

The Influence of Organizational Commitment and Work Environment on Employee Turnover with Job Satisfaction as a Mediator

Aan Destian, Khaeruman*, and Tata Rustandi

Universitas Bina Bangsa, 42122, Indonesia

ABSTRACT

Purpose – This study examines the effects of organizational commitment and work environment on employee turnover, with job satisfaction as a mediating variable at PT XYZ.

Design/methodology/approach – Data were collected using research instruments and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to examine direct and indirect relationships among the variables.

Findings – Organizational commitment and work environment significantly affect employee turnover and job satisfaction. Job satisfaction also has a significant effect on employee turnover. Furthermore, both organizational commitment and work environment have significant indirect effects on employee turnover through job satisfaction, confirming its role as a partial mediator.

Originality/Value – This study highlights the importance of organizational commitment and a conducive work environment in strengthening job satisfaction and managing employee turnover. The findings provide practical insights for organizations seeking to improve employee retention through internal organizational factors.

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*Corresponding Author at:

Universitas Bina Bangsa, 42122, Indonesia

E-mail address: khaeruman.oce@gmail.com (Khaeruman)

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1. Introduction

Human resource management (HRM) is a strategic component of organizational management, as it plays a key role in managing the workforce to effectively and sustainably support the achievement of goals. HRM management encompasses planning, development, compensation, evaluation, and efforts to retain competent employees. Appropriate HRM management practices can improve organizational effectiveness while strengthening employee retention through job satisfaction and engagement (Natsir et al., 2024; Ghosh & Sen Gupta, 2025).

One of the key issues in HR management is employee turnover, or turnover intention, which is the tendency of employees to leave the organization. High turnover can disrupt operational stability, increase recruitment and training costs, and lead to a loss of organizational experience and knowledge. Research by Ong et al. (2023) shows that organizational commitment and working conditions are related to turnover intention, while job satisfaction may play an important role in this relationship.

This issue is also relevant to PT. XYZ, a manufacturing company facing productivity demands, production targets, and the need to retain a competent workforce. A preliminary survey of 35 employees from several divisions found that 75% of respondents had considered looking for work elsewhere, 80% experienced high workloads and fatigue, and only 55% stated their intention to stay long-term. This situation indicates a potential turnover problem that requires management attention.

Several factors suspected of influencing this condition are organizational commitment, work environment, and job satisfaction. Low organizational commitment can weaken employee engagement with the company. Conversely, a comfortable, safe, and supportive work environment can enhance work experiences and reduce the tendency to leave. Research by Purnomo and Bernarto (2023) shows that organizational commitment influences turnover intention, while work environment is positively related to job satisfaction. Research by Putri et al. (2025) also found that job satisfaction and work environment significantly influence turnover intention.

The phenomenon at PT. XYZ is evident in the high desire to seek other employment, workload, limited career development, perceptions of compensation, and lack of appreciation. These conditions have the potential to reduce employee job satisfaction and commitment. Sari et al. (2024) demonstrated that job satisfaction can mediate the relationship between organizational commitment and turnover intention. This finding is supported by Iswari and Putri (2025), who demonstrated that job satisfaction acts as an intervening variable between the work environment and turnover intention.

Thus, the main problems at PT. XYZ are related to turnover tendencies, low organizational commitment, suboptimal work environment conditions, and job satisfaction that has not been fully met. Therefore, research on the influence of organizational commitment and work environment on employee turnover, with job satisfaction as a mediator, is important to obtain an empirical understanding of the relationship between the variables and provide a basis for the company in formulating employee retention strategies.

Early research suggests that turnover intention is influenced by various organizational and psychological factors. Bagau et al. (2023) found that job satisfaction and organizational commitment significantly negatively influence turnover intention, while the work environment has no partial effect. Ong et al. (2023) demonstrated that job satisfaction mediates the relationship between organizational commitment and turnover intention. Sari

and Subyantoro (2024) demonstrated that the work environment negatively influences turnover intention, with organizational commitment acting as a mediator. Marlapa and Endri (2024) emphasized that job satisfaction can be an intervening variable between organizational commitment and turnover intention. Furthermore, Putri et al. (2025) demonstrated that job satisfaction and the work environment significantly negatively influence turnover intention.

