



## Determinants of Turnover Intention: Job Satisfaction, Work-Family Conflict, and Organizational Commitment

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### Abstract

This research aims to empirically examine the direct and indirect effects of Work-Family Conflict and Organizational Commitment on Turnover Intention, with Job Satisfaction as mediating variables. The study employs a quantitative approach. The population comprises permanent employees of PT Semen Padang., with a sample size of 319 employees. The sampling method uses proportional sampling. The analysis method used is Partial Least Squares (PLS) analysis with the SmartPLS application. The results indicate that organisational commitment significantly influences job satisfaction. Additionally, work-family conflict and job satisfaction have a significant partial effect on turnover intention. Job satisfaction mediates the relationship between organisational commitment and turnover intention. This research provides suggestions to PT Semen Padang to increase employee commitment by providing better support and recognition to increase job satisfaction. Then the company must implement policies that support balance between work and family to reduce conflict.

**Keywords:** Turnover Intention, Work-Family Conflict, Organizational Commitment, Job Satisfaction

### 1. Introduction

Corporate seeks to raise targets and improve service quality to remain competitive and maintain public trust (Hurley et al., 2014). Recently, employees have been expected to work at maximum and contribute fully if the company succeeds. In this context, the company needs quality human resources that can be managed well (Guest, 2017). However, the high employee turnover rate has become a serious issue for many companies. The negative impacts of this turnover include a decline in work quality and difficulties in replacing experienced employees who leave, which ultimately requires additional time and costs to recruit and train new employees (Al-Suraihi et al., 2021). Therefore, companies must carefully manage and nurture their human resources to maintain a competitive edge and mitigate the negative effects of high turnover. High employee turnover can have significant negative impacts on a company. One major issue is the substantial costs of replacing staff (Al Mamun & Hasan, 2017). This includes the direct costs of recruiting new employees and the wasted investment in training the previous employees.

Employee turnover fluctuation is a significant issue many companies face and can impact activities and productivity. When a company learns that employees, especially those with high dedication and good work

quality, want to leave, the impact can be substantial. One of the main causes of turnover is heavy workload and difficulties balancing work and family responsibilities (Javed et al., 2014). Many employees struggle to divide their attention between professional roles and family obligations, which can trigger work-family conflict (Anand & Vohra, 2020). Feelings of guilt and stress due to these dual demands often drive employees to consider leaving the company (Cooper & Lu, 2019).

Previous research conducted by (Ariana & Riana, 2016; Hsu, 2020) indicates that there is a significant relationship between Work-Family Conflict and Job Satisfaction. However, studies by (Purwanto, 2020; Sari et al., 2020) found no relationship between Work-Family Conflict and Job Satisfaction. Moreover, research by (Mihelic, 2018) and (NingTyas et al., 2020) shows a significant relationship between Job Satisfaction and Turnover Intention. Conversely, studies (Setiyanto & Selvi, 2018) and (Tampubolon, 2020) found no significant relationship between Job Satisfaction and Turnover Intention. Based on the abovementioned gap, further research is needed under "Determinants of Turnover Intention: Job Satisfaction, Work-Family Conflict, and Organizational Commitment."

Work-family conflict is a condition where demands or responsibilities at work and home conflict, causing difficulty in fulfilling obligations or roles in both areas (Erdamar & Demirel, 2014). This conflict arises when intense demands from one domain (work or family) interfere with the individual's ability to meet demands from the other, affecting well-being and performance in both aspects. Conflict between work and family (work-family conflict) can influence job satisfaction. Furthermore, when employees cannot balance work and family demands, their productivity at work can suffer. When someone feels stressed or burdened by work demands that interfere with their family life, job satisfaction can be reduced (Farooq Abbasi, 2015)

***H1: Work-family conflict has a significant effect on job satisfaction***

Organisational commitment is the level of attachment and dedication of an employee to the organisation where they work (Cesário & Chambel, 2017). It reflects the extent to which employees feel emotionally, psychologically, or rationally attached to the organisation's goals, values, and interests. High commitment is often accompanied by higher levels of motivation and engagement, which can increase productivity and satisfaction at work (Geldenhuis et al., 2014). Employees who strongly commit to the organisation tend to be more loyal and stay longer, creating a stable and positive work environment (Pitaloka & Sofia, 2014). Organisations that support career development and offer growth opportunities tend to have more committed employees, increasing job satisfaction. Thus, organisational commitment is an important factor that can significantly influence employee job satisfaction.

