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The Model of Motivation, Organizational Commitment, Organizational Culture, and Leadership on Turnover through Job Satisfaction

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Abstract: This study aims to identify the factors that affect employee turnover through job satisfaction in airports in Indonesia. This research employs a literature review approach by synthesizing findings from various previous international, indexed scientific publications related to the research topic. The study uses a descriptive qualitative method with a literature review design. Data were obtained from reputable international indexed journals sourced from databases such as Scopus, Web of Science, Emerald, Springer, and Google Scholar. The selected literature was examined using data reduction techniques, matrix-based data presentation, and comparative synthesis to identify patterns, similarities, and differences among the studies. The findings indicate that motivation, organizational commitment, organizational culture, and leadership have an influence on employee turnover in Indonesian airports, both directly and indirectly through job satisfaction. However, this study has several limitations. Since it relies on a literature review approach, the results remain conceptual and depend heavily on the quality and scope of previous studies, without incorporating primary empirical data from airport employees. Furthermore, the generalizability of the findings is limited to the context of Indonesian airports and sectors with similar operational characteristics. This study provides a conceptual contribution by integrating the effects of motivation, organizational commitment, organizational culture, and leadership on employee turnover through job satisfaction within the airport context. The novelty of this research lies in the integration of four key human resource management factors into a single conceptual framework, highlighting the role of job satisfaction as a mediating mechanism in explaining employee turnover in the airport sector, which has not been extensively explored in previous studies.

Keywords: Turnover, Job Satisfaction, Motivation, Organizational Commitment, Organizational

INTRODUCTION

Airports are strategic transportation infrastructures that play an essential role in facilitating human mobility, the distribution of goods, and economic development across many countries worldwide. Globally, airports function not only as hubs for air transportation but also as centers for economic activity, logistics, and tourism that require high standards of safety, security, and service quality. The operational complexity of airports continues to increase alongside the growth in passenger traffic, advancements in aviation technology, and the demands of international regulatory frameworks (Ni Kadek Ratna Dewi, 2025).

In Indonesia, airports play a very strategic role in connecting the widely scattered islands and supporting national and regional economic activities. Indonesia itself has several major airports managed by airport operators, including Soekarno–Hatta Airport, I Gusti Ngurah Rai Airport, Juanda Airport, Sultan Hasanuddin Airport, and Kualanamu Airport. Each of these airports is located in a different geographical area and serves diverse passenger characteristics and air traffic (Kuswardani et al., 2025).

Differences in regional conditions, traffic density levels, and operational complexity cause airport performance in Indonesia to vary significantly. This variation in performance is inseparable from the role of human resources directly involved in airport operations and services (Harahap et al., 2020).

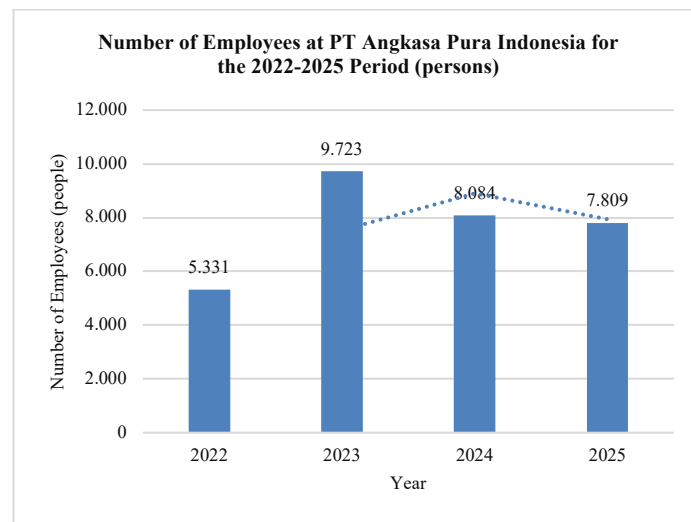


Figure 1. Number of PT Angkasa Pura Indonesia employees in 2022-2025 (people)
Source: Angkasa Pura Annual Report, 2025

Figure 1 shows the development of the number of employees at PT Angkasa Pura Indonesia during the period 2022 to 2025, which shows a fluctuating pattern but tends to decline after 2023. In 2023, the number of employees increased compared to 2022, which was directly influenced by the merger policy between PT Angkasa Pura I and PT Angkasa Pura II into one entity, namely PT Angkasa Pura Indonesia. This merger process resulted in the consolidation of all human resources from both companies, leading to a significant increase in the number of employees in that year (Harahap & Susanto, 2020).

However, post-merger data shows that the number of employees at PT Angkasa Pura Indonesia has declined consistently from 2023 to 2025. This downward trend in employee numbers may reflect high employee turnover rates, whether due to voluntary resignations, early retirement, or the organization's inability to retain employees in an increasingly competitive and demanding work environment. This situation indicates that human resource management challenges in the airport sector remain a significant issue (Hartono et al., 2020).

Furthermore, the continuous decline in the number of employees from year to year indicates that the turnover rate among airport managers is relatively high and chronic, rather than a temporary phenomenon. In the context of airport operations, which demand high standards of safety, security, and service, high turnover has the potential to cause various negative consequences, such as an increased workload for remaining employees, a reduction in operational experience and expertise, and a decline in the quality of service to airport users. Therefore, the trend shown in Figure 1 reinforces the urgency of this study to examine organizational factors, particularly motivation, organizational commitment, organizational culture, and leadership, as well as the role of job satisfaction in reducing employee turnover rates at airports in Indonesia (Hanantyo & Susanto, 2022).

