

Turnover Intention Decrease Model Based on Organizational Commitment on Pt. Indonesian Research Institute Japan (Irij)

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Abstract. *Turnover intention poses a strategic challenge that can threaten organizational sustainability if not properly addressed. This study aims to analyze the effect of work engagement on turnover intention with organizational commitment as a mediating variable among employees at PT. Indonesia Research Institute Japan (IRIJ). The research adopts a quantitative explanatory design and employs Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart PLS 4.0. A total of 85 respondents were selected using total sampling. The results show that work engagement has a positive and significant effect on organizational commitment, and a negative and significant effect on turnover intention. Furthermore, organizational commitment negatively influences turnover intention and significantly mediates the relationship between work engagement and turnover intention. These findings highlight the crucial role of employee engagement and organizational commitment in reducing employees' intention to leave. The practical implications imply the need for managerial strategies that foster employee involvement and loyalty to minimize turnover rates within the organization.*

Keywords: *Organizational Commitment; PLS-SEM; Turnover Intention; Work Engagement.*

1. Introduction

In the era of globalization and digitalization, competition between companies is intensifying. To survive and thrive, companies are required to have a sustainable competitive advantage, one of which is through effective human resource (HR) management. HR is a strategic asset that plays a central role in achieving organizational goals. Competent, loyal, and highly committed employees can create added value, increase operational efficiency, and minimize the risk of turnover.

One crucial issue in HR management is turnover intention, the intention of employees to leave the organization. This phenomenon is often triggered by job dissatisfaction, lack of

self-development, or a misalignment between personal values and the organizational culture.

Work engagement plays an important role in reducing turnover intention. Employees who have high job engagement—who are emotionally and cognitively involved in their work—tend to show higher job satisfaction and loyalty to the company. According to Bakker & Demerouti (2008), the level of engagement is influenced by job demands, the availability of work resources, and personal factors.

Previous research, such as that by Cahyana & Prahara (2020) and Wahab, Solang, & Mandang (2024), showed a significant negative relationship between work engagement and turnover intention. This means that increasing engagement effectively reduces employee turnover intentions.

Organizational commitment is also a key determinant in controlling turnover. This commitment is divided into three dimensions: affective (emotional), continuance (rational), and normative (moral). Employees with high levels of commitment generally demonstrate loyalty and a strong desire to remain with the organization.

However, findings regarding the relationship between organizational commitment and turnover intention are contextual. Several studies, such as Kaniyah, Dewi, & Nugraha (2024), show that organizational commitment does not always have a direct effect, but becomes significant when mediated by job satisfaction. Conversely, Saragih & Hendy (2022) found that organizational commitment can increase turnover intention in certain contexts. Meanwhile, Mariana, Sulaimiah, & Suryani (2023) found a significant negative relationship between commitment and turnover intention.

Strategic human resource management through increased work engagement and organizational commitment is key to reducing turnover intention. Companies need to create a work environment that supports active engagement, recognizes employee contributions, and builds loyalty by reinforcing organizational values. A thorough understanding of the factors influencing employee turnover intention is crucial for retaining top talent and ensuring organizational sustainability.

Turnover intention Retaining competent human resources is a strategic challenge for organizations. Factors such as work engagement and organizational commitment play a crucial and mutually influential role in determining employees' decisions to stay or leave the organization. Therefore, further research is needed to formulate effective managerial strategies to reduce employee turnover intentions. This study, entitled "A Model for Reducing Turnover Intention Based on Organizational Commitment at PT. Indonesia Research Institute Japan (IRIJ)," is a comprehensive study.

2. Research Methods

This research is a quantitative study with a survey approach, where data is collected through the distribution of structured questionnaires systematically designed to obtain relevant information from respondents (Sugiyono, 2019). In accordance with the research objectives,

this study is classified as explanatory research, which aims to test the causal relationship between variables and analyze the extent to which independent variables influence the dependent variable (Sugiyono, 2019).