Studies show that the relationship between organizational commitment, work environment, job satisfaction, and turnover intention still produces varying findings and different mediation models. Ong et al. (2023) tested job satisfaction as a mediator between organizational commitment and turnover intention, while Sari and Subyantoro (2024) used organizational commitment as a mediator between work environment, job satisfaction, and turnover intention. Thus, there is still room for research that simultaneously examines organizational commitment and work environment on turnover with job satisfaction as a mediator, particularly in the context of a manufacturing company like PT. XYZ.

The novelty of this research lies in the development of a model that places job satisfaction as a mediating variable in the relationship between organizational commitment and the work environment. This model differs from previous studies, which generally use organizational commitment as a mediator or include workload and job stress as primary variables. Furthermore, this study provides an empirical context within the manufacturing company PT. XYZ, thus hopefully yielding a more comprehensive understanding of the psychological mechanisms that lead employees to leave the organization.

2. Literature Review & Hypothesis Development

2.1 Organizational Commitment

Organizational commitment describes the level of psychological attachment employees have to an organization, reflected in their desire to maintain membership, acceptance of organizational values, and willingness to contribute. Strong commitment can increase loyalty, thereby reducing the tendency for employees to leave the company. Elrayah and Mabkhot (2023) showed that organizational commitment is related to turnover intention, as well as job satisfaction and the work environment. Ong et al. (2023) also identified organizational commitment as a significant factor influencing turnover intention, with job satisfaction acting as a mediating mechanism.

2.2 Work environment

The work environment emphasizes that the physical and social conditions in which employees perform their work can influence their attitudes, comfort, satisfaction, and desire to remain in the organization. A safe, comfortable, harmonious, and supportive work environment will create a positive work experience, thereby reducing the tendency to leave. Pahlawan and Wahyuni (2024) found that the work environment influences turnover intention, and this relationship can be explained through job satisfaction. Iswari and Putri (2025) also examined the work environment and job satisfaction in explaining employee performance. turnover intention.

2.3 Job Satisfaction

Job satisfaction is an employee's evaluation or positive attitude toward their work based on the match between expectations and work experiences. Satisfaction encompasses various aspects, such as work, compensation, relationships with superiors, coworkers, and development opportunities. Employees who experience positive work experiences tend to

have a lower desire to leave the organization. Sari et al. (2024) showed that job satisfaction influences turnover intention and mediates the relationship between organizational commitment and turnover intention. Putri et al. (2025) also found a negative and significant effect of job satisfaction on turnover intention.

2.4 Turnover Intention

Turnover intention is the tendency or desire of employees to leave an organization voluntarily and seek alternative employment. This concept is an important indicator because it often occurs before actual turnover occurs. High turnover Intention can indicate problems in the employee's work experience or relationship with the organization. Ayu et al. (2025) showed that the work environment and job satisfaction are related to turnover intention. Abdullah et al. (2025) also demonstrated that job satisfaction and the work environment influence employees' tendency to leave the organization.

2.5 Thinking Framework

The Influence of Organizational Commitment on Employee Turnover

Organizational commitment reflects an employee's attachment to the organization's values, goals, and sustainability. The stronger the commitment, the higher the employee's loyalty and desire to maintain their membership, thus lowering the tendency for turnover. Ong et al. (2023) demonstrated that organizational commitment is related to turnover intention, while Elrayah and Mabkhot (2023) found a relationship between organizational commitment and turnover intention through job satisfaction and the work environment. Therefore, organizational commitment is expected to have a negative effect on employee turnover.

H1: It is suspected that there is a negative influence of organizational commitment on employee turnover.

2.6 The Influence of Work Environment on Employee Turnover

A comfortable, safe, and conducive work environment can provide a positive experience for employees, thus increasing their desire to stay with the organization. Conversely, a less supportive work environment can cause discomfort and increase the tendency to leave. Pahlawan and Wahyuni (2024) showed that the work environment is related to turnover intention through job satisfaction. Putri et al. (2025) also demonstrated that the work environment significantly influences turnover intention. Therefore, the work environment is expected to negatively impact employee turnover.

H2: It is suspected that there is a negative influence of the work environment on employee turnover.

2.7 The Influence of Organizational Commitment on Job Satisfaction

Organizational commitment can shape employees' positive perceptions of their work and organization. Employees with high engagement tend to feel a sense of belonging, pride, and positive work experiences, thus increasing job satisfaction. Ong et al. (2023) demonstrated that organizational commitment is related to job satisfaction in explaining turnover intention. Elrayah and Mabkhot (2023) also found a relationship between organizational commitment and job satisfaction. Therefore, organizational commitment is expected to have a positive effect on job satisfaction.