Employee turnover refers to the phenomenon of individuals leaving or moving from an organization within a certain period of time. High *turnover* rates are not just statistics, but crucial indicators of organizational health. When an employee decides to leave, the organization loses not only labor but also training investments, specific knowledge, and team stability. Effective *turnover* management requires a proactive approach through improvements in recruitment systems and career development so that employees feel they have a future within the company, thereby minimizing the desire to seek opportunities outside the company. (Susanto, Sawitri, et al., 2023).

The indicators or dimensions contained in the turnover variable include: 1) Thoughts of Leaving: Reflects the initial stage where employees begin to mentally contemplate leaving their current job due to dissatisfaction; 2) Intent to Seek Other Employment: An active step in which employees begin updating their resumes, looking at job vacancies, or contacting connections to seek new opportunities outside the organization; 3) Intent to Leave in the Near Future: A strong determination on the part of employees to actually leave the company within a certain period of time (Ohunakin & Olugbade, 2022). The turnover variable has been studied by previous researchers and is relevant to the research conducted by: (Susanto, Kamsariaty, et al., 2024), (Jumawan et al., 2024), (Agustini, 2024).

Job satisfaction is a positive or pleasant emotional state resulting from an individual's assessment of their job or work experience. It reflects employees' feelings about how well their job provides things they consider important, such as fair pay, supportive working conditions, cooperative coworkers, and alignment between expectations and reality. Job satisfaction is highly subjective; what satisfies one individual may not necessarily apply to another (AR, Muhammad Thamrin Saribanon et al., 2023).

The indicators or dimensions included in the job satisfaction variable are: 1) Satisfaction with Salary: The extent to which employees feel that the financial rewards they receive are fair, commensurate with their workload, and competitive compared to other companies; 2) Satisfaction with Coworkers: The quality of interpersonal relationships in the workplace, including the availability of technical support, harmony, and good teamwork; 3) The Work Itself: The extent to which daily tasks provide interesting challenges, opportunities to learn, and a sense of meaningful responsibility for employees (Susanto, Sawitri, et al., 2024a).

Job satisfaction variables have been studied by previous researchers and are relevant to the research conducted by: (Susanto, Soehaditama, et al., 2023), (Putri et al., 2023), (Saputra et al., 2024).

Work motivation is an internal and external force or drive that inspires, directs, and maintains a person's behavior in carrying out their work tasks. Motivation acts as a driving force that determines the intensity and persistence of employees in achieving organizational goals. There are two main dimensions of motivation: intrinsic, which comes from personal satisfaction in doing the work itself (such as a sense of accomplishment), and extrinsic, which comes from external rewards (such as bonuses or promotions). Motivation is not just about

working hard, but working in the right direction in line with the company's vision (Siagian et al., 2023).

The indicators or dimensions contained in the motivation variable include: 1) Responsibility: A sense of ownership of the tasks assigned, where employees feel that the success of a job depends heavily on their own efforts; 2) Recognition: The need for employees to receive appreciation, either in the form of verbal praise or formal awards for their achievements; 3) Drive for Achievement: Employees' internal desire to complete difficult tasks, achieve high standards, and excel in competition (Susanto, Setiawan, et al., 2023).

Motivational variables have been studied by previous researchers and are relevant to the research conducted by: (Ali et al., 2022), (Mahaputra & Saputra, 2021), (Setiyono et al., 2024).

Organizational commitment describes the level of identification and involvement of employees with the organization they work for, as well as their desire to remain part of that organization. Commitment is not just a matter of physical loyalty, but also harmony of heart and mind. When organizational commitment is strong, employee turnover tends to be low and the organization's resilience in the face of crises becomes stronger. Building commitment requires transparency, organizational fairness, and recognition of employee contributions, so that they feel like strategic partners, not just instruments of production (Saragih, 2022).

The indicators or dimensions contained in the organizational commitment variable include: 1) Affective Commitment: Employees' emotional attachment to the organization. Employees stay because they "want to" and feel like they are part of the company's extended family; 2) Continuance Commitment: Awareness of the costs or losses that would arise if they left the organization. Employees stay because they need to (e.g., due to benefits or seniority); 3) Normative Commitment: The feeling of obligation to remain in the organization due to moral or ethical values. Employees stay because they feel they "should" as a form of gratitude (Susanto, 2022).

Organizational commitment variables have been studied by previous researchers and are relevant to the research conducted by: (Rachman et al., 2025), (Basem et al., 2022), (Fauziah et al., 2023).

Organizational culture is a system of values, beliefs, assumptions, and norms shared by members of an organization that distinguishes one organization from another. Organizational culture functions as an informal control mechanism that guides employee behavior without the need for constant supervision. If a company has a culture of innovation, then each individual will feel encouraged to experiment. Conversely, a rigid culture can stifle creativity (Susanto, Simarmata, et al., 2024).

The indicators or dimensions contained in the organizational culture variable include: 1) Innovation and Risk Taking: The extent to which the organization encourages employees to be creative, try new ideas, and not be afraid to make mistakes in the improvement process; 2) Team Orientation: The extent to which work activities are organized and focused on group cooperation rather than individuals, creating synergy in achieving targets; 3) Integrity and Ethical Values: Moral principles that guide actions, including honesty and transparency practiced by all members of the organization (Adilinga, 2023).

