



RESEARCH ARTICLE

The Effect of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediation Variable

Yonathan Christian Pahlawan Hutapea¹, Puspita Wulansari²

¹Master of Management Study Program, Faculty of Economics and Business, Telkom University, Indonesia

²Department of Management, Faculty of Economics and Business, Telkom University, Indonesia

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*Corresponding Author:

yonathanchristianphutapea@gmail.com

ABSTRACT

The study was conducted with the aim of determining the Effect of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable (Case Study of Generation Z in Jakarta). This descriptive study uses a quantitative approach, with a research sample of 200 Gen Z respondents in Jakarta. The research analysis uses Structural Equation Modeling (SEM). The results of the study stated that job satisfaction has an influence on turnover intention. This is stated that the higher the job satisfaction, the lower the level of turnover intention. Organizational commitment has no effect on turnover intention. This is stated that there are changes that can trigger employees to seek new opportunities, even if they have high commitment and feel that there is no opportunity to develop or advance in their careers, employees will feel frustrated and look for work elsewhere. Organizational commitment has an effect and strengthens the influence of job satisfaction on turnover intention. This is because high job satisfaction can increase an employee's sense of obligation to the organization.

INTRODUCTION

Human resources can affect the efficiency and effectiveness of an organization (Kristanti, 2023). Getting the right employees is a major challenge due to the increasing number of specific company needs and high competition in the labor market. That shows the need for more innovative recruitment strategies, such as utilizing technology or collaborating with educational institutions to find the best talent. After getting the right employees, ensuring job satisfaction is crucial to reducing employee turnover. Job satisfaction affects not only employee retention but also productivity, loyalty, and work morale. Organizations must implement holistic HR policies, from the recruitment process to retaining potential employees, for example, through ongoing training, performance appraisals, and providing competitive incentives. The company's inability to manage potential HR can cause various problems, such as decreased productivity, internal conflict, and financial losses due to high re-recruitment costs. That opens up opportunities to develop further research on the relationship between effective HR management, job satisfaction, and organizational efficiency.

The phenomenon of turnover intention (employee intention to leave the organization) is indeed one of the main problems in the development of modern organizations. High turnover intention levels can affect organizational stability and negatively impact various aspects of the company's operations. Turnover intention can be reduced through a holistic strategy, which includes improvements in the work environment, leadership style, and overall employee well-being. Companies need to monitor employee satisfaction levels regularly and address complaints before they become major problems (Anees et al., 2021).

Turnover intentions can provide early warning to companies to take preventive measures before losing talented employees. The causes of turnover intentions are often related to factors such as job dissatisfaction, lack of recognition, poor relationships with superiors, or work culture incompatibility

(Ardianto and Bukhori, 2021). Turnover is a process of movement that includes employees leaving the company, either due to resignation, dismissal, or other reasons such as death. In general, the desire to leave the company is often preceded by employee intentions, which various factors can trigger.

The main factors that influence this intention include job dissatisfaction and low organizational commitment, which is the emotional or psychological attachment of employees to the organization. Job dissatisfaction can arise from an unbalanced workload, lack of recognition, or minimal career development opportunities. At the same time, low organizational commitment is often related to a lack of belonging or connection to the company's goals. These factors can have a significant impact on turnover rates, making it important for organizations to manage job satisfaction and build strong organizational commitment to minimize the risk of losing valuable employees (Herliani and Nurendra, 2023).

Research by Nurjanah et al. (2020) explains that job satisfaction is a condition in which the needs in the work environment can be met, such as the need for the job itself, the level of supervision, relationships between employees, and adequate promotion opportunities. This job satisfaction greatly affects employee performance. When employees are satisfied with their work, they will be more motivated to improve their performance. Job satisfaction can be a factor that encourages employees to play a better role in the tasks they carry out so that they can contribute positively to achieving organizational goals.

A 2023 PwC survey of nearly 54,000 global employees found that Gen Z has a stronger view of the need for corporate transformation than any other generation. 49% of Gen Z employees feel that their current company will not survive in ten years if conditions remain the same, a figure that is significantly higher than the overall average (31%) and other age groups. These findings indicate that Gen Z has a greater awareness of future challenges and the importance of change in the world of work, both in terms of innovation, technology adaptation, and organizational culture.