***H2: Organisational commitment has a significant effect on job satisfaction***

Work-family conflict significantly influences the intention to leave work (turnover intention). Stress levels increase when employees experience conflict between work demands and family responsibilities (Fiksenbaum, 2014). This stress can reduce job satisfaction and heighten the desire to find a job offering a better work-life balance. Work-family conflict diminishes job satisfaction because employees struggle to fulfil responsibilities in both areas (Rahman et al., 2018). Employees who feel their work interferes with family life may become dissatisfied with their work-life balance. Jobs that fail to support this balance may encourage employees to seek more flexible employment to meet their family's needs (Kossek et al., 2015).

***H3: Work-family conflict has a significant effect on turnover intention***

Organisational commitment plays an important role in influencing employee intentions to leave the company (turnover intention). Affective commitment refers to employees' emotional attachment to the organisation, where they feel happy and proud to be part of the company (Astuti, 2019). Employees with high affective commitment tend to be more loyal and motivated to contribute positively, reducing the desire to leave the organisation. Normative commitment is based on a sense of moral obligation to remain with the organisation. Employees with high normative commitment feel that leaving the company is ethically wrong, so they tend to stay longer (Lari Dashtbayaz et al., 2023). Meanwhile, continuance commitment is related to employees' awareness of the costs or losses they will experience if they leave the organisation, such as loss of benefits and job stability.

***H4: Organisational commitment has a significant effect on turnover intention***

Satisfied employees are less likely to seek employment elsewhere because they feel valued and fulfilled in their current roles (Dugguh & Dennis, 2014). Factors contributing to low job satisfaction can include poor working conditions, inadequate pay, lack of recognition, limited opportunities for advancement, and unsupportive management (Atefi et al., 2014). These negative experiences can lead to increased stress and a desire to find a job that better meets their needs and expectations. Low job satisfaction is a strong predictor of turnover intention. Employees unhappy with their jobs are likelier to consider leaving the organisation for better opportunities (Ramlawati et al., 2021).

***H5: Job satisfaction has a significant effect on turnover intention***

Work-family conflict can influence turnover intention indirectly through its impact on job satisfaction. Conflict between work demands and family responsibilities often causes stress and fatigue, reducing job satisfaction (Lu et al., 2017). Employees who feel that their work interferes with their personal lives tend to feel less satisfied with their jobs. Employees dissatisfied with their jobs are more likely to seek employment opportunities elsewhere that offer better conditions (Hammer & Avgar, 2017). Research shows that employees who experience work-family conflict tend to feel less satisfied with their jobs, which ultimately increases their desire to leave the job (Siswanto et al., 2022); (Obrenovic et al., 2020).