3. Results and Discussion

3.1. 1. Descriptive Statistics

Table Descriptive Statistical Analysis of Research Variables

Variables	Indicator		N	Min	Max	Average	Std. Dev
<i>Work Engagement(X)</i>	Dedication	WE1.1	85	3	5	4.129	0.79
		WE1.2	85	3	5	4,082	0.77
	Work Focus	WE2.1	85	3	5	3,965	0.71
		WE2.2	85	3	5	3,988	0.69
	Energy at Work	WE3.1	85	3	5	4,024	0.75
		WE3.2	85	3	5	4,082	0.76
<i>Organizational Commitment(Y1)</i>	Affective	OC1.1	85	3	5	4,094	0.68
		OC1.2	85	3	5	4.141	0.60
	Normative	OC2.1	85	3	5	4.118	0.68
		OC2.2	85	3	5	4,059	0.73
	Continuance	OC3.1	85	3	5	4.118	0.64
		OC3.2	85	3	5	4,024	0.70
<i>Turnover Intention(Y2)</i>	Desire to Resign	TI1.1	85	1	3	2,035	0.76
		TI1.2	85	1	3	1,976	0.72
	Looking for Another Job	TI2.1	85	1	3	2.012	0.73
		TI2.2	85	1	3	2,071	0.72
	Intention to Exit	TI3.1	85	1	3	1,965	0.77
		TI3.2	85	1	3	1,988	0.73

Based on the results of descriptive statistical analysis of the Work Engagement (X) variable, information was obtained that all indicators showed uniform minimum and maximum values, namely ranging from 3 to 5. The average value of each indicator was above the midpoint of the Likert scale, reflecting a level of work engagement that was classified as quite good among respondents.

Specifically, indicators WE1.1 and WE1.2 have averages of 4,129 and 4,082, respectively, with standard deviations of 0.79 and 0.77, respectively, indicating a positive and consistent perception of the vigor aspect of work engagement. Indicators WE2.1 and WE2.2, which

represent the dedication dimension, show averages of 3,965 and 3,988, respectively, with relatively low standard deviations of 0.71 and 0.69. This indicates that most respondents feel quite dedicated to their work.

Meanwhile, indicators WE3.1 and WE3.2, which reflect the absorption dimension, had average scores of 4,024 and 4,082, respectively, with standard deviations of 0.75 and 0.76. Overall, these results indicate that respondents have a good and relatively even level of work engagement, although there are small variations in perceptions across indicators.

The results of the descriptive analysis of the Organizational Commitment variable (Y1) show that all indicators have minimum and maximum values in the range of 3 to 5. The average value of each indicator is above the midpoint of the Likert scale, indicating that respondents have a relatively high level of commitment to the organization.

Indicators OC1.1 and OC1.2, which reflect the affective commitment dimension, recorded averages of 4,094 and 4,141, respectively, with standard deviations of 0.68 and 0.60. This reflects respondents' positive and consistent perceptions of their emotional attachment to the organization. Meanwhile, indicators OC2.1 and OC2.2, which represent continuance commitment, had averages of 4,118 and 4,059, respectively, with standard deviations of 0.68 and 0.73.

The normative commitment dimension, represented by indicators OC3.1 and OC3.2, showed an average of 4,118 and 4,024, with standard deviations of 0.64 and 0.70, respectively. Overall, the data indicate a good level of organizational commitment and a homogeneous distribution, although there is slight variation in perceptions between indicators.

Descriptive analysis of the Turnover Intention variable (Y2) shows that all indicators have a value range between 1 and 3. The average value for all indicators is below the midpoint of the Likert scale, which indicates the respondents' low intention to leave the organization.

The TI1.1 and TI1.2 indicators recorded average

values of 2,035 and 1,976, respectively, with standard deviations of 0.76 and 0.72. Meanwhile, the TI2.1 and TI2.2 indicators showed average values of 2,012 and 2,071, with standard deviations of 0.73 and 0.72, respectively. In other dimensions, the TI3.1 and TI3.2 indicators recorded average values of 1,965 and 1,988, with standard deviations of 0.77 and 0.73, respectively.

Overall, the six indicators show a relatively homogeneous data distribution with moderate variation. This finding reflects the low overall intention to leave among respondents, which could indicate supportive working conditions or strong retention factors within the organization.

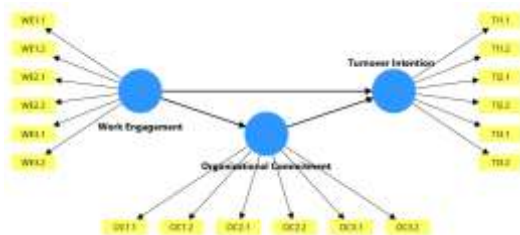
1. Partial Least Square (PLS) Data Analysis

a. Partial Least Square (PLS) Model Scheme

Hypothesis testing in this study was conducted using Partial Least Squares (PLS) analysis techniques with the aid of SmartPLS software version 4.0. This method was chosen because it is capable of analyzing relationships between latent variables simultaneously in a complex

conceptual model.