The results of the Jakpat survey conducted on February 9-12, 2024, showed that the majority of respondents came from Java Island, with a total of 295 respondents working. From the survey results, 69% of Generation Z plan to resign from their workplace. This figure illustrates the potential for dissatisfaction or significant changes in work patterns among young workers, which can be influenced by various factors such as work culture, job satisfaction, or better career opportunities outside their company. A survey conducted by *tirto.id* shows that Generation Z tends to have a desire to resign sooner than the previous generation. The results of the survey involving 749 respondents revealed that almost 50% of them plan to leave their jobs within 1-3 years, and more than 30% will resign before one year of work. Only 20.57% plan to stay more than five years.

This phenomenon reflects Generation Z's tendency to seek flexibility and new experiences in their jobs, which often leads to higher turnover rates. Generation Z, who place a higher value on work-life balance and rapid career development, want more room for exploration in the workplace. That challenges organizations to create an environment that can retain young talent by offering opportunities that match their needs and expectations, such as flexible working hours, clear career development, and supportive work culture; on the other hand, organizations that are able to adapt to these preferences and offer a work experience that better meets the expectations of the younger generation have the potential to reduce turnover and increase employee loyalty and engagement.

The data show that 67% of Generation Z employees working at Dj abesmen Co (DBC) have less than 2 years of work experience, while 33% have worked for more than 2 years. That can provide an overview of the tendency for high career mobility among generation Z employees, which may be influenced by various factors such as seeking experience, career development, or dissatisfaction with work.

When viewed in a broader context, this trend is in line with the characteristics of Generation Z, who tend to prioritize flexibility, work-life balance, and opportunities to grow in their jobs. Companies may need to adjust their employee retention and development policies to respond to the changing needs and preferences of Generation Z. Turnover is indeed a major challenge for companies, especially with the shift in behavioral patterns among Generation Z. They tend to seek flexibility in work and are more open to new opportunities, both for career development and to achieve a better

life balance. This pattern may be caused by various factors, such as the need for work that suits your passion, opportunities to learn and develop, and flexibility in terms of time and location of work.

According to Wardani and Abadiyah (2021), companies must face challenges in recruiting and training employees to replace those who leave, which can increase costs and disrupt productivity. The impact of turnover is not only felt by companies, but also by individuals who lose the opportunity to develop in the long term, as well as by society who have to face unemployment and labor market imbalances. For companies, strategies that can be implemented to reduce turnover among Generation Z include offering clear career development opportunities, creating an inclusive work environment that supports work-life balance, and providing incentives and rewards that are in accordance with the needs and expectations of this generation.

Research on job satisfaction and work commitment shows mixed results. Findings from Hidayatullah (2023) at PDAM Bandung City showed that job satisfaction significantly contributes to employee commitment, with a contribution of 39.3%. Meanwhile, research by Sitorus and Siagian (2023) at PT Nippo Mechatronics Indonesia actually found a negative influence between job satisfaction, work commitment and intention to change jobs. These findings highlight the differences in the impact of job satisfaction on employees in different types of organizations.

Focusing on Generation Z, consisting of individuals aged between 9 and 24 years, is also very relevant. This generation is known for characteristics such as independence, creativity, high technological skills, and greater anxiety when facing work challenges (Widiastuti and Baihaki, 2023). Because Generation Z is a fairly large group, around 40% of the total workforce and 27.94% of the Indonesian population, understanding their work commitment is very important for companies. Companies need to pay attention to the factors that influence job satisfaction and work commitment of this generation in order to create a more supportive, motivating work environment and reduce the anxiety they feel.

Meanwhile, Sagala's (2020) research found that job satisfaction (X1) did not have a significant partial effect on turnover intention (Y), but organizational commitment (X2) had a significant effect on turnover intention. Furthermore, job satisfaction and organizational commitment simultaneously (together) influenced turnover intention. That shows that both factors, although not always directly influential, still have a significant impact when considered together. Winarso's (2022) research also confirmed that increasing job satisfaction can reduce employee turnover intention, which supports previous findings regarding the relationship between job satisfaction and employee turnover intention. Therefore, increasing job satisfaction and employee engagement have a significant effect on reducing turnover intention at PT. Harapan Jaya Multi Bisnis.