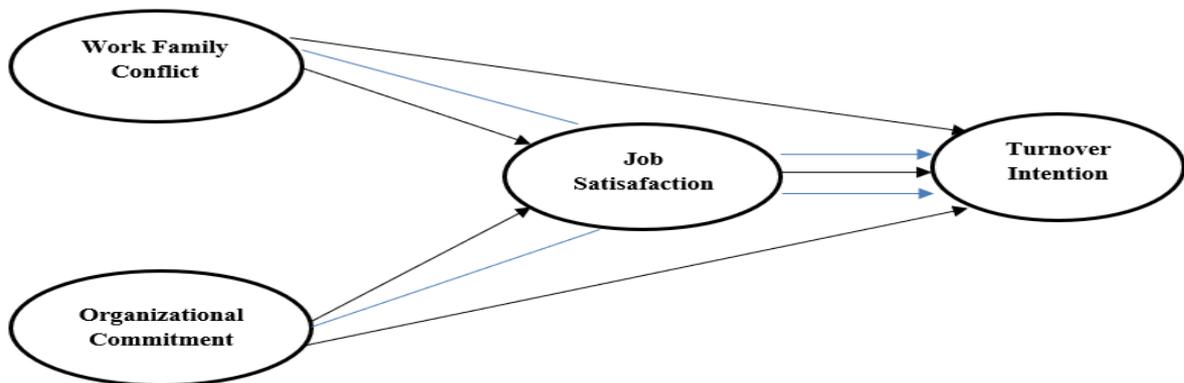
***H6: Job satisfaction mediates work-family conflict on turnover intention***

Employees who exhibit high commitment to their organisation generally feel a strong emotional and professional attachment to their workplace (Wołowska, 2014). This commitment often translates into greater job satisfaction, as committed employees are more likely to find their work meaningful, rewarding, and aligned with their personal and professional goals (Neubert & Halbesleben, 2015). Moreover, job satisfaction can enhance the overall work experience, making employees more resilient to challenges and stressors (Kašpárková et al., 2018). When satisfied with their job, employees are better equipped to cope

with difficulties and maintain their commitment to the organisation (Cullen et al., 2014). When employees are satisfied with their job, their commitment is reinforced, and their intention to leave decreases.

**H7: Job satisfaction mediates organisational commitment on turnover intention**

Based on the relationship between variables, the conceptual framework for this research is as follow in Figure 1.



**Figure 1. Conceptual Framework**

**2. Method**

This research will be carried out at PT. Semen Padang in West Sumatra. The population in this study were all permanent employees of PT. Semen Padang is in West Sumatra and has a total of 1428 people. Samples are determined using the Slovin formula. So, the total number of research samples is 319. Based on the formula above, the maximum sample size in this research is 319 respondents who are employees of PT. Semen Padang in West Sumatra, and for distributing questionnaires, the number will be determined based on the proportion of branches. The measurement scale uses a Likert scale where answer choices on a five-point scale include "Strongly Agree," "Agree," "Neutral," "Disagree," and "Strongly Disagree," each of which is assigned a numerical value from 5 to 1. The data analysis technique uses Structural Equation

Modeling (SEM) using the Partial Least Square (PLS) program. Research dimensions and indicators are in Appendix A1. SEM PLS TEST consists of inner model test, outer model test, convergent validity test, discriminant validity test, reliability test, determination coefficient test, F test, t test, path coefficient and mediation test.

**3. Result and Discussion**

Based on the SmartPLS output, the composite reliability and Cronbach Alpha values for each configuration or variable are more than 0.70. The following is the structural model of test results using SmartPLS in Figure 2. The inner model research will be evaluated using the R-Square value. The following is the R-squared estimate in Table 1.

**Table 1. Evaluate the R-Square Value**

Variables	R- Squared	R- Squared Adjusted
Turnover Intention (Z)	0,532	0,526
Job Satisfafaction (Y)	0,440	0,436

Source: Data processed by authors, 2025

In Table 1, the R-Square value for the Turnover 0.440 or 44.0%. The following are the SmartPLS Intention (Z) variable is 0.532 or 53.2%. Next, the R- output results, which describe the estimated output for Square value for the Job Satisfaction variable (Y) is testing the structural model in Table 2.

