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## THE INTERPLAY OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION IN MITIGATING TURNOVER INTENTION

Made Juliasa<sup>1</sup>, I Made Aditya Wardana<sup>2</sup>, I Nengah Aristana<sup>3</sup>

<sup>1,2,3</sup> Universitas Mahasaraswati, Denpasar, Bali, Indonesia  
juliasa@unmas.ac.id

**Abstract:** Employee retention is a critical challenge in the logistics and distribution sector, where high turnover significantly disrupts operational continuity. This study investigates the impact of organizational commitment on turnover intention, with job satisfaction serving as a mediating variable. Conducted at PT Dewata Sukses Perkasa Denpasar, the research utilized a quantitative approach with a saturated sample of 35 employees. Data were analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results demonstrate that organizational commitment significantly reduces turnover intention and enhances job satisfaction. Furthermore, job satisfaction was found to have a significant negative effect on turnover intention and serves as a vital mediator in the relationship. These findings suggest that fostering emotional attachment and ensuring job fulfillment are essential strategies for mitigating employee exit intentions in the competitive logistics industry. Theoretically, this study reinforces Social Exchange Theory in a regional logistics context. Practically, it highlights the need for management to prioritize both loyalty and daily job fulfillment to ensure organizational stability.

**Keywords:** *product purchase intention, covid-19 pandemic, online marketing, product.*

### INTRODUCTION

In the contemporary landscape of global business, human resources are unequivocally recognized as the most vital intangible asset for maintaining a sustainable competitive advantage. Within the logistics and distribution sector, which is characterized by high operational pressure and tight deadlines, the stability of the workforce is paramount to ensuring supply chain efficiency. However, organizations frequently encounter a persistent obstacle known as turnover intention. Turnover intention is defined as an employee's conscious and deliberate willingness to leave the organization, serving as the immediate psychological precursor to actual voluntary exit (Amalia, 2020; Tampubolon & Sagala, 2020). High turnover rates do not merely impose direct financial burdens such as recruitment and training costs but also lead to indirect damages, including the loss of tacit knowledge, decreased morale among remaining staff, and potential disruptions in service delivery to clients (Putra et al., 2025; Rodriguez et al., 2025).

In the specific context of Indonesia, the logistics industry has seen rapid expansion due to the surge in e-commerce and digital trade. Nevertheless, this growth is often accompanied by high labor mobility, making employee retention a pressing managerial issue (Pratama et al., 2022; Putu & Trisnawati, 2022). In Bali, a region where the service and logistics sectors are highly competitive, companies must navigate the complexities of retaining skilled personnel who are frequently presented with alternative opportunities. PT Dewata Sukses Perkasa Denpasar, a prominent logistics provider, is not immune to these challenges. Preliminary data and observations conducted at the company between 2021 and 2023 revealed a concerning trend, namely fluctuating absenteeism rates and an increase in voluntary resignations. Such symptoms often indicate an underlying erosion of the psychological bond between employees and the firm, necessitating a deeper investigation into the internal drivers of employee retention (Bawana & Handaru, 2021; Adismana et al., 2025).

A significant research gap persists in the organizational behavior literature regarding the consistency of the relationship between organizational commitment and turnover intention. While many empirical studies suggest a strong negative relationship between organizational commitment and turnover intention, more recent findings indicate that this relationship may vary across organizational and industrial contexts (Amalia, 2020; Putu & Trisnawati, 2022). Some researchers argue that commitment alone is insufficient to prevent turnover if it is not accompanied by psychological fulfillment or job satisfaction (Mohyi, 2021; Adismana et al., 2025). In the logistics sector, where work can be physically demanding and repetitive, the role of job satisfaction as an emotional regulator becomes increasingly critical in reducing employees' intention to leave (Kalsum et al., 2022; Meria, 2021). This study addresses this gap by positioning job satisfaction as a mediating variable to clarify the precise mechanism through which organizational loyalty translates into actual retention behavior at PT Dewata Sukses Perkasa (Mohyi, 2021; Rodriguez et al., 2025).