Research conducted by Farhan and Putri (2024) shows several important findings regarding the relationship between job satisfaction, organizational commitment, and turnover intention. Job satisfaction has a positive and significant effect on organizational commitment. That means that the higher the level of job satisfaction, the higher the employee's commitment to the organization. Job satisfaction also has a positive and significant effect on turnover intention. If employees are satisfied with their jobs, they tend to have the intention to stay in the organization. Organizational commitment has a positive and significant effect on turnover intention. Employees who feel more attached and committed to the organization tend to have lower intentions to leave the organization. This study also found that organizational commitment acts as a mediator in the relationship between job satisfaction and turnover intention. That means that job satisfaction affects turnover intention through increased organizational commitment. These findings can provide insight for managers or organizational leaders in efforts to increase job satisfaction and organizational commitment to reduce turnover intention among employees.

LITERATURE REVIEW

The influence of job satisfaction on turnover intention levels in generation Z in Jakarta

Generation Z is considered an individualistic generation, easy to jump into the world of work, and has great ambition (Rastogi, 2022). This generation is known to be more individualistic, ambitious, and open to faster career changes than previous generations. They tend to prefer flexibility and organizations that align with their personal values. However, although they avoid long-term jobs that do not meet their expectations or personal values, there is also concern or uncertainty regarding

short-term jobs, which can affect their self-confidence and commitment to their careers. Hesitation to commit long-term is often caused by uncertainty about career stability or incompatibility with organizational culture.

Turnover intention or intention to leave the company is indeed a significant phenomenon that needs to be considered by the company. This phenomenon reflects a behavior that can affect the performance and sustainability of the organization. When an employee has the intention to leave the company, the impact is not only felt by the individual, but also by the organization as a whole. One of the main impacts that arise is instability in the workforce, which can cause difficulties in maintaining a solid and experienced team. In addition, high employee productivity can decrease due to the transition process involving the replacement of employees who leave, including the time and costs incurred to find and train replacements. A disrupted work atmosphere is also an important factor because changes in the team or organization can affect motivation and relationships between colleagues. That has the potential to disrupt effective collaboration and lower team morale.

From a financial perspective, employee turnover can cause a significant increase in costs. Recruitment costs, training, and the time it takes for new employees to adjust to the company's role and culture all add to the organization's financial burden. According to Satrya (2019) and Utami and Siswanto (2021), the negative impact of turnover intentions emphasizes the importance of companies to understand better the factors that influence employees' desire to change jobs, as well as to design policies and strategies that can reduce turnover rates in order to maintain company stability and productivity.

High levels of job satisfaction can increase employee loyalty and motivation to continue working at the company. Employees who are satisfied with their jobs are more likely to stay in the long term, even though some factors such as salary or promotion are not adequate. Therefore, companies that are able to create a supportive and adequate work environment for employee needs will increase job satisfaction, which in turn has an impact on employee productivity and retention. Research conducted by Susilo and Satrya (2019) shows that job satisfaction has a negative and significant effect on turnover intention. It means that the lower the level of job satisfaction of an employee, the greater the tendency to have the intention to change jobs. Conversely, the higher the job satisfaction felt by employees, the lower their intention to leave the job. This finding is very important in the context of human resource management because it can be used as a basis for designing policies and strategies aimed at increasing employee job satisfaction, which in turn can reduce the turnover rate or employee turnover in an organization.

H1: Job satisfaction affects the level of turnover intention in generation Z in Jakarta.

The influence of organizational commitment on the level of turnover intention in generation Z in Jakarta

Santamoko (2020) explains that generation Z tends to dislike complicated regulations and does not hesitate to leave a job if the company's regulations do not match their values or comfort. It shows that generation Z highly values flexibility and a work environment that supports their personal values. Therefore, high turnover rates in this generation can occur if they feel they do not fit into the organizational culture.

According to Haeruddin (2022), turnover is defined as the process of an employee leaving a company voluntarily or without coercion. That indicates that an employee chooses to leave the company based on a personal decision or a specific reason. Meanwhile, Rohaeni (2020) stated that turnover intention refers to an individual's tendency to leave an organization, which can be driven by various reasons, both internal factors such as job dissatisfaction and external factors that influence their decisions.