H3: It is suspected that there is a positive influence of organizational commitment on employee job satisfaction.

2.8 The Influence of Work Environment on Job Satisfaction

The work environment is the physical and social conditions directly experienced by employees while performing their work. A safe, comfortable environment with adequate

facilities and good interpersonal relationships can increase employee comfort and satisfaction. Pahlawan and Wahyuni (2024) demonstrated that the work environment is related to job satisfaction in their turnover intention model. Iswari and Putri (2025) also identified the work environment as a factor related to job satisfaction and turnover intention. Therefore, the work environment is expected to have a positive effect on job satisfaction.

H4: It is suspected that there is a positive influence of the work environment on employee job satisfaction.

2.9 The Influence of Job Satisfaction on Employee Turnover

Job satisfaction describes an employee's assessment and feelings about various aspects of their job, including compensation, work relationships, environmental conditions, superiors, and development opportunities. Employees with high job satisfaction tend to feel comfortable and have a lower desire to leave the organization. Sari et al. (2024) showed that job satisfaction influences turnover intention. Putri et al. (2025) also found a significant effect of job satisfaction on turnover intention. Thus, the higher the job satisfaction, the lower the tendency for employee turnover.

H5: It is suspected that there is a negative influence of job satisfaction on employee turnover.

2.10 The Influence of Organizational Commitment on Employee Turnover through Job Satisfaction

Organizational commitment can indirectly influence turnover through job satisfaction. Highly committed employees tend to have more positive engagement and work experiences, which increases satisfaction. This satisfaction, in turn, reduces the tendency to leave the organization. Ong et al. (2023) demonstrated that job satisfaction acts as a mediator in the relationship between organizational commitment and turnover intention. Sari et al. (2024) also demonstrated the role of job satisfaction in the relationship between organizational commitment and turnover intention. Thus, job satisfaction is thought to mediate this relationship.

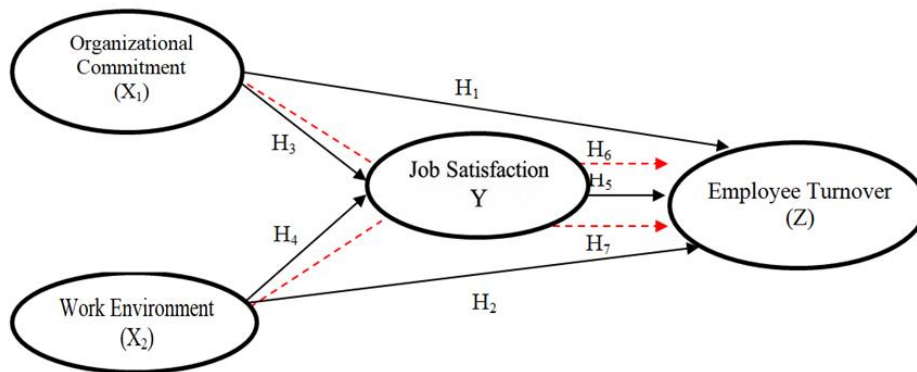
H6: It is suspected that there is a negative influence of organizational commitment on employee turnover through job satisfaction.

2.11 The Influence of Work Environment on Employee Turnover through Job Satisfaction

A conducive work environment can increase employee comfort and satisfaction, which in turn reduces the tendency to leave the organization. Thus, the work environment influences turnover not only directly but also through job satisfaction as a psychological mechanism. Pahlawan and Wahyuni (2024) showed that job satisfaction mediates the relationship between the work environment and turnover intention. Iswari and Putri (2025) also positioned job satisfaction as an intervening variable in the relationship between the work environment and turnover intention. Therefore, job satisfaction is expected to mediate this relationship.

H7: It is suspected that there is a negative influence of the work environment on employee turnover through job satisfaction.

Figure 1. Thinking Framework.



3. Methodology

Research methods are scientific procedures used to obtain, process, and analyze data to answer research questions and test research hypotheses. This study uses a quantitative approach with a survey method to examine the effect of Organizational Commitment and Work Environment on Employee Turnover through Job Satisfaction as a mediating variable. This approach allows the relationship between variables to be tested empirically using inferential statistical analysis and Partial Least Squares-based Structural Equation Modeling (PLS-SEM).

