependent Variable: Turnover Intention

Source: Data Processing (2025)

The Sobel test was conducted using the Sobel test calculation. In this study, the results of the indirect effect Sobel test are shown in the image below:



**Figure 3.** Sobel Test Results for X1-M-Y

From the statistical calculation for the t-test of the Organizational Commitment variable as a mediator in the relationship between Job Satisfaction and Turnover Intention, the calculated t-value is 1.094, which is smaller than the t-table value (1.978), and the significance value for the 2-tailed test is 0.273, which is greater than 0.05. Therefore, we reject the alternative hypothesis (H<sub>a</sub>) and accept the null hypothesis (H<sub>o</sub>). This indicates that organizational commitment does not mediate the effect of job satisfaction on turnover intention because its effect is not significant. These findings are consistent with research by Fitri (2018) in the hospitality industry and Mustopa & Meria, (2021) among private-sector employees in the Jabodetabek area, which also confirms that organizational commitment does not play a significant role as a mediating variable.

**Effect of Career Satisfaction on Turnover Intention Mediated by Organizational Commitment**

Mediation analysis was conducted to determine whether there is an interactive effect between the independent variable (Career Satisfaction) and the mediating variable (Organizational Commitment) on the dependent variable (Turnover Intention). The purpose of this test is to examine the extent to which organizational commitment can strengthen or weaken the relationship between career satisfaction and employees' intention to leave the company. In other words, the higher the level of career satisfaction perceived by employees, it is expected

to increase organizational commitment, which in turn can reduce employees' intention to turnover. The results of the mediation regression test are presented in the following table:

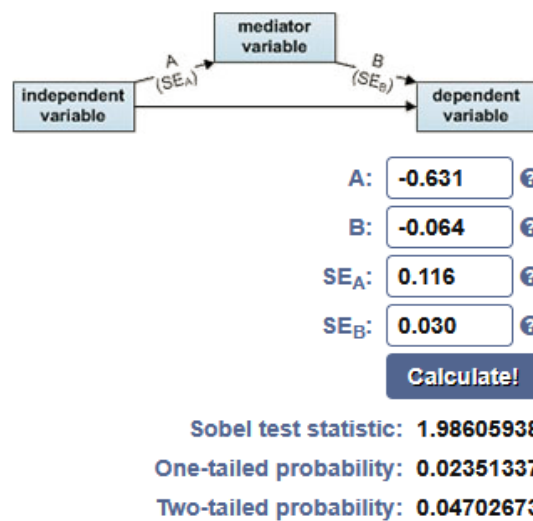
**Table 19.** Hypothesis for the Effect of Career Satisfaction on Turnover Intention Mediated by Organizational Commitment  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	37.078	3.990		9.293	.000
	Career Satisfaction	-.066	.033	-.172	-2.006	.047
	Organizational Commitment	-.064	.030	-.184	-2.143	.034

a. Dependent Variable: Turnover intention

Source: Data Processing (2025)

The Sobel test was performed using the Sobel test calculation software. In this study, the results of the indirect effect Sobel test are shown in the image below:



**Figure 4.** Sobel Test Results for X2-M-Y

From the t-test results, the calculated t-value for Organizational Commitment as a mediator is 1.986, which is greater than the t-table value (1.978) and the significance value for the 2-tailed test is 0.047, which is less than 0.05. Therefore, the alternative hypothesis (H<sub>a</sub>) is accepted, and the null hypothesis (H<sub>o</sub>) is rejected. This result shows that organizational commitment significantly mediates the effect of career satisfaction on turnover intention. This finding aligns with the research by (Adisman et al., 2025), which also emphasizes that career satisfaction has a significant impact on turnover intention through organizational commitment.

### Managerial Implications

Overall, this study shows a relatively high level of job satisfaction and organizational commitment, yet employee turnover intention remains high. This implies that job satisfaction, career satisfaction, and organizational commitment need to be managed effectively. Therefore, companies need to develop a more comprehensive employee retention strategy by balancing job satisfaction, career satisfaction, and organizational commitment, as well as considering other influencing factors.

## CONCLUSION

1. The overall employee job satisfaction level falls into the "satisfied" category, while the career satisfaction level is categorized as "fairly satisfied." Employee turnover intention is categorized as high, and organizational commitment is generally rated as high.
2. Job satisfaction has a significant negative effect on turnover intention.
3. Career satisfaction has a significant negative effect on turnover intention.
4. Organizational commitment has a significant negative effect on turnover intention.
5. Job satisfaction does not have a significant effect on organizational commitment.
6. Career satisfaction has a significant positive effect on organizational commitment.
7. Organizational commitment does not significantly mediate the effect of job satisfaction on turnover intention.
8. However, organizational commitment mediates the effect of career satisfaction on turnover intention.

This study has limitations related to its variables and focus, as it only considers job satisfaction, career satisfaction, and organizational commitment as predictors of turnover intention, while other factors such as organizational culture, economic conditions, or leadership style were not accounted for. The mediation results show that organizational commitment only affects the influence of career satisfaction on turnover intention, indicating the need for further research to explore other mediating or moderating factors. Therefore, these findings can serve as a basis for more focused and comprehensive future studies.

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