The turnover process usually begins with the employee's intention or desire to leave the company (Angeline and Yanuar, 2023). If this turnover intention is not handled immediately, it can develop into real turnover and cause conflict within the company. Turnover intention in the context of work can be interpreted as an individual's desire to look for work elsewhere and leave the workplace they are currently working in (Wulandari, 2023). This opinion is in line with that expressed by Anggraeni (2023), who stated that turnover intention can have a negative impact on the company because it can cause instability in the human resource aspect, reduce worker productivity, reduce the comfort

of the work environment, and increase HR costs. This phenomenon often occurs in Generation Z employees, who feel that the work they are doing does not match their conditions or expectations.

Generation Z, who grew up in a rapidly changing and more digitally connected environment, tends to place a higher value on challenges, flexibility, and opportunities for growth. If the work they do feels monotonous or does not provide room for growth, they may feel less engaged and committed. The Celiker (2019) study you cited also supports this view, where employees who feel more engaged in their jobs are less likely to move. Conversely, employees who do not feel committed to their jobs tend to be more open to seeking opportunities elsewhere that offer better challenges or career development.

In the context of Generation Z, it is a challenge for organizations to create a work environment that not only offers competitive salaries and benefits but also provides opportunities for learning, self-development, and recognition of achievements. If these needs are not met, Generation Z's level of attachment or commitment to the company can be lower, which ultimately increases their intention to change jobs.

H2: There is an influence of organizational commitment on the level of turnover intention in generation Z in Jakarta

The influence of job satisfaction on turnover intention levels is mediated by organizational commitment in generation Z in Jakarta

Disruption in team dynamics and company culture is also a major problem. Employees who frequently leave can disrupt team stability and damage established working relationships, thus affecting synergy and cooperation within the company. In the long run, this can damage the company culture that has been built and reduce the satisfaction of remaining employees. To overcome this high turnover problem, companies need to take strategic steps that can respond to Gen Z work patterns, such as creating a more flexible work environment, providing clear career development opportunities, and improving employee welfare. Thus, companies can retain valuable employees and maintain operational sustainability and a positive company culture. (Dewi and Saputra, 2020).

The factors that influence turnover intention are indeed very complex, and organizational commitment is a significant one. Organizational commitment reflects the extent to which an employee feels attached to the organization where he works, which can influence the decision to stay or leave the organization. In a study conducted by Farhan and Putri (2024) wrote that job satisfaction has a positive and significant influence on organizational commitment, job satisfaction has a positive and significant influence on turnover intention, organizational commitment has a positive and significant influence on turnover intention, and job satisfaction influences turnover intention through organizational commitment.

Research conducted by Ni Putu et al. (2024) shows that job satisfaction affects the level of turnover intention (desire to leave), with organizational commitment functioning as a mediating variable. The results of this study indicate that organizational commitment plays an important role in reducing turnover intention, which is influenced by the level of employee job satisfaction. In this context, employees who are satisfied with their jobs tend to have a higher commitment to the organization, which, in turn, reduces their desire to leave the company. Therefore, organizational commitment is a key factor that can be used to overcome the problem of turnover among employees. The emphasis on organizational commitment as a mediator provides insight into the importance of creating a work environment that supports employee satisfaction and engagement to ensure they remain and contribute in the long term.

The statement in the study conducted by (Mohyi, 2021) provides the results that job satisfaction affects turnover intention through organizational commitment, with a mediation effect of 38.9%, where these results are validated through the t-test, where the calculated t value of -2.81 is lower than the t-table value of -1.96, which confirms the statistical significance of the indirect effect, which emphasizes the importance of organizational commitment in mediating the relationship between job satisfaction and turnover intention.

H3: Job satisfaction affects turnover intention in generation Z in Jakarta, mediated by organizational commitment.