3.1 Research Design

This study employed a quantitative design with a survey method and an associative-verification approach. The quantitative approach was used to measure the variables of Organizational Commitment, Work Environment, Job Satisfaction, and Employee Turnover based on numerical data obtained through a questionnaire. The associative approach was used to analyze the relationships between variables, while the verification approach was used to test the seven research hypotheses. PLS-SEM was chosen because it is capable of analyzing complex relationships between latent constructs, including direct and indirect influences through mediating variables (Sarstedt & Liu, 2024).

3.2 Time and Place of Research

The research was conducted at PT. XYZ located in Cilegon, Banten, with the research objects being permanent employees working in the company's production, administration, and operational units. The location selection was based on its relevance to the Employee Turnover problem and the characteristics of the manufacturing work environment. The research was conducted from April to July 2026, including title submission, proposal and instrument development, instrument testing, sample determination, data collection, data processing, analysis, and thesis report preparation. The research scheduling was carried out in stages so that each activity could be carried out systematically.

3.3 Population and Sample

The study population was 133 permanent employees of PT. XYZ with a minimum work period of six months. This criterion was used because respondents were considered to have an adequate understanding of the organization, work environment, work systems, and company conditions. The sample was determined using the Slovin formula with a 5% error rate, resulting in 99.81 respondents, rounded up to 100. Although the Slovin formula was

still used in this study according to the initial design, its application needs to be explained carefully because methodological research indicates that its use has limitations in certain contexts (Santoso, 2023).

3.4 Data Collection Techniques

Data collection was conducted through questionnaires as primary data and documentation as secondary data. The questionnaires were administered to 100 respondents who met the sample criteria and were structured based on the indicators of each variable, namely Organizational Commitment, Work Environment, Job Satisfaction, and Employee Turnover. Measurements used a five-level Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. In addition to the questionnaire, secondary data were obtained from company documents, organizational profiles, employee data, and relevant scientific literature. Prior to the main analysis, the instruments were tested for validity and reliability to ensure the indicators were able to consistently measure the research constructs.

3.5 Data analysis

Data analysis was conducted through descriptive analysis and PLS-SEM using SmartPLS software. Descriptive analysis was used to describe the characteristics of respondents and the distribution of answers for each variable. Next, the outer model evaluation was conducted through convergent validity, discriminant validity, outer loading, AVE, Cronbach's alpha, and composite reliability. After the measurement model met the criteria, the inner model evaluation was conducted through the R^2 value, path coefficient, and effect size. Hypothesis testing was conducted using bootstrapping with a significance level of 5%. For mediation effects, the study examined the indirect effect of Organizational Commitment and Work Environment on Employee Turnover through Job Satisfaction. PLS-SEM is relevant for this research model because it can estimate complex relationships between latent constructs while simultaneously testing mediation effects.

4. Result and Discussion

The research analysis was conducted using approach Structural Equation Modeling–Partial Least Square (SEM-PLS) with the help of SmartPLS 4.0. Model evaluation includes testing the measurement model (outer model) and structural models (inner model). Outer model evaluated through loading factor, cross loading, AVE, composite reliability, and Cronbach's Alpha. Furthermore, inner model evaluated through path coefficients, R-Square, and hypothesis testing based on t-statistic And p-value.

4.1 Evaluation Outer Model

Test Convergent Validity

Test convergent validity done by looking at the value outer loading each indicator. An indicator is declared to meet convergent validity if it has a value outer loading ≥ 0.70 . Based on the results of SmartPLS 4.0 processing, all indicators have values above 0.70.

Table 1. Test Results Loading Factor All Variables.

Variables	Indicator	Loading Factor	Conclusion
Organizational Commitment (X_1)	KO1.1	0,759	Valid
	KO1.2	0,917	Valid
	KO1.3	0,915	Valid
	KO2.4	0,927	Valid
	KO2.5	0,923	Valid
	KO2.6	0,931	Valid