The primary objective of this research is to analyze the influence of organizational commitment on turnover intention, with job satisfaction serving as a mediating bridge. Prior studies have consistently shown that organizational commitment contributes significantly to employee attitudes and behavioral outcomes, including turnover intention and work performance (Fu & Deshpande, 2014; Hamsal, 2021). In addition, job satisfaction has been found to play an important mediating role in strengthening the effect of organizational commitment on employee retention (Karmila & Kadarusman, 2020; Mohyi, 2021; Aristana et al., 2025). By integrating these perspectives, the study seeks to answer whether high commitment can suppress turnover intention directly, or whether it must

first cultivate a sense of job satisfaction to be effective (Pratama et al., 2022; Yulianto, 2024).

Although the relationships among organizational commitment, job satisfaction, and turnover intention have been widely examined, previous studies have reported inconsistent findings. Several studies found that organizational commitment directly and significantly reduces turnover intention (Bawana & Handaru, 2021; Putu & Trisnawati, 2022). However, other studies suggest that the influence of organizational commitment on turnover intention becomes stronger only when employees experience high levels of job satisfaction (Mohyi, 2021; Rodriguez et al., 2025). These inconsistencies indicate that the mechanism underlying employee retention remains inconclusive and requires further investigation, particularly regarding the mediating role of job satisfaction.

Furthermore, the logistics sector possesses unique characteristics that distinguish it from other industries. Employees in logistics companies frequently operate under strict delivery schedules, high workloads, time pressure, and demanding customer expectations. Such working conditions may intensify employee stress and increase turnover intention. Consequently, understanding how organizational commitment and job satisfaction contribute to employee retention in the logistics sector is particularly important for maintaining organizational effectiveness and service quality.

In addition, this study is conducted in Bali, a region characterized by strong collectivist cultural values, community-oriented social relationships, and local wisdom embedded in organizational life. Balinese employees often place considerable importance on harmonious interpersonal relationships, loyalty, and mutual support within the workplace. These cultural characteristics may influence how organizational commitment and job satisfaction shape employees' decisions to remain in or leave an organization. Despite its relevance, empirical evidence examining employee retention within the Balinese organizational context remains limited. Therefore, this study contributes to the literature by providing empirical evidence from the logistics industry in Bali and by clarifying the mediating role of job satisfaction in the relationship between organizational commitment and turnover intention.

This research offers several significant contributions. Theoretically, it extends the discussion on the relationship between organizational commitment, job satisfaction, and turnover intention in a small-scale logistics context within a developing economy (Putra et al., 2025; Wartono & Harahap, 2023). Methodologically, it enriches empirical evidence on mediation mechanisms in organizational behavior studies by focusing on the role of job satisfaction as an intervening variable (Karmila & Kadarusman, 2020; Rodriguez et al., 2025; Aristana et al., 2024). Practically,

the findings are expected to provide actionable insights for management at PT Dewata Sukses Perkasa and similar firms to develop more nuanced retention strategies by moving beyond simple financial incentives toward fostering emotional attachment and job fulfillment (Adismana et al., 2025; Meria, 2021). This study's novelty lies in its specific focus on the mediating mechanism of satisfaction within the Balinese logistics workforce, a context that remains underrepresented in the broader management and organizational behavior literature.

## LITERATURE REVIEW

### Social Exchange Theory (SET)

Social Exchange Theory (SET), fundamentally developed by Blau (1964) and Emerson (1976), serves as the primary cornerstone for understanding the reciprocal relationship between employees and organizations. This theory posits that social behavior is the result of an exchange process in which individuals evaluate the benefits and costs of maintaining social relationships. In the workplace context, when an organization provides a supportive environment, fair rewards, and opportunities for growth, employees tend to reciprocate with positive attitudes such as stronger organizational commitment and a lower intention to leave the firm (Fu & Deshpande, 2014; Hamsal, 2021). This reciprocal mechanism is also reflected in empirical studies showing that employees who perceive favorable treatment from their organization are more likely to develop loyalty and maintain attachment to the organization (Wartono & Harahap, 2023; Adismana et al., 2025).