Organizational culture variables have been studied by previous researchers and are relevant to the research conducted by: (Qorfianalda & Wulandari, 2021), (Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022), (Dante Manuel et al., 2023).

Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, as well as the process of facilitating individual and collective efforts to achieve common goals. Leadership is not merely a formal position or structural title, but rather the ability to inspire, motivate, and mobilize human resources toward positive change. An effective leader must be able to balance task orientation (achieving targets) and people orientation (interpersonal relationships) (Siagian et al., 2023).

The indicators or dimensions contained in the leadership variable include: 1) Ideal Influence: The ability of leaders to be admired and respected role models, so that subordinates want to emulate their vision and actions; 2) Inspirational Motivation: The ability of leaders to communicate high expectations and a vision for the future in a way that inspires team members; 3) Individual Consideration: The attitude of leaders who are willing to listen to complaints, provide coaching, and pay attention to the personal development needs of each subordinate (Susanto, Sawitri, et al., 2024b).

Leadership variables have been studied by previous researchers and are relevant to the research conducted by: (Saputra & Mahaputra, 2022), (Rony et al., 2023), (Ansari & Khan, 2024).

Matrix Previous Studies

Previous Research

Based on the above problem formulation, the following previous studies relevant to this study were obtained:

Table 1. Previous Studies

No	Author	Research Results	Similarities with this study	Differences with this study	Hypothesis
1	(Hajiali et al., 2022)	The variables of Work Motivation, Leadership Style, and Employee Competence influence Job Satisfaction and Employee Performance	Similarities with this study in the independent variable of Motivation and the dependent variable of Job Satisfaction	Differences with this study in other dependent variables, namely Employee Performance	H1
2	(Hidayat et al., 2024)	The variables of Leadership Style and Organizational Commitment influence Job Satisfaction at the Regional Secretariat of Banten Province	Similarities with this study in the independent variable of Organizational Commitment and the dependent variable of Job Satisfaction	The research was conducted at the Regional Secretariat of Banten Province	H2
3	(Ningrum & Purnamasari, 2022)	The variables of Leadership Style and Organizational Culture influence Employee Job Satisfaction and Loyalty	Similarities with this study in the independent variable of Organizational Culture and the dependent variable of Job Satisfaction	Differences with this study in other dependent variables, namely Employee Performance	H3
4	(Rahayu, 2023)	The variables of Leadership and	Similarities with this study in the	-Differences with this study in other	H4

		Work Facilities influence Job Satisfaction at PT Angkutan Lautan	independent variable of Leadership and the dependent variable of Job Satisfaction	independent variables, namely Work Facilities -The research was conducted at PT Angkutan Lautan	
5	(Diputra et al., 2021)	The variables of Organizational Commitment, Motivation, and Compensation affect Turnover Intention at KSU Swadana Giri Kusuma in Pengotan Village	Similarities with this study in the independent variable of Motivation and the dependent variable of Turnover	-Differences with this study in the independent variable Compensation -The research object was conducted at KSU Swadana Giri Kusuma in Pengotan Village	H5
6	(Suhakim & Badrianto, 2021)	Remuneration and Work Climate Variables Affect the Work Productivity of Drivers at CV Kencana Globalindo Mandiri Palembang	Similarities with this study in terms of the independent variable of Remuneration and the dependent variable of Work Productivity	-Differences with this study in the independent variable of Work Climate -The research was conducted on CV Kencana Globalindo Mandiri Palembang	H6
7	(Musa & Tawe, 2023)	The variables of Job Satisfaction and Work Motivation affect Employee Productivity at PT. Jaya Lestari Transindo, a Heavy Equipment Land Transportation Service Company	Similarities with this study in the independent variable of Job Satisfaction and the dependent variable of Work Productivity	-Differences with this study in the independent variable of Work Motivation -The research object is the Heavy Equipment Land Transportation Service Company PT. Jaya Lestari Transindo	H7
8	(Soekotjo & Lestari, 2024)	Leadership, Work Environment, and Work Stress Variables Affect	Similarities with this study are found in the independent variable of	The difference with this study is that the research object was conducted at the	H8

		Turnover Intention	Organizational Culture, the dependent variable of Work Productivity, and the mediating variable of Job Satisfaction	Medokan Ayu Community Health Center in Surabaya	
9	(Tantrianto et al., 2021)	The Job Satisfaction variable affects Turnover Intention through Job Satisfaction and Intention to Stay at Airline X.	Similarities with this study are the variables of Job Satisfaction and Dependent Turnover	-The difference with this study lies in the other mediating variable, namely Intention to Stay -The research object is conducted at Airline X	H9
10	(Puspitasari & Kirana, 2022)	The variables of Person Organization Fit and Work Motivation influence Turnover through Job Satisfaction	Similarities with this study include the independent variable of Motivation, the dependent variable of Turnover, and the mediating variable of Job Satisfaction	The difference with this study in other independent variables includes Person Organization Fit	H10
11	(Pangau et al., 2023)	The variables of Training and Organizational Commitment affect Turnover through Employee Job Satisfaction at PT. Angkasa Pura I (Persero) Sam Ratulangi International Airport Branch in Manado	Similarities with this study include the independent variable Organizational Commitment, the dependent variable Turnover, and the mediating variable Job Satisfaction	-The difference with this study in other independent variables includes Training -The research was conducted at PT. Angkasa Pura I (Persero) Branch at Sam Ratulangi International Airport in Manado	
12	(Yuzalmi et al., 2023)	Leadership and Organizational Culture Variables Affect Turnover through Job Satisfaction at	Similarities with this study include the independent variable of Organizational Culture, the	The research was conducted at PT. Ruang Raya Pekanbaru	