Variables	Indicator	Loading Factor	Conclusion
Work Environment (X ₂)	KO3.7	0,891	Valid
	KO3.8	0,907	Valid
	KO3.9	0,920	Valid
	LK1	0,895	Valid
	LK2	0,910	Valid
	LK3	0,875	Valid
	LK4	0,930	Valid
	LK5	0,910	Valid
	LK6	0,865	Valid
	LK7	0,909	Valid
	LK8	0,871	Valid
Job Satisfaction (Y)	LK9	0,842	Valid
	LK10	0,843	Valid
	LK11	0,792	Valid
	KKE1.1	0,869	Valid
	KKE1.2	0,919	Valid
	KKE2.3	0,911	Valid
	KKE2.4	0,913	Valid
	KKE3.5	0,903	Valid
Employee Turnover (Z)	KKE3.6	0,906	Valid
	KKE4.7	0,902	Valid
	KKE4.8	0,909	Valid
	TK1.1	0,918	Valid
	TK1.2	0,930	Valid
	TK2.3	0,916	Valid
	TK2.4	0,924	Valid
	TK3.5	0,947	Valid
	TK3.6	0,920	Valid
	TK4.7	0,923	Valid
	TK4.8	0,933	Valid
	TK5.10	0,767	Valid
	TK5.9	0,899	Valid
	TK6.11	0,802	Valid
	TK6.12	0,776	Valid
	TK7.13	0,812	Valid
	TK7.14	0,849	Valid
	TK8.15	0,874	Valid
	TK8.16	0,868	Valid

Source: SmartPLS 4.0 output, processed by researchers, 2026.

Based on the table above, all research indicators have a value *loading factor* greater than 0.70. In Organizational Commitment, the highest value was 0.931 in KO2.6 and the lowest was 0.759 in KO1.1. Work Environment had the highest value of 0.930 in LK4 and the lowest was 0.792 in LK11. Job Satisfaction was in the range of 0.869–0.919, while Employee Turnover was in the range of 0.767–0.947. Thus, all indicators met the convergent validity criteria and can be used in further analysis.

4.2 Test Discriminant Validity

Discriminant validity testing is conducted through cross-loading. In general, an indicator is expected to have the highest loading value on the construct it measures compared to other constructs.

Table 2. Summary of Results Cross Loading

Construct	Lowest Loading Self-Construction	Cross Loading Highest	Evaluation
Organizational Commitment (X ₁)	0,759	0,889	Need evaluation
Work Environment (X ₂)	0,792	0,830	Adequate
Job Satisfaction (Y)	0,869	0,936	Need evaluation
Employee Turnover (Z)	0,767	0,933	Need evaluation

Source: SmartPLS 4.0 output, processed by researchers, 2026.

The table above shows that most indicators have high loadings on their respective constructs. However, based on the cross-loading data provided, several indicators have higher cross-loading values on other constructs. This condition is particularly evident in several indicators of Job Satisfaction and Employee Turnover. Therefore, statistically, convergent validity has been met, but discriminant validity based on cross-loading criteria requires further evaluation. To ensure construct feasibility, testing should be supplemented with the Fornell-Larcker or HTMT criteria.

Table 3. Values Average Variance Extracted (AVE)

Variables	AVE	Criteria	Conclusion
Organizational Commitment (X ₁)	0,811	> 0,50	Fulfil
Work Environment (X ₂)	0,770	> 0,50	Fulfil
Job Satisfaction (Y)	0,817	> 0,50	Fulfil
Employee Turnover (Z)	0,775	> 0,50	Fulfil

Source: SmartPLS 4.0 output, researcher processed, 2026.

The AVE values for all constructs are above 0.50. Organizational Commitment has an AVE of 0.811, Work Environment 0.770, Job Satisfaction 0.817, and Employee Turnover 0.775. These values indicate that each construct is able to explain more than 50% of the variation in its constituent indicators. Thus, based on AVE, all variables have met the requirements for convergent validity. The highest AVE value is found in Job Satisfaction, while the lowest value is found in Work Environment, but both remain well above the minimum limit.

Table 4. Comparison of AVE and Square Root of AVE

Variables	AVE	√AVE
Organizational Commitment (X ₁)	0,811	0,901
Work Environment (X ₂)	0,770	0,877
Job Satisfaction (Y)	0,817	0,904
Employee Turnover (Z)	0,775	0,880

Source: SmartPLS 4.0 output, processed by researchers, 2026.

The table above shows that the square root of the AVE for each construct has a high value, namely 0.901 for Organizational Commitment, 0.877 for Work Environment, 0.904 for Job Satisfaction, and 0.880 for Employee Turnover. These values indicate good construct quality in explaining its indicators. However, a complete Fornell-Larcker test requires a comparison of √AVE with correlations between constructs, not just AVE values. Therefore, this table

supports the convergent quality of the constructs, while the conclusion of discriminant validity needs to be supported by a correlation matrix or HTMT.