Furthermore, SET explains that the "currency" in social exchange is not merely financial, but also socio-emotional. Employees who perceive higher organizational support generally develop a stronger psychological bond with the organization, which is reflected in higher job satisfaction and commitment (Mohyi, 2021; Karmila & Kadarusman, 2020; Aristana et al., 2026). Conversely, when the organization fails to fulfill employee expectations, such as by providing an unsupportive work environment or insufficient recognition, employees may perceive an imbalance in the exchange relationship. This imbalance may trigger psychological withdrawal, beginning with declining satisfaction, weakening commitment, and eventually manifesting in turnover intention (Bawana & Handaru, 2021; Kalsum et al., 2022). In this sense, turnover intention can be understood as a response to a perceived breakdown in reciprocal exchange between employees and the organization (Amalia, 2020; Tampubolon & Sagala, 2020).

In this study, SET is used to explain the relationship between organizational commitment (X), job satisfaction (Z), and turnover intention (Y). Organizational commitment reflects the employee's positive

attachment to the organization, while job satisfaction represents the employee's emotional evaluation of their work experience (Pratama et al., 2022; Putu & Trisnawati, 2022). When employees perceive the exchange relationship as fair and beneficial, they are more likely to remain satisfied and committed, which in turn reduces their intention to leave the organization (Mohyi, 2021; Rodriguez et al., 2025). Thus, SET provides a relevant theoretical basis for understanding why strong organizational relationships can suppress turnover intention through positive psychological outcomes.

### **Herzberg's Two-Factor Theory**

Herzberg's Two-Factor Theory (1959) is employed as a supporting framework to explain the mediating role of job satisfaction in this study. Herzberg distinguishes between hygiene factors and motivator factors in shaping employee attitudes toward work. Hygiene factors include salary, company policies, supervision, and working conditions, which do not necessarily motivate employees when present but may generate dissatisfaction when absent. In contrast, motivator factors such as recognition, achievement, responsibility, and personal growth are the key drivers of genuine satisfaction and long-term motivation at work. This distinction is highly relevant because job satisfaction has repeatedly been found to influence both organizational commitment and turnover intention (Pang & Lu, 2018; Meria, 2021).

The connection between Herzberg's theory and this research lies in the idea that organizational commitment may not be sufficient to retain employees unless it is supported by satisfactory work conditions and motivating job characteristics. Employees may demonstrate high commitment to the organization, yet still experience dissatisfaction if they feel underappreciated or unsupported in their daily work experience (Adismana et al., 2025; Yulianto, 2024). In such circumstances, dissatisfaction can weaken the stabilizing effect of commitment and increase the likelihood of turnover intention (Kalsum et al., 2022; Putra et al., 2025). This indicates that job satisfaction functions as an important emotional mechanism through which commitment can be translated into retention behavior.

Finally, Herzberg's framework helps explain why job satisfaction serves as a crucial mediating variable in this study. Job satisfaction is not merely an outcome of organizational practices, but also an internal psychological condition that shapes employees' decisions to stay or leave (Meria, 2021; Mohyi, 2021). Integrating Herzberg's theory with organizational commitment clarifies that employee retention cannot be achieved solely through expectations of loyalty, but must also be supported by work experiences that generate genuine satisfaction (Karmila &

Kadarusman, 2020; Rodriguez et al., 2025). Therefore, this framework strengthens the argument that job satisfaction plays a central role in transmitting the effect of organizational commitment on turnover intention.

## **Hypotheses Development**

### **Organizational Commitment and Turnover Intention**

Organizational commitment reflects the strength of an individual's identification with and involvement in a particular organization. In organizational behavior research, employees with a high level of commitment tend to maintain stronger attachment to the organization and show lower intention to leave (Amalia, 2020; Tampubolon & Sagala, 2020). Theoretically, a strong level of commitment makes the decision to leave the organization psychologically and emotionally more costly for employees. This argument is supported by empirical findings showing that organizational commitment is one of the strongest negative predictors of turnover intention across different work settings (Bawana & Handaru, 2021; Putu & Trisnawati, 2022). When employees feel aligned with organizational values and experience a sense of belonging, they are more likely to remain with the organization despite the presence of external job opportunities (Wartono & Harahap, 2023; Adismana et al., 2025). In the context of PT Dewata Sukses Perkasa, employees' emotional attachment to the company is therefore expected to function as an important mechanism in suppressing their desire to seek alternative employment.