		PT. Ruang Raya Pekanbaru	dependent variable of Turnover, and the mediating variable of Job Satisfaction	
13	(Yelfira & Soeling, 2021)	Compensation and Leadership variables influence Turnover through Job Satisfaction	Similarities with this study include the independent variable Leadership, the dependent variable Turnover, and the mediating variable Job Satisfaction	The difference with this study in other independent variables includes Compensation

METHOD

This study adopts a descriptive qualitative design using a literature review approach. This approach was selected to gain a comprehensive understanding of the factors influencing employee turnover through job satisfaction in the airport sector in Indonesia by synthesizing findings from relevant previous studies. Through a literature review, researchers are able not only to summarize earlier research results but also to conduct critical and comparative analyses to identify relationship patterns, similarities, and differences among studies examining motivation, organizational commitment, organizational culture, leadership, job satisfaction, and employee turnover within the context of transportation and airport service organizations. (Hennink, M. M., Hutter, I., & Bailey, 2020). The research data were obtained from secondary sources, including scientific journal articles, e-books, research reports, organizational documents, and other academic publications related to the research topic. The literature search was conducted systematically through several reputable international academic databases to ensure the reliability and credibility of the sources. These databases included Scopus, Web of Science, Taylor & Francis, Emerald, Sage, Springer, Elsevier, DOAJ, and EBSCO. In addition, Google Scholar was used as a supplementary source to broaden the search coverage and reduce the possibility of overlooking relevant publications. (Zulfikar et al., 2024)

The use of various academic sources and a comparative synthesis approach enabled this study to produce scientifically accountable findings and make a conceptual contribution to the development of human resource management studies, particularly regarding issues of turnover and job satisfaction in the airport sector (Vebrianto et al., 2020).

RESULTS AND DISCUSSION

Results and discussion

Based on the research questions above, the results and discussion of this study, which focuses on the ground handling sector, are outlined as follows:

1) The Influence of Motivation on Job Satisfaction

Based on relevant previous research, it is known that motivation affects employee job satisfaction at Indonesian airports.

To improve employee job satisfaction at Indonesian airports, airport management can implement or pay attention to motivation, which includes: 1) Responsibility: Providing clarity

on roles, authority, and trust to employees in carrying out their duties, so that employees feel they have control, are valued for their contributions, and are responsible for the results of their work; 2) Recognition: Where giving appreciation, rewards, or positive feedback on employee performance can increase feelings of being valued and strengthen the psychological bond between employees and the organization; 3) Encouragement to excel: This needs to be developed through setting challenging but realistic work targets, opportunities for self-development, and a fair performance appraisal system, so that employees are encouraged to achieve their best performance and feel satisfaction from these achievements.

When airport management can implement or pay attention to these three motivational factors, it will have a positive and significant impact on job satisfaction, which includes: 1) Satisfaction with salary: Interestingly, high motivation (especially the drive to achieve) makes employees perceive their salary not just as a number, but as fair compensation for the maximum effort they put in. Employees who feel they are performing well tend to be more satisfied with their compensation because they feel they deserve it; 2) Satisfaction with coworkers: Clear recognition and responsibilities create a transparent work environment. At airports, this strengthens teamwork because each individual feels like an important part of a large operational chain; 3) The work itself: Employees no longer see working at an airport as a boring or tiring routine, but rather as meaningful service to public safety. This makes them enjoy every work process they go through.

The results of this study are in line with previous studies conducted by (Pasaribu et al., 2022), (Hajiali et al., 2022), which state that there is an influence between motivation and employee job satisfaction.

2) The Influence of Organizational Commitment on Job Satisfaction

Based on relevant previous research, it is known that organizational commitment affects employee job satisfaction at Indonesian airports.

To improve employee job satisfaction at Indonesian airports, airport management can implement or pay attention to organizational commitment, which includes: 1) Affective commitment: Management can implement this by building a culture of pride in the institution. When employees feel that their personal values are aligned with the airport's vision, they will have a strong emotional bond; 2) Continuance commitment: Management needs to pay attention to stable remuneration and career path schemes so that employees feel the need to stay for long-term welfare; 3) Normative commitment: Provide scholarships for Aviation Security licenses or ATC certification training. Employees feel a moral obligation to give their best loyalty.

When airport management can implement or pay attention to these three organizational commitments, it will have a positive and significant impact on job satisfaction, which includes: 1) Satisfaction with salary: A strong commitment to continuity makes employees more appreciative of the compensation package they receive. This creates the perception that the salary received is fair and competitive, thereby generating satisfaction; 2) Satisfaction with coworkers: At airports, coordination between units (such as Terminal Service and Security) is very intense. The existence of collective emotional attachment makes relationships between coworkers more supportive, minimizes conflict, and fosters collaboration due to a shared belief in a common goal; 3) The work itself: Normative and affective commitment changes the way employees view their daily tasks. Work that may be tiring (such as managing a busy flight schedule) becomes a source of satisfaction because they feel that these tasks are a noble moral responsibility for public safety.