**Table 2. Result For Inner Weights**

N	Explanation	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value	Explanation
1.	Work-Family Conflict (X1) > Job Satisfaction (Y)	-0,037	-0,040	0,050	0,743	<b>0,458</b>	Hypothesis Rejected
2	Organizational Commitment (X2) > Job Satisfaction (Y)	0,664	0,667	0,045	14,660	<b>0,000</b>	Hypothesis Accepted
3	Work-Family Conflict (X1) > Turnover Intention (Z)	0,599	0,600	0,035	16,882	<b>0,000</b>	Hypothesis Accepted
4	Organizational Commitment (X2) > Turnover Intention (Z)	0,021	0,021	0,064	0,324	<b>0,746</b>	Hypothesis Rejected
5	Job Satisfaction (Y) > Turnover Intention (Z)	-0,322	-0,327	0,063	5,141	<b>0,000</b>	Hypothesis Accepted
6	Work-Family Conflict (X) > Job Satisfaction (Y) > Turnover Intention (Z)	0,012	0,013	0,017	0,721	<b>0,471</b>	Hypothesis Rejected
7	Organizational Commitment (X) > Job Satisfaction (Y) > Turnover Intention (Z)	-0,214	-0,218	0,044	4,867	<b>0,000</b>	Hypothesis Accepted

Source: Data processed by authors, 2025

Based on the SmartPLS test results in Table 2, research details of Direct Effect and indirect Effect are presented hypothesis testing results can be seen from the first in Table 3. hypothesis to the twelfth hypothesis. The following

**Table 3. Direct Effect & Indirect Effect**

N	Relationship	P Value	Exp.	Conclusion
1.	Work-Family Conflict on Turnover Intention	0,000	Significant	Not Mediating
	Job Satisfaction mediates Work-Family Conflict on turnover intention	0,471	No significant	
2.	Organisational Commitment to Turnover Intention	0,746	No significant	Full Mediation
	Job Satisfaction mediates Organizational Commitment to Turnover Intention	0,000	Significant	

Source: Data processed by authors, 2025

In the first hypothesis, the result of this research explains that work-family conflict does not influence job satisfaction. Work-family conflict is a common thing, and almost all individuals experience it. Therefore, job satisfaction may be more influenced by other things such as relationships with coworkers. Work-family conflict can have a negative impact on job satisfaction, especially when the conflict is chronic and disrupts the balance between work and personal life (Warokka & Febrilia, 2015). The effect of work-family conflict on job satisfaction can differ for each individual (Purwanto, 2020). Some people may better overcome these conflicts with time management strategies and family support to maintain job satisfaction (Molla, 2015).

In this second hypothesis, the results show that organisational commitment significantly influences employee job satisfaction. As organisational commitment increases, employees tend to have a more positive perception of their work, which can increase job satisfaction (Ramalho Luz et al., 2018). The achievements and successes obtained by employees at work can also increase job satisfaction (Raziq & Maulabakhsh, 2015). Apart from that, employees who have a high level of commitment to the organisation tend to be more identified with the goals and values of the organisation. The will and commitment to complete tasks and work well improves work results, which leads to job satisfaction (Ocen et al., 2017). These results align with previous research conducted by (Sumarto, 2020) and (Komang et al., 2021).

In the results of this third hypothesis, it is hypothesised that work-family conflict significantly affects turnover intention. Therefore, the fifth hypothesis in this research is accepted. This means that the higher the work-family conflict, the more the employee desires to leave the company. Work-family conflict is a form of inter-role conflict where the role pressures from the work and family domains are incompatible (Singh, 2017). Employees who struggle to balance their work and family responsibilities often experience frustration, burnout, and feeling overwhelmed (Clouston, 2015). Employees facing such conflicts without sufficient organisational support are likelier to experience high turnover. However, unmarried employees or those with fewer family responsibilities can still encounter work-family conflict depending on the specific demands of their job. The results of this research are in line with research conducted by (Ramadhani, 2020), (Trisnayani & Setiawan, 2020).