4.3 Test Composite Reliability

Table 5. Results Composite Reliability

Variables	Composite Reliability	Criteria	Conclusion
Organizational Commitment (X ₁)	0,975	> 0,60	Reliable
Work Environment (X ₂)	0,973	> 0,60	Reliable
Job Satisfaction (Y)	0,973	> 0,60	Reliable
Employee Turnover (Z)	0,982	> 0,60	Reliable

Source: SmartPLS 4.0 output, processed by researchers, 2026.

The composite reliability test results show that all constructs have values greater than 0.60. Organizational Commitment has a value of 0.975, Work Environment 0.973, Job Satisfaction 0.973, and Employee Turnover 0.982. These values indicate excellent internal consistency of the indicators in measuring their respective constructs. Thus, all variables can be declared reliable based on the criteria. Composite reliability. The Employee Turnover construct has the highest reliability value, while the lowest values are found in Work Environment and Job Satisfaction, although both remain in the very high category.

4.4 Uji Cronbach's Alpha

Table 6. Cronbach's Alpha Results

Variables	Cronbach's Alpha	Criteria	Conclusion
Organizational Commitment (X ₁)	0,970	> 0,70	Reliable
Work Environment (X ₂)	0,970	> 0,70	Reliable
Job Satisfaction (Y)	0,968	> 0,70	Reliable
Employee Turnover (Z)	0,980	> 0,70	Reliable

Source: SmartPLS 4.0 output, researcher processed, 2026.

Based on the table above, all variables obtained a Cronbach's Alpha value greater than 0.70. Organizational Commitment and Work Environment each had a value of 0.970, Job Satisfaction 0.968, and Employee Turnover 0.980. These values indicate a high level of internal consistency across all research instruments. Thus, the indicators used have good measurement consistency and can be reliably used to measure the research constructs. These Cronbach's Alpha results reinforce the findings of the study *composite reliability*, so that the measurement model generally has a high level of reliability.

4.5 Evaluation Inner Model

Table 7. Path Coefficient and R-Square Results

Connection	Path Coefficient	R-Square of Endogenous Construct
Organizational Commitment → Job Satisfaction	0,701	0,902
Work Environment → Job Satisfaction	0,285	0,902
Job Satisfaction → Employee Turnover	0,291	0,923
Organizational Commitment → Employee Turnover	0,480	0,923
Work Environment → Employee Turnover	0,229	0,923

Source: SmartPLS 4.0 output, researcher processed, 2026.

The results of the inner model evaluation show that all path coefficients are positive. Organizational Commitment has the largest influence on Job Satisfaction with a coefficient of 0.701. Furthermore, the Work Environment influences Job Satisfaction by 0.285. On Employee Turnover, Organizational Commitment has a coefficient of 0.480, Job Satisfaction 0.291, and Work Environment 0.229. The R-Square value of Job Satisfaction is 0.902 indicating that 90.2% of the variation is explained by Organizational Commitment and Work Environment. The R-Square of Employee Turnover is 0.923 indicating that 92.3% of the variation is explained by the constructs in the model.

Table 8. Results of Testing Seven Hypotheses

Hypothesis	Connection	b	t-statistic	p-value	Results
H ₁	X1 → Y	0,701	7,112	0,000	Accepted
H ₂	X2 → Y	0,285	2,955	0,003	Accepted
H ₃	Y → Z	0,291	2,934	0,003	Accepted
H ₄	X1 → Z	0,480	4,916	0,000	Accepted
H ₅	X2 → Z	0,229	5,711	0,000	Accepted
H ₆	X1 → Y → Z	0,204	2,404	0,017	Accepted
H ₇	X2 → Y → Z	0,083	2,263	0,024	Accepted

Source: SmartPLS 4.0 output, researcher processed, 2026.

Table 8 shows that all seven hypotheses have a value *t-statistic* greater than 1.96 and *p-values* smaller than 0.05. H1 has the strongest influence with a β of 0.701. The direct influence of Organizational Commitment on Employee Turnover is 0.480, while the indirect influence through Job Satisfaction is 0.204. Work Environment has a direct influence on Employee Turnover of 0.229 and an indirect influence of 0.083. Thus, all research hypotheses are declared accepted based on the 5% significance criterion.