The results of this study are in line with previous studies conducted by (Paramita et al., 2020), (Hidayat et al., 2024), which state that there is an influence between organizational commitment and employee job satisfaction.

3) The Influence of Organizational Culture on Job Satisfaction

Based on relevant previous research, it is known that organizational culture affects employee job satisfaction at Indonesian airports.

To improve employee job satisfaction at Indonesian airports, airport management can implement or pay attention to organizational culture, which includes: 1) Innovation and risk-taking: Implementing the use of digital technology to speed up the check-in process; 2) Team orientation: Management can emphasize collaboration over internal competition, which creates a solid and supportive environment; 3) Integrity and ethical values: Airport management can implement a culture that upholds integrity, ensuring that every employee action is based on clear moral standards.

When airport management can implement or pay attention to these three aspects of organizational culture, it will have a positive and significant impact on job satisfaction, which includes: 1) Satisfaction with salary: A culture of integrity and ethical values has a direct impact here. When companies are transparent about their payroll systems, performance bonuses, and wage increases based on clear (objective) ethical standards, employees will feel satisfied; 2) Satisfaction with coworkers: A team-oriented culture automatically strengthens this dimension. At airports, if the culture of cooperation is very strong, relationships between units (such as aircraft technicians, apron officers, and security) become more harmonious; 3) The work itself: Employees feel satisfied with their work because they are given challenges to develop and opportunities to solve problems. Work is no longer seen as an administrative routine, but as a means of self-actualization to improve airport services.

The results of this study are in line with previous research conducted by (Susanto, Maharani, et al., 2023), which states that there is an influence between organizational culture and employee job satisfaction.

4) The Influence of Leadership on Job Satisfaction

Based on relevant previous research, it is known that leadership affects employee job satisfaction at Indonesian airports.

To improve employee job satisfaction at Indonesian airports, airport management can implement or pay attention to leadership, which includes: 1) Ideal influence: Airport leaders need to demonstrate ethical behavior in decision-making, transparency in policy, and consistency between words and actions, so that employees place their trust and respect in their leaders; 2) Inspirational motivation: Leaders need to link daily operational tasks to larger goals, such as flight safety, public service, and airport reputation, so that employees understand the importance of their roles; 3) Individual consideration: Leaders need to provide guidance, constructive feedback, and opportunities for competency development in line with individual characteristics and potential.

When airport management can implement or pay attention to these three leadership aspects, it will have a positive and significant impact on job satisfaction, which includes: 1) Satisfaction with salary: When the company is transparent about its payroll system, performance bonuses, and wage increases based on clear (objective) ethical standards, employees will feel satisfied; 2) Satisfaction with coworkers: Employees feel satisfied because they have a strong support system in the workplace, reducing stress due to high workloads; 3) The work itself: Employees feel satisfied with their jobs because they are given challenges to grow and opportunities to solve problems. Work is no longer seen as an administrative routine, but rather as a means of self-actualization to improve airport services.

The results of this study are in line with previous studies conducted by (Rahayu, 2023), (Sugiono et al., 2021), which state that there is an influence between leadership and employee job satisfaction.

5) The Influence of Motivation on Turnover

Based on relevant previous research, it is known that motivation affects turnover at Indonesian airports.

To reduce employee turnover at Indonesian airports, airport management can implement or pay attention to motivation, which includes: 1) Responsibility: Management gives employees the authority to manage their work areas independently, such as full delegation to Flight Operation officers in arranging daily schedules; 2) Recognition: At airports, recognition can take the form of appreciation for the diligence of check-in officers who successfully detect false documents or technicians who prevent delays; 3) Encouragement to excel: Management provides standards of excellence and facilities for employees to exceed their current capabilities, for example through internationally recognized special licensing training.

When airport management can implement or pay attention to these three motivational factors, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: By giving employees meaningful responsibilities, they become very focused on their roles. This eliminates boredom, which is usually the initial trigger for thoughts of quitting/leaving work; 2) The intention to look for another job: Consistent recognition from management makes employees feel that they are in the right place. They are less likely to spend time monitoring job openings at competitor companies or updating their resumes, because their need for appreciation and self-esteem is already being met to the fullest in their current airport environment; 3) Intention to leave in the near future: With the encouragement to excel and a clear career path, employees see a bright future within the organization. This reduces the intention to leave in the near future (e.g., within the next 6 months) because they are in the process of pursuing certain achievements or promotions.

The results of this study are in line with previous studies conducted by (Diputra et al., 2021) others, which stated that there is a relationship between motivation and employee turnover.

6) The Influence of Organizational Commitment on Turnover

Based on relevant previous research, it is known that organizational commitment affects turnover at Indonesian airports.

To reduce employee turnover at Indonesian airports, airport management can implement or pay attention to organizational commitment, which includes: 1) Affective commitment: Employees stay because they love the organization. At airports, this is implemented by creating a family culture and pride in the company's identity; 2) Continuance commitment: Management can strengthen this by providing benefit packages that are difficult for other industries to match, such as comprehensive family health insurance or transportation facilities; 3) Normative commitment: Airport management can make significant investments in employee self-development, such as funding international Rating or License training.