In the fourth hypothesis, it was found that organisational commitment has no significant effect on turnover intention. So, the sixth hypothesis is rejected. Even though employees are highly committed to the organisation, they may still consider looking for another job if they are dissatisfied or feel stressed (Ramalho Luz et al., 2018). If the dominant commitment is continuance or normative commitment, it may not significantly influence the intention to leave work compared to affective commitment (Ramalho Luz et al., 2018). In some cultures, loyalty and commitment to the organisation may be considered a social norm, so even if employees are highly committed, they may still consider leaving if there is underlying dissatisfaction (Raina & Roebuck, 2016). The results of this study are not in line with research conducted by (Ratnaningsih, 2021), (Prasetyani et al., 2021).

The fifth hypothesis found that job satisfaction significantly affects turnover intention. Thus, the seventh hypothesis is accepted. Employees who are satisfied with their work are more motivated and productive (Ali & Anwar, 2021). When employees are satisfied with their jobs, they are more likely to stay with the company, contributing positively to the organisation's effectiveness and efficiency (Taheri et al., 2020). Conversely, job dissatisfaction can make employees feel undervalued and unappreciated, increasing their likelihood of leaving the company (D'angelo et al., 2016). One reason for job dissatisfaction could be inadequate facilities or an unsupportive regional environment, which can hinder employees' ability to perform their jobs effectively (Senek et al., 2020). This research results align with several studies conducted by (Trisnayani & Setiawan, 2020) and (Susanti & Halilah, 2019).

The sixth hypothesis of this research is that job satisfaction is unable to mediate the effect of work-family conflict on turnover intention. The stress and frustration from work-family conflict can be so significant that even high job satisfaction cannot offset the desire to leave the job (Mansour & Tremblay, 2018). Work-family conflict often requires immediate resolution or coping mechanisms, which job satisfaction improvements might not address promptly (An et al., 2020). Work-family conflict deals with balancing work and personal life demands, while job satisfaction pertains to contentment with job-related aspects (Landolfi et al., 2021). Therefore, job satisfaction alone may not be sufficient to counterbalance the adverse effects of work-family conflict on an employee's decision to stay or leave an organisation. However, this research contradicts research conducted by (Trisnayani & Setiawan, 2020) and (Chan et al., 2019)

Job satisfaction is able to mediate and significantly influence organisational commitment on turnover intention. Employees who are satisfied with their jobs will be more likely to feel that their personal goals are aligned with organisational goals (Farooqui & Nagendra, 2014). This job satisfaction strengthens their loyalty and attachment to the organisation, increasing their commitment to remaining in the organisation (Ammari et al., 2017). If employees feel that their job no longer meets their needs or expectations, they may begin to consider looking for other opportunities that may provide greater satisfaction (Molla, 2015). High job satisfaction increases organisational commitment, reducing employees' intention to leave their jobs (Ramalho Luz et al., 2018). By understanding this mechanism, organisations can focus on increasing employee job satisfaction as a strategy to strengthen commitment and reduce turnover rates. This research is in line with research conducted by (Sumarto, 2020) and contrary to research conducted by (Biantoro, 2018)

#### 4. Conclusion

Organisational commitment significantly influences job satisfaction. Additionally, work-family conflict, and job satisfaction have a significant partial effect on turnover intention. Job satisfaction mediates the relationship between organisational commitment and turnover intention. This research provides suggestions to Semen Padang to increase employee commitment by providing better support and recognition to increase job satisfaction. Then the company must implement policies that support balance between work and family to reduce conflict. Companies should also develop programs that strengthen employee job satisfaction and can help reduce turnover intentions. In addition, companies must continue to monitor and analyse data related to job satisfaction, work-family conflict, and

organisational commitment to identify areas for improvement.

This study has several limitations that need to be noted. First, sample limitations may affect the generalizability of the findings, because the sample used may not be representative of the entire population or other types of industry. Second, the measurement of variables such as job satisfaction and organisational commitment is subjective, so it can affect the accuracy of the data collected. Third, external and personal factors that might also influence job turnover intentions were not considered in this study, which may reduce the scope of the analysis. Finally, the cross-sectional research design cannot definitively establish a cause-and-effect relationship, so future longitudinal research would be more useful to understand the dynamics of the relationship between these variables in more depth.

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