METHOD

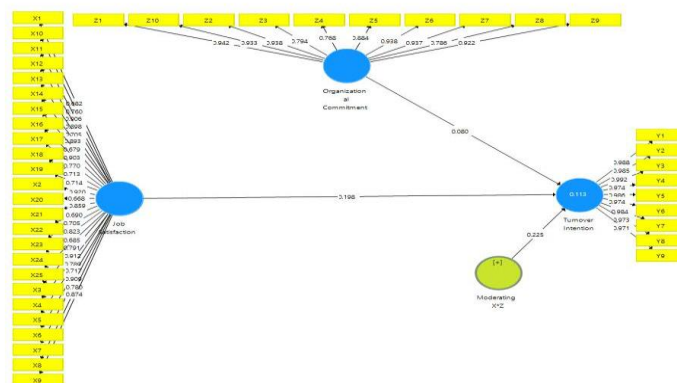
The type of research used in this study is quantitative research. (Sugiyono, 2019) This study uses a quantitative method, which is based on the philosophy of positivism. This method is used to research a particular population or sample with a saturated sampling technique. Data collection is carried out through research instruments, and the analysis is quantitative or statistical to test the established hypothesis. Quantitative research aims to understand the phenomena experienced by research subjects, such as behavior or motivation, by describing them in words and language in a natural context and using various natural approaches.

Researchers use research methods to collect and analyze data to achieve research objectives. In the context of this study, a descriptive method with a quantitative approach is used. The selection of a quantitative approach aims to summarize data and connect it to find relationships between variables or even test causality, namely to find out whether a variable can affect another variable (Bahri & Zamzam, 2019).

This study took samples from Gen Z with an age range of 17-27 years in Jakarta. This age range was taken based on the assumption that the age range of 17-27 years co, mostly known as Generation Z, has been able to adapt to the digitalization that is happening well (Aeni, 2022). In addition, samples were taken from respondents who already had their jobs or income. That is supported by the opinion of Xiao & O'Neill (2018), who stated that work and income also influence individual financial satisfaction. The study used a quantitative approach. This study took samples from Gen Z with an age range of 17-27 years in Jakarta. So that the total research sample was 200 respondents. In this study, researchers used Moderated Regression Analysis (MRA) and Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The analysis was carried out with the help of Smart PLS software version 3.0.

RESULTS

Measurement Model Testing (Outer Model)



Source: Primary Data Processed, Smart PLS

Figure 1. Validity Test Results (Outer Loadings)

Based on the image above, the SEM result testing indicator with PLS is carried out by looking at the results of the measurement model (outer model) and the results of the structural model (inner model) of the model being studied. Evaluation of the outer model is used to see the relationship between latent variables and indicators or manifest variables (measurement model), to evaluate the outer model, validity and reliability testing are used. In the validity test on PLS, it is divided into two, namely Convergent Validity and Discriminant Validity.

Structural Model Testing (Inner Model)

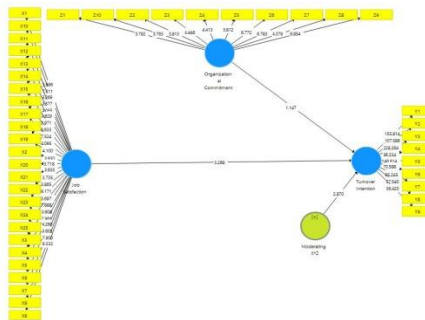
In the structural model in this study, the coefficient of determination (R Square) value is used. The criteria for limiting the R2 value are in three classifications, namely 0.67 as strong, 0.33 as moderate and 0.19 as weak Chin in Thawaffie & Amir (2023). The following are the results of the R square test in this study:

Table 2. R Square Test

	R Square
Turnover Intention	0.113

Source: Primary Data Processed, Smart PLS

Based on the image above, it can be seen that the R square model in the study has a value of 0.113, meaning that the ability of exogenous variables to explain Y is 11.3% (weak), so it is said that the ability of job satisfaction and organizational commitment variables to explain turnover intention is weak, namely 11.3%. In comparison, the remaining 88.7% is the influence of other independent variables that are not measured in this study. The following is a SEM diagram model after bootstrapping:



Source: Primary Data Processed, SmartPLS

Figure 2. SEM diagram of the bootstrapping process results

Based on the image above, the calculation results after bootstrapping can be seen with the path coefficient value of each variable.