When airport management can implement or pay attention to these three organizational commitments, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: High affective commitment makes employees feel happy at work. This closes the gap for doubts or thoughts of quitting to arise; 2) Intent to seek other employment: Continuance commitment forces employees to be pragmatic. They realize that looking for a new job requires time, energy, and the risk of losing the stability they already have at the airport; 3) Intention to leave in the near future: Employees decide not to leave in the near future because they feel responsible for the continuity of the team and organization's operations.

The results of this study are in line with previous studies conducted by (Jaya & Widiastini, 2021), (Suhakim & Badrianto, 2021), which state that there is an influence between organizational commitment and employee turnover.

7) The Influence of Organizational Culture on Turnover

Based on the results of previous relevant studies, it is known that organizational culture affects turnover at Indonesian airports.

To reduce employee turnover at Indonesian airports, airport management can implement or pay attention to organizational culture, which includes: 1) Innovation and risk-taking: Providing space for employees to propose improvements to operational systems; 2) Team orientation: Airport management can emphasize teamwork to ensure that no unit feels like it is working alone under pressure; 3) Integrity and ethical values: Airport management ensures that promotions, bonuses, and sanctions are carried out transparently and honestly.

When airport management can implement or pay attention to these three aspects of organizational culture, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: Employees who feel that they are constantly developing and whose ideas are valued are less likely to entertain thoughts of leaving, because they feel that their current job satisfies their creative ambitions; 2) Intent to seek other employment: A positive team-oriented culture creates a high level of social comfort. Often, employees stay with a company not only because of the salary, but because they are reluctant to leave a supportive team; 3) Intent to leave in the near future: When employees see that the company operates with the right ethics and provides the rights it promises, they will cancel their plans to leave in the near future.

The results of this study are in line with previous studies conducted by (Kalsum et al., 2022), (Musa & Tawe, 2023), which state that there is an influence between organizational culture and employee turnover.

8) The Influence of Leadership on Turnover

Based on relevant previous research, it is known that leadership influences turnover at Indonesian airports.

To reduce employee turnover at Indonesian airports, airport management can implement or pay attention to leadership, which includes: 1) Ideal influence: Management must demonstrate highly ethical behavior and prioritize the interests of the organization over personal interests. Airport leaders must set an example in discipline and compliance with safety standards; 2) Inspirational motivation: Leaders must be able to communicate the airport's future vision in a way that inspires enthusiasm. Management must give meaning to every routine task, convincing employees that their roles, no matter how small, are an important part of national air transportation sovereignty; 3) Individual consideration: Management must pay special attention to the development needs of each employee.

When airport management can implement or pay attention to these three leadership qualities, it will have a positive and significant impact on employee turnover rates, which include: 1) Thoughts of leaving: The ideal influence of superiors makes employees feel that they are under the right guidance. Pride in having competent and ethical leaders makes employees feel comfortable, thereby closing the gap for skeptical thoughts or boredom that trigger the idea of quitting; 2) Intent to seek other jobs: The inspirational motivation provided by leaders makes employees feel that their future at the airport is very promising. This makes them ignore offers from outside parties; 3) Intention to leave in the near future: With individual considerations, employees feel they have a deep connection and debt of gratitude to the superiors who have guided them. This creates an emotional barrier to resigning in the near future.

The results of this study are in line with previous studies conducted by (Soekotjo & Lestari, 2024), which state that there is a relationship between leadership and employee turnover.

9) The Influence of Job Satisfaction on Turnover

Based on the results of relevant previous studies, it is known that job satisfaction affects turnover at Indonesian airports.

To reduce employee turnover at Indonesian airports, airport management can implement or pay attention to job satisfaction, which includes: 1) Satisfaction with salary: Airport management must ensure that the compensation system not only meets the minimum wage, but is also competitive within the industry and reflects the risks of the job (such as risk allowances for apron or AVSEC officers); 2) Satisfaction with coworkers: Management must create a supportive work environment. This is done through team building activities, fair conflict resolution, and a culture of mutual assistance (cooperative climate); 3) The work itself: Management needs to ensure that tasks at the airport are not merely repetitive and boring.

When airport management can implement or pay attention to these three aspects of job satisfaction, it will have a positive and significant impact on employee turnover rates, which include: 1) Thoughts of leaving: Satisfaction with the job itself will eliminate boredom and mental frustration. Employees who enjoy the dynamics of the airport are less likely to entertain thoughts of leaving; 2) Intent to seek other employment: High satisfaction with coworkers creates social comfort. Employees are usually reluctant to look for other jobs because they are afraid they will not find a friendship and team environment as solid as the one they have at the airport; 3) Intention to leave in the near future: Satisfaction with competitive salaries provides real economic stability. Employees will cancel their intention to leave in the near future because they realize that the financial stability and facilities provided by the airport are currently sufficient to meet their needs.

The results of this study are in line with previous studies conducted by (Derrick, 2022), which state that there is a relationship between job satisfaction and employee turnover.

10) The Influence of Motivation on Turnover through Job Satisfaction

Based on the results of relevant previous studies, it is known that motivation affects turnover through job satisfaction at Indonesian airports.