H1: Organizational commitment has a significant negative effect on turnover intention.

### **Organizational Commitment and Job Satisfaction**

The relationship between organizational commitment and job satisfaction has often been discussed as a mutually reinforcing process, although many studies position commitment as an important antecedent of satisfaction. Employees with higher organizational commitment tend to evaluate their work more positively because they perceive their role as meaningful within the organization they value (Fu & Deshpande, 2014; Hamsal, 2021). This positive orientation toward work can enhance satisfaction with daily job experiences, responsibilities, and organizational conditions. In this regard, organizational commitment reflects a broader attachment to the organization, whereas job satisfaction represents a more specific emotional response to one's job and work environment (Karmila & Kadarusman, 2020; Pang & Lu, 2018). Employees who already possess a strong intention to remain loyal are more likely to adapt positively to workplace conditions and derive satisfaction from their work roles. Empirical evidence also indicates that when organizations successfully

foster commitment, employees' job satisfaction tends to increase because of the resulting sense of belonging and emotional connection (Wartono & Harahap, 2023; Mohyi, 2021).

H2: Organizational commitment has a significant positive effect on job satisfaction.

### **Job Satisfaction and Turnover Intention**

Job satisfaction is commonly understood as a positive emotional state resulting from the evaluation of one's work experiences. In turnover studies, job satisfaction has consistently been identified as a key determinant of whether employees choose to remain in or leave an organization (Meria, 2021; Putra et al., 2025). When employees are satisfied with their work, supervision, and work environment, they tend to perceive their current job as more valuable than the uncertainty associated with searching for alternatives. In contrast, dissatisfaction may encourage employees to reassess the benefits of staying and begin considering resignation as a rational response to emotional discomfort (Kalsum et al., 2022; Mohyi, 2021). In high-pressure sectors such as logistics, satisfaction with coworkers, supervisors, and working conditions becomes even more decisive because daily job demands can intensify employees' psychological strain. Consistent evidence from previous studies confirms that job satisfaction has a significant negative relationship with turnover intention (Pratama et al., 2022; Yulianto, 2024).

H3: Job satisfaction has a significant negative effect on turnover intention.

### **The Mediating Role of Job Satisfaction**

The mediating role of job satisfaction is based on the assumption that organizational commitment does not always reduce turnover intention directly, but may first influence employees' emotional evaluation of their jobs. In this mechanism, job satisfaction acts as a psychological bridge that transforms commitment into a more concrete intention to remain in the organization (Mohyi, 2021; Rodriguez et al., 2025). This argument implies that loyalty alone may not be sufficient to retain employees if it is not supported by satisfying day-to-day work experiences. An employee may feel committed to the organization, yet still develop the intention to leave if daily tasks, rewards, or working conditions fail to generate satisfaction (Adismana et al., 2025; Kalsum et al., 2022). Thus, job satisfaction provides the immediate emotional reason for employees to stay, complementing the broader and longer-term attachment reflected in organizational commitment. Previous empirical studies also show that job satisfaction significantly mediates the relationship between commitment-related factors and turnover intention or employee retention (Karmila & Kadarusman, 2020; Yulianto, 2024). Therefore, job satisfaction is expected to function as a

crucial intervening variable in clarifying how organizational commitment influences turnover intention at PT Dewata Sukses Perkasa.

H4: Job satisfaction significantly mediates the effect of organizational commitment on turnover intention.

## METHODS

This study employs a quantitative research design with an associative approach to examine the causal relationships between organizational commitment, job satisfaction, and turnover intention. The research is conducted at PT Dewata Sukses Perkasa Denpasar, utilizing a deductive method to test hypotheses derived from established organizational theories. The population for this study consists of all employees working at PT Dewata Sukses Perkasa. Given the relatively small and manageable population size, this research applies a saturated sampling (census) technique, involving all 35 employees as respondents. This approach ensures that the data collected provides a comprehensive and highly accurate representation of the organizational climate, eliminating sampling error and allowing for a detailed analysis of the specific dynamics within the firm. All variables are measured using a 5-point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The operational definitions are arranged in table 1 as follows:

Table 1. Variable Measurement

Variable	Operational Definition	Measurement Indicators / Dimensions
Organizational Commitment (X)	The psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue membership.	1) Affective Commitment 2) Continuance Commitment 3) Normative Commitment
Job Satisfaction (Z)	A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.	1. The work itself 2. Pay/Salary 3. Promotion opportunities 4. Supervision 5. Co-workers
Turnover Intention (Y)	An individual's subjective probability that they will be permanently leaving the organization in the near future.	1) Thoughts of quitting 2) Intent to search for alternatives 3) Intent to leave the organization

Sources: Author's synthesis based on the literature review, 2026

The data in this study are analyzed using Path Analysis within the framework of Partial Least Squares-Structural Equation Modeling (PLS-SEM). This

technique is chosen due to its robustness in handling small sample sizes (N=35) and its ability to analyze complex mediation models simultaneously. The analysis process is divided into two main stages: 1) Measurement Model Evaluation (Outer Model): This step involves assessing the validity and reliability of the research instruments. It includes testing Convergent Validity (Loading Factors > 0.70 and Average Variance Extracted/AVE > 0.50), Discriminant Validity (Cross-loading and Fornell-Larcker Criterion), and Reliability (Cronbach's Alpha and Composite Reliability > 0.70); 2) Structural Model Evaluation (Inner Model) and Hypothesis Testing: After confirming the model's validity, path analysis is conducted to evaluate the relationships between variables. The strength of the model is assessed using the Coefficient of Determination (R<sup>2</sup>). Hypothesis testing is performed through the Bootstrapping procedure, where the significance of direct and indirect effects is determined by the T-statistics (critical value > 1.96 for a 5% significance level) and P-values (< 0.05). The mediation effect of Job Satisfaction is specifically tested by calculating the indirect effect of Organizational Commitment on Turnover Intention.

## RESULTS AND DISCUSSION

### RESULTS

Before analyzing the variables, it is essential to understand the profile of the 35 employees who participated in this study. The demographic data provides context regarding the workforce's diversity and experience at PT Dewata Sukses Perkasa.

Table 2. Demographic Characteristics of Respondents

Category	Classification	Frequenc y	Percentage (%)
Gender	Male	16	45.7
	Female	19	54.3
Age	20 - 30 years	22	62.9
	31 - 40 years	10	28.6
	> 40 years	3	8.5
Education	High School / Equivalent	22	62.9
	Diploma (D3)	3	8.6
	Bachelor's Degree (S1)	10	28.5
Years of Service	< 1 year	10	28.6
	1 - 3 years	15	42.9
	> 3 years	10	28.5

Sources: Data processed, 2026

Based on Table 2, the majority of the workforce consists of females (54.3%) and is dominated by the younger generation aged 20-30 years (62.9%). Educationally, most employees hold a high school qualification (62.9%), and a significant portion has been with the company for 1 to 3 years. This indicates a

relatively young and dynamic workforce, which may be more prone to turnover if their professional needs are not met.

To ensure the robustness of the structural model, the measurement model must first satisfy the criteria for convergent validity and internal consistency reliability.

Table 3. Reliability and Validity Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Organizational Commitment	0.890	0.906	0.818
Job Satisfaction	0.858	0.869	0.637
Turnover Intention	0.986	0.987	0.973

Sources: Data processed, 2026

The results in Table 3 indicate that all constructs have achieved high reliability, with Cronbach's Alpha and Composite Reliability scores significantly exceeding the 0.70 threshold. Furthermore, the Average Variance Extracted (AVE) for all variables is above 0.50, confirming that more than half of the variance of the indicators is captured by the constructs, thus satisfying the requirements for convergent validity.

Table 4. Discriminant Validity

Variable	Job Satisfaction	Org. Commitment	Turnover Intention
Job Satisfaction	<b>0.798</b>		
Org. Commitment	0.329	<b>0.904</b>	
Turnover Intention	-0.438	-0.431	<b>0.987</b>

Sources: Data processed, 2026

Based on Table 4, discriminant validity is established as the square root of the AVE for each construct (highlighted in bold) exceeds the correlation coefficients between that construct and any other variables in the model. This confirms that each variable Job Satisfaction, Organizational Commitment, and Turnover Intention is empirically distinct and measures a unique phenomenon, ensuring that there is no multicollinearity issue within the research framework.