4.6 Goodness of Fit

Based on the given R-Square value, the following Q-Square value is obtained:

$$Q^2 = 1 - [(1 - 0,923) \times (1 - 0,902)]$$

$$Q^2 = 1 - (0,077 \times 0,098)$$

$$Q^2 = 0,992$$

A Q-square value of 0.992, or 99.2%, indicates the model's very high predictive ability based on the calculations used in the study. Thus, the model has a significant ability to explain variations in endogenous constructs based on the research data.

4.7 Discussion

This discussion interprets the results of seven hypotheses by linking the empirical findings to theory and previous research. The discussion focuses on Organizational Commitment, Work Environment, Job Satisfaction, and Employee Turnover, as well as the role of Job Satisfaction as an intervening variable. Each result is analyzed based on the path coefficient, t-statistic, and p-value, then compared with previous research findings to strengthen the interpretation of the research results on PT. XYZ employees.

4.8 The Influence of Organizational Commitment on Job Satisfaction

H test results₁ showed that Organizational Commitment has a positive and significant effect on Job Satisfaction, with $\beta = 0.701$, t-statistic = 7.112, and p-value = 0.000. These results indicate that the stronger an employee's attachment to the organization, the higher their perceived job satisfaction. Organizational commitment reflects a sense of belonging, loyalty, acceptance of the company's goals, and willingness to maintain membership. Employees with strong commitment tend to have a positive view of their work and organization. This

finding aligns with Harahap, Suryani, and Yamali (2024) who found that organizational commitment influences job satisfaction. These results are also in line with Jufrisen and Pratiwi (2021) who demonstrated the importance of organizational factors in shaping job satisfaction. Thus, companies need to strengthen employee loyalty, engagement, communication, and sense of belonging.

4.9 The Influence of Work Environment on Job Satisfaction

H test results₂ shows that the Work Environment has a positive and significant effect on Job Satisfaction, with $\beta = 0.285$, t-statistic = 2.955, and p-value = 0.003. These findings indicate that the better the work environment, the higher the employee job satisfaction. The work environment includes physical conditions, facilities, comfort, relationships between employees, relationships with superiors, communication, and work atmosphere. A supportive environment can create a sense of security and help employees carry out their tasks optimally. These results are in line with Jufrisen and Pratiwi (2021) who found that organizational climate factors have a significant effect on job satisfaction. Harahap et al. (2024) also showed a relationship between organizational factors and job satisfaction. Thus, PT. XYZ needs to create a comfortable, safe, communicative, and supportive work environment so that employee work experiences become more positive and job satisfaction increases.

4.10 The Influence of Job Satisfaction on Turnover Employee

H test results₃ shows that Job Satisfaction has a positive and significant effect on Employee Turnover, with $\beta = 0.291$, t-statistic = 2.934, and p-value = 0.003. Statistically, the direction of the relationship in this study is positive, so that an increase in Job Satisfaction scores is followed by an increase in Employee Turnover scores based on the construct coding used. This finding differs from some previous studies that generally found a negative relationship. A 2024 study on work stress, organizational commitment, and job satisfaction found that job satisfaction had a negative and significant effect on turnover intention. This difference may be due to respondent characteristics, organizational context, or the direction of measurement of the Turnover indicator. Thus, the results of this study need to be understood based on the operationalization of the variables used. These empirical findings also demonstrate the importance of ensuring that the interpretation of Turnover scores is in accordance with the research instrument before drawing managerial implications.

4.11 The Influence of Organizational Commitment on Turnover Employee

H test results₄ proves that Organizational Commitment has a positive and significant effect on Employee Turnover, with $\beta = 0.480$, t-statistic = 4.916, and p-value = 0.000. The coefficient value indicates that Organizational Commitment has a relatively strong direct effect in the research model. Based on the measurement results, an increase in the Organizational Commitment score is followed by an increase in the Employee Turnover score. This finding is in line with Ayuni and Supartha (2024) who showed that organizational commitment has a significant effect on turnover intention. However, the results of this study differ in direction from other studies that found a negative relationship between organizational commitment and turnover intention. This difference in direction may be related to the characteristics of the respondents, the company context, and the coding of the Employee Turnover indicator. Therefore, the interpretation of the results must consider the operational definition and direction of the measurement scale used in the PT. XYZ study.