To reduce employee turnover through motivation and job satisfaction at Indonesian airports, airport management can implement or pay attention to employee motivation and job satisfaction, which includes: 1) Responsibility: Management must give autonomy to operational staff (such as AVSEC or Ground Handling) to make decisions in accordance with procedures without micro-management; 2) Recognition: This should be done through tangible appreciation for zero accident performance or excellent service to passengers. Recognition can take the form of monthly awards or simply sincere praise from leaders during morning briefings; 3) Encouragement to excel: Airport management must provide challenging but realistic performance standards and provide opportunities for international certification training so that employees feel they are progressing in their professional capacity; 4) Satisfaction with salary: Management needs to ensure that the remuneration scheme reflects the risks of working at an airport; 5) Satisfaction with coworkers: Given that airport work is teamwork, management must create a collaborative (rather than unhealthy competitive) work climate; 6) The work itself: Management must enrich tasks (job enrichment) so that work does not feel monotonous.

When airport management can implement or pay attention to these six motivational and job satisfaction factors, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: With a sense of responsibility and love for the job itself, employees' internal dialogue about quitting will disappear; 2) Intent to seek other jobs: Good recognition and solid relationships with coworkers make the psychological cost of moving too high. Employees stop monitoring other job vacancies because they feel uncertain about finding a work environment as healthy as the current one at the airport; 3) Intention to

leave in the near future: Facilitated motivation to achieve and competitive salaries provide future security. This cancels out employees' intentions to resign in the near future because they feel they would be losing out by leaving the career path and stability they have built.

The results of this study are in line with previous studies conducted by (Puspitasari & Kirana, 2022), which stated that there is an influence between motivation and employee turnover through job satisfaction.

11) The Influence of Organizational Commitment on Turnover through Job Satisfaction

Based on relevant previous research, it is known that organizational commitment affects turnover through job satisfaction at Indonesian airports.

To reduce employee turnover by providing organizational commitment and job satisfaction at Indonesian airports, airport management can implement or pay attention to organizational commitment and employee job satisfaction, which includes: 1) Affective commitment: Management must build a sense of pride as part of national air sovereignty; 2) Continuance commitment: Management needs to highlight the disadvantages of moving. Concrete actions include providing competitive pension benefits and family health facilities that other companies do not offer; 3) Normative commitment: Providing scholarships for expensive technical licensing or certification training, so that employees feel morally obligated to repay this with loyalty; 4) Satisfaction with salary: Management must ensure fair pay commensurate with risk (such as occupational safety risks on the airside); 5) Satisfaction with coworkers: Create regular team bonding activities and a collaborative work system between units; 6) The work itself: Facilitate job rotation to prevent boredom and show the direct impact of their work on passenger safety.

When airport management can implement or pay attention to these six aspects of organizational commitment and job satisfaction, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: Affective commitment and job satisfaction will fulfill the emotional aspects of employees. Because they feel happy and have an organization, thoughts of quitting will be immediately eliminated. They feel that the airport is not just a place of work, but part of their identity; 2) Intent to seek other employment: Continuance commitment and satisfaction with coworkers create practical barriers. Employees will be reluctant to look at other job openings because they feel it is difficult to find a solid team or are worried about losing their established benefits; 3) Intention to leave in the near future: Normative commitment and job satisfaction act as the final decision. Employees cancel their plans to leave because they feel morally wrong (because they have been helped by the company) and economically satisfied, so they choose to stay for the long term. The results of this study are in line with previous studies conducted by (Kusumaeni et al., 2022), which stated that there is an influence between organizational commitment and employee turnover through job satisfaction.

12) The Influence of Organizational Culture on Turnover through Job Satisfaction

Based on relevant previous research, it is known that organizational culture affects turnover through job satisfaction at Indonesian airports.

To reduce employee turnover through the implementation of organizational culture and job satisfaction at Indonesian airports, airport management can implement or pay attention to organizational culture and employee job satisfaction, which includes: 1) Innovation and risk-taking: Management must create space for employees (such as the Terminal Service unit) to provide creative suggestions for service improvement without fear of being blamed if minor obstacles arise; 2) Team orientation: Conduct joint crisis management simulation exercises to strengthen inter-departmental cohesion; 3) Integrity and ethical values: Implement an objective performance appraisal system free from nepotism or favoritism; 4) Salary satisfaction: Provide

a salary structure that is competitive with the global aviation industry and offer transparent overtime allowances; 5) Satisfaction with coworkers: Building comfortable break room facilities for informal interaction and holding regular gatherings; 6) The work itself: Conducting ongoing education that every second of their work is key to human safety and the image of the country.

When airport management can implement or pay attention to these six aspects of organizational culture and job satisfaction, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: A culture of innovation and job satisfaction makes employees feel that they are constantly developing. This eliminates boredom, so the internal dialogue about leaving the company never arises in their minds; 2) Intent to seek other jobs: strong team orientation and satisfaction with coworkers create a sense of comfort that is difficult to find elsewhere. Employees stop monitoring job openings at competitor companies because they do not want to lose their solid work family; 3) Intention to leave in the near future: a culture of integrity and satisfaction with salaries provides long-term security. Employees cancel their intention to leave in the near future because they believe in the future of a company that is managed ethically and provides compensation that is appropriate for their lives.

The results of this study are in line with previous studies conducted by (Yuzalmi et al., 2023), which stated that there is an influence between organizational culture and employee turnover through job satisfaction.

13) The Influence of Leadership on Turnover through Job Satisfaction

Based on relevant previous research, it is known that leadership affects turnover through job satisfaction at Indonesian airports.