The structural model evaluation aims to determine the predictive power of the model and the significance of the hypothesized relationships.

Table 5. Coefficient of Determination (R<sup>2</sup>) Results

Endogenous Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.108	0.081
Turnover Intention	0.284	0.239

Sources: Data processed, 2026

Table 5 shows an R<sup>2</sup> value of 0.108 for Job Satisfaction, indicating that 10.8% of its variance is explained by Organizational Commitment. For Turnover Intention, the R<sup>2</sup> value is 0.284, suggesting that 28.4% of the intent to leave is influenced by both commitment and satisfaction. While these values are relatively modest, they are considered acceptable in behavioral research, particularly in small-scale organizational settings.

The final stage of the analysis involves testing the direct and indirect effects through a bootstrapping procedure to determine the significance of each relationship.

Table 6. Summary of Path Coefficients and Hypothesis Testing

Relationship	Path Coefficient	T Statistics	P Values	Result
Organizational Commitment → Turnover Intention	-0.321	2.570	0.010	Supported
Organizational Commitment → Job Satisfaction	0.329	2.562	0.010	Supported
Job Satisfaction → Turnover Intention	-0.332	2.177	0.030	Supported
Organizational Commitment → Job Satisfaction → Turnover Intention	-0.109	2.014	0.043	Supported

Sources: Data processed, 2026

The results in Table 6 confirm all proposed hypotheses. Specifically, Organizational Commitment has a significant negative effect on Turnover Intention, and a significant positive effect on Job Satisfaction. Job Satisfaction also significantly reduces Turnover Intention. Finally, the indirect effect analysis (H4) yields a T-statistic of 2.177 (p<0.05), confirming that Job Satisfaction serves as a significant mediating variable between Organizational Commitment and Turnover Intention.

## DISCUSSION

The empirical findings of this study provide critical insights into the psychological mechanisms governing employee retention within the logistics sector. By utilizing PLS-SEM to analyze the data from PT Dewata Sukses Perkasa, this research illuminates how organizational commitment and job satisfaction function both independently and synergetically to suppress turnover intention.

### **The Direct Influence of Organizational Commitment on Turnover Intention**

The results confirm that organizational commitment has a significant negative effect on turnover intention (H1). This finding is in line with the central logic of Social Exchange Theory, which suggests that when employees internalize organizational goals and values, they develop emotional attachment and a sense of obligation that make the decision to leave psychologically more costly (Amalia, 2020; Tampubolon & Sagala, 2020). In the context of PT Dewata Sukses Perkasa, employees with high organizational commitment tend to perceive their relationship with the company as a long-term partnership rather than merely an economic exchange. This result is consistent with prior empirical studies showing that organizational commitment is a strong predictor in reducing employees' intention to leave the organization (Bawana & Handaru, 2021; Putu & Trisnawati, 2022). More specifically, this study indicates that in the logistics sector, where work pressure and deadlines are relatively intense, organizational commitment may function as a psychological buffer against turnover intention. Employees who feel a strong sense of belonging are more likely to tolerate operational pressures and are less likely to seek alternative employment opportunities (Wartono & Harahap, 2023; Adismana et al., 2025).

### **The Role of Commitment in Enhancing Job Satisfaction**

The significant positive relationship between organizational commitment and job satisfaction (H2) supports the argument that commitment helps shape how employees evaluate their daily work experiences. Employees who are committed to the organization tend to interpret their roles more positively and derive stronger meaning from their work contributions (Fu & Deshpande, 2014; Hamsal, 2021). At PT Dewata Sukses Perkasa, strong identification with the company may encourage employees to see their responsibilities as important and worthwhile, which in turn enhances their satisfaction levels. This finding is supported by previous studies showing that organizational commitment contributes positively to job satisfaction because it strengthens employees' sense of belonging and emotional attachment to the organization (Wartono & Harahap, 2023; Mohyi, 2021). Committed employees also tend to be more adaptive in dealing with less favorable work conditions because they focus more on the value of their membership and the positive aspects of their work environment. As a result, organizational commitment serves not only as a retention factor but also as a psychological foundation for higher job satisfaction (Karmila & Kadarusman, 2020; Pang & Lu, 2018).