The structural model used describes the causal relationship between the work engagement variable (X) and turnover intention (Y2), both directly and indirectly through the mediating variable organizational commitment (Y1). This model schematic represents the flow of influence that forms the basis for testing the hypotheses in the study.



Picture Latent Variable Research Model Scheme

Model testing in this study was conducted through two main stages: outer model evaluation and inner model evaluation. The outer model evaluation aimed to test the validity and reliability of the indicators in reflecting the latent constructs, through convergent validity, discriminant validity, and construct reliability tests.

Next, the inner model is used to assess the structural relationships between latent variables. This stage includes analysis of the coefficient of determination (R^2), path coefficient, and significance testing to determine the strength and direction of influence between variables in the research model.

b. Outer Model Testing

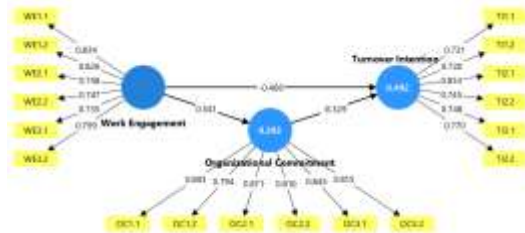
The outer model evaluation in this study showed that all constructs—work engagement (X), organizational commitment (Y1), and turnover intention (Y2)—met validity and reliability criteria. Each variable was measured using six reflective indicators tested using the reflective measurement model approach in SmartPLS.

The evaluation stages are carried out based on four main criteria. The test results are as follows:

Convergent Validity

• *Loading Factor/Outer Loading*

Convergent validity evaluated through the outer loading value (factor loading), which reflects the strength of the relationship between the indicator and the construct it measures. In this study, all indicators had an outer loading value > 0.70 , meaning that these indicators significantly and consistently reflect the latent variables they represent.



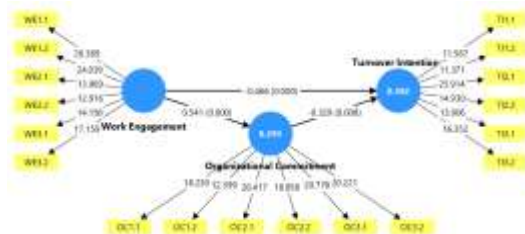
a. Research Statistical Equation

A structural model represents the causal relationships or estimated strengths between latent variables (constructs) based on the substantive theory underlying the research. This model is used to test the extent to which independent variables influence dependent variables within a previously established theoretical framework.

The statistical equation in this study can be explained in the formula below:

$$Y_1 = a + b_1X_1 + e$$

$$Y_2 = a + b_1X_1 + b_2X_2 + e$$



Picture Structural Model of Research (*T-Statistics & Path Coefficient*)

Table Test Results

	Original sample (O)	T statistics (O/STDEV)	P values	R Squares	Q Squares	SRMR
Work Engagement -> Organizational Commitment	0.541	6,039	0.000	0.293	0.265	0.069
Work Engagement -> Turnover Intention	-0.466	3,609	0.000	0.492	0.391	
Organizational Commitment -> Turnover Intention	-0.329	2,653	0.008			
Work Engagement -> Organizational Commitment -> Turnover Intention	-0.178	2,257	0.024			

Based on the results of the research testing, the research statistical equation can be formulated as follows:

1. Organizational Commitment Equation (Y1)

$$Y_1 = 0.293 + 0.541X_1 + e$$

2. Turnover Intention Equation (Y2)

$$Y_2 = 0.492 - 0.466X_1 - 0.329X_2 + e$$

Information:

Y1 : *Organizational Commitment*

Y2 : *Turnover Intention*

X1 : *Work Engagement*

X2 : *Organizational Commitment*

a : Constant

b : Regression Coefficient

e : *Std. Error*

3.2. Work Engagement towards Organizational Commitment

Based on the analysis results, the Work Engagement variable is proven to provide a significant positive contribution to Organizational Commitment, with a coefficient value of 0.541, a t-statistic of 6.039, and a p-value of 0.000. This finding is in line with research conducted by Avicenna (2019), which examined the close relationship between work engagement and organizational commitment.