To reduce employee turnover through the implementation of leadership and job satisfaction at Indonesian airports, airport management can implement or pay attention to leadership and employee job satisfaction, which includes: 1) Ideal influence: Management must be a role model in discipline and aviation safety ethics. Leaders must demonstrate that they are willing to go to the field during a crisis; 2) Inspirational motivation: Explain the vision of the airport as not just a transit point, but the gateway to the country's economy; 3) Individual consideration: Listen to employees' personal aspirations, provide constructive feedback, and pay attention to the work-life balance of staff working in a shift system; 4) Satisfaction with salary: Providing fair risk and overtime allowances, as well as ensuring competitive periodic salary increases; 5) Satisfaction with coworkers: Establishing fluid communication between ground staff and terminal staff to prevent sectoral ego clashes; 6) The work itself: Reducing tedious routines through task rotation so that employees have broader operational insight.

When airport management can implement or pay attention to these six aspects of leadership and job satisfaction, it will have a positive and significant impact on employee turnover rates, including: 1) Thoughts of leaving: Thanks to idealistic influences and a love for the job itself, employees will feel highly valued. This closes the door to inner doubts; they no longer imagine what it would be like to work elsewhere because they already feel fulfilled at the airport; 2) Intent to seek other employment: inspirational motivation and solid relationships with coworkers make employees feel they have a future in the organization. They will not bother looking for vacancies elsewhere because they already feel secure and supported by their team and superiors; 3) Intention to leave in the near future: individual considerations and adequate salaries provide personal and financial security. Employees will cancel their intention to leave in the near future because they feel indebted to their superiors' attention and feel economically stable.

The results of this study are in line with previous studies conducted by (Yelfira & Soeling, 2021), which stated that there is an influence between leadership and employee turnover through job satisfaction.

Conceptual Framework

Based on the research question, previous studies, results, and discussion, the conceptual framework for this study is determined as follows:

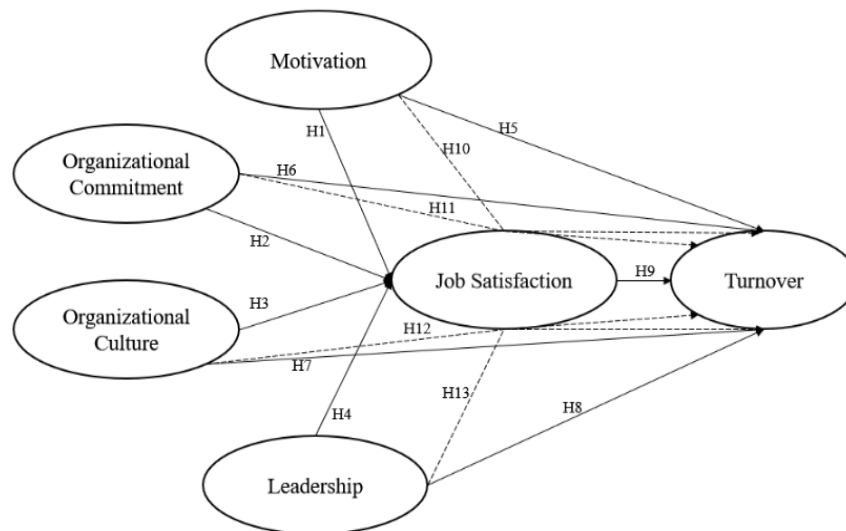


Figure 2. Conceptual Framework

Based on Figure 2 above regarding *the conceptual framework*, motivation, organizational commitment, organizational culture, and leadership influence employee turnover rates both directly and indirectly through job satisfaction. Other variables influence turnover, namely:

- 1) Career Development: (Nuryatno & Martono, 2023), (Iis et al., 2022), (Prayudi & Komariyah, 2023).
- 2) Work Colleagues: (Marescaux et al., 2021), (MacIas-Velasquez et al., 2021), (Mahaputra et al., 2023).
- 3) Work Safety: (Susanto et al., 2021), (Soesanto et al., 2023), (Ridwan & Prihastono, 2022).

CONCLUSION

Based on the results and discussion presented above, several conclusions can be drawn from this study focusing on the airport sector in Indonesia. First, motivation has a significant influence on job satisfaction. Employees who receive adequate motivation tend to demonstrate higher levels of satisfaction with their work. Second, organizational commitment also contributes positively to job satisfaction, indicating that employees who feel a strong attachment to their organization are more likely to experience greater satisfaction in their roles. Third, organizational culture plays an important role in shaping job satisfaction by creating a work environment that supports employee engagement and well-being. Fourth, leadership is another factor that affects job satisfaction, as effective leadership practices can foster a positive and supportive workplace atmosphere.

Furthermore, the study indicates that motivation, organizational commitment, organizational culture, and leadership each have a direct effect on employee turnover. Employees with higher motivation, stronger commitment, supportive organizational culture, and effective leadership tend to have lower intentions to leave the organization. In addition, job satisfaction itself significantly influences employee turnover, where higher satisfaction is associated with reduced turnover tendencies. The findings also reveal that job satisfaction acts

as a mediating variable in the relationship between motivation, organizational commitment, organizational culture, leadership, and employee turnover.

For future studies, it is recommended to empirically test the proposed conceptual framework using quantitative or mixed-method approaches across various airports in Indonesia to provide stronger empirical evidence and broader generalization of the findings.

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