The Influence of Job Satisfaction (X) on Turnover Intention (Y)

Table 3. T-test of Job Satisfaction (X) against Turnover Intention (Y)

Latent Variables	Path Coefficient	T Statistic	P Values	Conclusion
X to Y	0.198	3.368	0.001	Significant

Source: Primary Data Processed, SmartPLS

Based on the table above, the path coefficients for the first hypothesis are 0.198 (positive) with a T Statistic value of 3.268 > 1.96, meaning that job satisfaction affects turnover intention. In other words, these results support the first hypothesis, namely that job satisfaction affects the level of turnover intention in generation Z in Jakarta. The first hypothesis shows that if job satisfaction increases, the level of turnover intention decreases.

The Influence of Organizational Commitment (Z) on Turnover Intention (Y)

Table 4. T-Test of Organizational Commitment (Z) Against Turnover Intention (Y)

Latent Variables	Path Coefficient	T Statistic	P values	Conclusion
Z to Y	0.080	1.123	0.262	Tidak Signifikan

Source: Primary Data Processed, Smart PLS

Based on the table above, the results of the path coefficients or path coefficients for the first hypothesis are 0.080 (positive) with a T Statistic value of 1.147 < 1.96, meaning that organizational commitment does not affect turnover intention or in other words, these results reject the second hypothesis, namely that there is an influence of organizational commitment on the level of turnover intention in generation Z in Jakarta. The second hypothesis shows that if organizational commitment increases, the level of turnover intention also increases.

Next, this study tests the hypothesis using MRA (Moderated Regression Analysis), where researchers will see the influence produced by the organizational commitment variable (Z) moderating the job satisfaction variable (X).

The Influence of Organizational Commitment (Z) in Moderating Job Satisfaction (X) on Turnover Intention (Y)

Table 5. T-test of Organizational Commitment (Z) moderating Job Satisfaction on Turnover Intention (Y)

Latent Variables	Path Coefficient	T Statistic	P values	Conclusion
X*Z to Y	0.225	2.775	0.006	Significance

Source: Primary Data Processed, Smart PLS

Based on the table above, the MRA results for the third hypothesis are 0.225 (positive) and P Value of $0.006 \leq 0.05$ with a T Statistic value of $2.775 > 1.96$, which means that organizational has a positive effect or strengthens the influence of job satisfaction on turnover intention significantly or in other words, organizational plays a role in moderating the relationship between job satisfaction variables and turnover intention. Where these results show support for the third hypothesis that there is an influence of job satisfaction on turnover intention with organizational commitment as a mediating variable in generation Z in Jakarta. Based on the analysis that has been done, the details of the hypothesis results in this study are shown in the table below:

Table 6. Conclusion of hypothesis test results

Hypothesis	Statement	Result
H ₁	There is an influence of job satisfaction on the level of turnover intention in generation Z in Jakarta.	Accepted
H ₂	There is an influence of organizational commitment on the level of turnover intention in generation Z in Jakarta	Rejected
H ₃	There is an influence of job satisfaction on turnover intention with organizational commitment as a mediating variable in generation Z in Jakarta	Accepted

DISCUSSION

The Influence of Job Satisfaction on Turnover Intention

Based on the test, job satisfaction influences turnover intention. Thus, the first hypothesis is accepted. Therefore, the results of the r-square test also state that the independent variable influences 11.3% of the level of influence; the results of this test support the influence of job satisfaction on turnover intention. In other words, the higher the job satisfaction, the lower the level of turnover intention. Job satisfaction is also important for employees to have while working so that the company does not have a high level of turnover intention (Manobawa, 2022). Job satisfaction is interpreted as a sense of satisfaction that employees have while working because of the suitability of expectations and actual performance carried out in their work (Sastrawan et al., 2022). This satisfaction will reduce employee turnover so as not to interfere with every production process, which can cause losses to the company (Dwiyanti et al., 2023). This employee satisfaction will make various operational activities of the company run smoothly and allow employees to carry out production according to their targets (Pramuditya & Nuvriasari, 2023).

The results of the analysis show that job satisfaction affects turnover intention. That is because when employees feel dissatisfied with their jobs, be it because of salary, workload, relationships with coworkers, or career development opportunities, they are more likely to look for other jobs. Dissatisfaction creates a desire to leave a work environment that does not meet expectations. The results of this study support research conducted by (Perdana and Sari, 2024), which states that job satisfaction affects turnover intention.