These results indicate that individuals with high levels of work engagement tend to demonstrate strong loyalty and long-term commitment to the organization. Work engagement, characterized by passion, dedication, and absorption in work, creates a positive psychological climate that strengthens the emotional bond and shared values between employees and the organization. High engagement forms the foundation for the formation of affective and normative commitment, which in turn strengthens the stability and sustainability of the employment relationship. Therefore, organizational investment in creating a work environment that enhances work engagement is crucial in building a strong and sustainable foundation for organizational commitment.

3.2.1. Work Engagement on Turnover Intention

The results of the analysis show that the Work Engagement variable has a negative and significant effect on Turnover Intention, with a coefficient value of -0.466, a t-statistic of 3.609, and a p-value of 0.000. This finding is consistent with research conducted by Diana Ayu Safitri and Suharnomo, which concluded that the higher the level of work engagement, the lower the tendency of employees to resign from the organization (turnover intention).

This finding is further supported by research by Sella Bitha and I Komang Ardana, which shows that work engagement plays a significant role in reducing employee turnover intention. Conceptually, work engagement reflects a positive psychological state characterized by employee enthusiasm, dedication, and absorption in their work. Individuals with high levels of engagement tend to feel an emotional bond with their work and organization, thus increasing their loyalty. Therefore, organizations that are able to foster and maintain work engagement have the potential to effectively reduce turnover intention.

3.2.2. Organizational Commitment on Turnover Intention

The test results show that the Organizational Commitment variable has a negative and significant effect on Turnover Intention, with a coefficient of -0.329, a t-statistic of 2.653, and a p-value of 0.008. This finding indicates that the higher an employee's level of organizational commitment, the lower their intention to leave the organization.

These results align with research conducted by Salleh et al. (2012), which states that employees with high levels of organizational commitment tend to have strong loyalty and emotional attachment to the organization. This commitment is reflected in dedication to work, adherence to organizational values, and a drive to contribute maximally to achieving the company's strategic goals.

Conceptually, organizational commitment is a crucial determinant of workforce stability because highly committed individuals are more likely to remain with the organization, despite challenges or work pressures. Therefore, increasing organizational commitment is a crucial strategy for reducing turnover intention and creating a sustainable work environment.

3.2.3. Work Engagement on Turnover Intention through Organizational Commitment

Based on the results of the indirect effect analysis, evidence was obtained that the Organizational Commitment variable plays a significant role as a mediator in the relationship between Job Satisfaction and Turnover Intention, as well as between Work Engagement and Turnover Intention.

The indirect effect of Work Engagement on Turnover Intention mediated by Organizational Commitment also showed statistical significance, with a coefficient value of -0.178, a t-statistic of 2.257, and a p-value of 0.024. These results confirm that employees who exhibit high levels of work engagement will develop stronger loyalty and commitment to the organization, which in turn contributes to their lower intention to turn over.

Further study of these findings suggests that organizational commitment serves as an important psychological mechanism that mediates the influence of individual variables such as job satisfaction and work engagement on turnover intention. This supports Meyer and Allen's Three-Component Model of Organizational Commitment, which states that individuals with strong affective commitment will be more motivated to remain in the organization, regardless of the dynamics of the external work environment.

Thus, the managerial implications of these findings suggest that to reduce turnover rates, organizations not only need to increase employee job satisfaction and engagement, but also need to build and maintain organizational commitment through inclusive, fair, and participatory HR policies and practices.

4. Conclusion

The type of research conducted is quantitative research, namely examining the "Turnover Intention Reduction Model Based on Organizational Commitment at PT. Indonesia Research Institute Japan (IRIJ)". The quantitative approach was chosen because it allows researchers

to objectively measure the relationship between variables through numerical data and systematic hypothesis testing. This study attempts to analyze the direct and indirect influence between the independent and dependent variables through mediating variables, using the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis technique in the SmartPLS 4.0 application. Based on the results of the research that has been conducted, the following conclusions can be drawn: 1. *Work Engagement* has a positive and significant effect on Organizational Commitment. 2. *Work Engagement* has a negative and significant effect on Turnover Intention. 3. *Organizational Commitment* has a negative and significant effect on Turnover Intention. 4. The role of Organizational Commitment is significantly able to mediate Job Satisfaction and Work Engagement towards reducing Turnover Intention.

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