4.12 The Influence of the Work Environment on Turnover Employee

H test results⁵ showed that the Work Environment had a significant effect on Employee Turnover, with $\beta = 0.229$, t-statistic = 5.711, and p-value = 0.000. These results indicate that the work environment directly contributes to changes in Employee Turnover scores. The work environment includes the comfort of facilities, physical conditions, security, relationships between employees, communication, and interactions with superiors. The findings of this study are in line with Imaniar and Indayani who found that the work environment had a significant effect on turnover intention. Naibaho, Nelwan, and Raintung (2024) also found a positive and significant influence of the work environment on turnover intention among employees of PT Pulau Lemon Manokwari. Thus, the work environment is an important factor in employee management. PT. XYZ needs to pay attention to facilities, comfort, communication, interpersonal relationships, and working conditions as a whole. However, the direction of the relationship must still be interpreted based on the Turnover construct coding system in the research instrument.

4.13 The Influence of Organizational Commitment on Turnover Employees through Job Satisfaction

H test results⁶ shows that Organizational Commitment has a significant effect on Employee Turnover through Job Satisfaction, with $\beta = 0.204$, t-statistic = 2.404, and p-value = 0.017. The t-statistic value is greater than 1.96 and the p-value is less than 0.05, so Job Satisfaction is proven to act as a mediating variable. This finding is supported by Dewintasari, Sari, and Fahlevi (2024) who showed that Job Satisfaction mediates the relationship between Organizational Commitment and turnover intention. Sanjaya, Saddewisasi, and Budiati (2024) also used the SmartPLS approach and found the importance of Job Satisfaction as an intervening variable in the relationship between organizational commitment and turnover intention. These results indicate that employee psychological conditions can influence Turnover through perceived work experiences. Therefore, strengthening organizational commitment needs to be accompanied by efforts to consistently increase job satisfaction.

4.14 The Influence of the Work Environment on Turnover Employees through Job Satisfaction

H test results⁷ shows that the Work Environment has a significant effect on Employee Turnover through Job Satisfaction, with $\beta = 0.083$, t-statistic = 2.263, and p-value = 0.024. This value meets the significance criteria because the t-statistic is greater than 1.96 and the p-value is less than 0.05. Thus, Job Satisfaction is proven to be able to mediate the relationship between the Work Environment and Employee Turnover. This finding is in line with Devis and Isa (2024) who showed the relationship between the work environment, job satisfaction, and turnover intention. Lumbantoruan and Wanasida (2024) also found that Job Satisfaction can mediate the relationship between the work environment and turnover intention. These results indicate that the work environment not only has a direct influence, but also works through the experience of satisfaction felt by employees. Therefore, improving comfort, communication, facilities, and work relationships can be an important strategy in managing Employee Turnover at PT. XYZ.

5. Conclusion

Based on the results of data analysis and testing regarding the influence of Organizational Commitment and Work Environment on Employee Turnover through Job Satisfaction at PT. XYZ, it can be concluded that all research hypotheses are accepted. First, Organizational Commitment has a positive and significant effect on Employee Turnover with a coefficient of 0.480, t-statistic of 4.916, and p-value of 0.000. Second, Work Environment also has a positive and significant effect on Employee Turnover with a coefficient of 0.229, t-statistic of 5.711, and p-value of 0.000. Third, Organizational Commitment has a positive and significant effect on Job Satisfaction with a coefficient of 0.701, t-statistic of 7.112, and p-value of 0.000. Fourth, Work Environment has a positive and significant effect on Job Satisfaction with a coefficient of 0.285, t-statistic of 2.955, and p-value of 0.003. Fifth, Job Satisfaction has a positive and significant effect on Employee Turnover with a coefficient of 0.291, t-statistic of 2.934, and p-value of 0.003. Sixth, Job Satisfaction is proven to significantly mediate the effect of Organizational Commitment on Employee Turnover, with an indirect effect of 0.204, t-statistic of 2.404, and p-value of 0.017. Seventh, Job Satisfaction also mediates the effect of Work Environment on Employee Turnover with an indirect effect of 0.083, t-statistic of 2.263, and p-value of 0.024. Both mediation relationships include partial mediation. Thus, the results of the study confirm that Organizational Commitment, Work Environment, and Job Satisfaction have a significant relationship with Employee Turnover at PT. XYZ, so that managing these three aspects is important in efforts to understand and control employee turnover.

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