The Influence of Organizational Commitment on Turnover Intention

Based on the test, organizational commitment does not affect turnover intention. Thus, the second hypothesis is rejected. Therefore, the results of the r-square test also state that other variables influence 88.7% of the level of influence; the results of this test support that organizational commitment does not affect turnover intention. Organizational commitment is a very important element for a company. With this commitment, a mutually beneficial relationship is created between employees and the company that takes place in two directions (Abadiyah & Maufuzah, 2022). Employees who feel proud and comfortable with their workplace will try to do their best work (Abadiyah & Maufuzah, 2022).

The results of the analysis show that organizational commitment does not affect turnover intention. That is because technological changes, intense competition, and economic uncertainty can trigger employees to seek new opportunities, even if they have high commitment and employees feel that there is no opportunity to develop or advance in their careers, they may feel frustrated and look for work elsewhere. The results of this study support research conducted by (Abadiyah and Maufuzah, 2022), which states that organizational commitment does not affect turnover intention.'

The Effect of Organizational Commitment Moderating Job Satisfaction on Turnover Intention

Based on the test, organizational commitment has an effect and strengthens the influence of job satisfaction on turnover intention. Thus, organizational commitment plays a role in moderating the relationship between job satisfaction variables and turnover intention. These findings provide evidence supporting the third hypothesis, which posits that job satisfaction influences turnover intention, with organizational commitment serving as a mediating variable among Generation Z in Jakarta. The results of the analysis show that organizational commitment has an effect and strengthens the effect of job satisfaction on turnover intention. That is because high job satisfaction can increase an employee's sense of obligation to the organization. They feel they have a moral responsibility to stay in the organization, especially if they have received many benefits from the organization, which makes high organizational commitment encourage employees to be more loyal to the organization and less likely to consider job offers from other companies. The results of this study support research conducted by (Perdana & Sari, 2024), which states that organizational commitment has an effect and strengthens the effect of job satisfaction on turnover intention.

CONCLUSION

The effect of job satisfaction on turnover intention with organizational commitment as a mediating variable of Generation Z in Jakarta is the subject of this study. Based on data analysis, the following are the findings of this study: Based on the t-test, job satisfaction affects turnover intention. The higher the job satisfaction, the lower the level of turnover intention. Job satisfaction is proven to have a significant effect on turnover intention. Generation Z tends to be more loyal when they feel appreciated, have a pleasant work environment, and get benefits that match their expectations. Based on the results of the t-test, the organizational commitment variable does not affect turnover intention. High commitment does not guarantee that employees will not have turnover intention because there is no opportunity to develop or advance in their careers. The absence of a direct effect between organizational commitment and turnover intention shows that generation Z is not too emotionally attached to the company. That is in line with the nature of Generation Z, who are more independent, flexible, and tend to seek new experiences compared to previous generations. Organizational commitment becomes more relevant when supported by other factors, such as job satisfaction. Based on the MRA test, organizational commitment has an effect and strengthens the effect of job satisfaction on turnover intention. Organizational commitment becomes significant when positioned as a mediating variable. It means that high job satisfaction encourages increased commitment to the organization, which ultimately helps reduce turnover intention. That shows that companies cannot rely solely on organizational commitment as a single strategy but must first strengthen job satisfaction.

LIMITATION

By considering the findings of this study, the following suggestions are given: For researchers who are interested in exploring themes relevant to the study, it is recommended to use other variables and increase the number of respondents so that the data obtained is more accurate. Increasing job satisfaction where companies need to focus on creating a work environment that supports and meets the expectations of generation Z. Some steps that can be taken are providing clear career development opportunities providing awards or appreciation for employee performance. Increasing work flexibility according to the needs of generation Z. Although organizational commitment does not have a direct influence, its role as a mediating variable remains important. Companies can do things like building an inclusive and collaborative organizational culture, providing training programs to strengthen employee relationships with the organization, and emphasizing the company's vision and mission that is relevant to the values of Generation Z. Managing Generation Z specifically, is because Generation Z has unique characteristics, companies need to understand their

needs, such as the desire to work in an environment that provides meaning, has adequate technology, and provides opportunities to innovate. Reducing turnover intention proactively where companies can conduct regular surveys to identify factors that influence job satisfaction and organizational commitment. By understanding employee needs better, companies can take preventive steps to reduce turnover intention.

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