Although organizational commitment was found to have a significant positive effect on job satisfaction, the coefficient of determination ( $R^2 = 0.108$ ) indicates that organizational commitment explains only a modest proportion of the variance in job satisfaction. This finding suggests that employee job satisfaction at PT Dewata Sukses Perkasa is influenced by various factors beyond organizational commitment, such as compensation, career advancement opportunities, leadership quality, workload, work-life balance, and workplace conditions. In practice, employees may remain emotionally attached to the organization while simultaneously evaluating their satisfaction based on more immediate and tangible aspects of their daily work experiences.

The relatively low predictive power may also be associated with the demographic profile of respondents, which is dominated by younger employees aged between 20 and 30 years. Employees belonging to younger generations tend to place greater emphasis on personal growth, flexibility, meaningful work, and career development opportunities rather than solely on organizational loyalty. Consequently, while organizational commitment contributes to positive workplace attitudes, job satisfaction among younger employees may be more strongly influenced by factors related to career prospects, recognition, and work-life balance.

Furthermore, the logistics industry presents unique operational challenges that may affect employee satisfaction levels. Employees are frequently required to meet strict delivery deadlines, manage fluctuating workloads, respond to customer demands, and adapt to dynamic operational conditions. Such work pressures may reduce the extent to which organizational commitment alone can enhance job satisfaction. Therefore, organizations operating in the logistics sector should complement efforts to strengthen employee commitment with strategies aimed at improving working conditions, supervisory support, and employee well-being.

### **Job Satisfaction as a Deterrent to Turnover Intention**

The strongest path in this research model is the negative effect of job satisfaction on turnover intention (H3). This result confirms that job satisfaction is a crucial determinant of whether employees decide to remain in or leave an organization (Meria, 2021; Putra et al., 2025). At PT Dewata Sukses Perkasa, satisfaction with supervision, co-worker relationships, and daily work experiences appears to be particularly important in shaping employee retention. When employees feel satisfied, the internal push factors that normally encourage resignation become weaker, and the attractiveness of external job alternatives decreases (Kalsum et al., 2022; Mohyi, 2021). On the other hand, low job satisfaction may create emotional discomfort and cognitive tension that lead employees to reconsider the value of remaining in the organization. This finding implies that in the logistics sector, immediate emotional fulfillment is just as important as long-term organizational loyalty for reducing turnover intention (Pratama et al., 2022; Yulianto, 2024).

### **The Mediating Mechanism: Why Satisfaction Matters**

The most important contribution of this study is the confirmation that job satisfaction significantly mediates the relationship between organizational commitment and turnover intention (H4). This result indicates that the influence of commitment on retention does not always occur directly, but often operates through employees' emotional evaluation of their work experience (Mohyi, 2021; Rodriguez et al., 2025). In other words, organizational commitment may create the predisposition to stay, but job satisfaction provides the immediate psychological reason for employees to remain in the organization. At PT Dewata Sukses Perkasa, employees may feel loyal to the company, but if their daily work experiences are not satisfying, that loyalty may become fragile over time. This interpretation is consistent with previous research showing that commitment-related attitudes are

more effective in reducing turnover intention when supported by job satisfaction as an intervening factor (Karmila & Kadarusman, 2020; Yulianto, 2024). Therefore, job satisfaction acts as the essential daily reinforcement that sustains the stabilizing influence of organizational commitment. This mediation effect offers a deeper understanding of employee retention by showing that commitment and satisfaction must coexist in order to create a more stable and resilient workforce (Adismana et al., 2025; Kalsum et al., 2022).

## CONCLUSION

This study concludes that organizational commitment and job satisfaction represent two interconnected pillars that significantly mitigate turnover intention at PT Dewata Sukses Perkasa Denpasar. The empirical evidence demonstrates that organizational commitment not only directly reduces an employee's propensity to leave but also serves as a vital catalyst in enhancing their overall job satisfaction. Drawing from Social Exchange Theory, this relationship underscores those emotional bonds and loyalty function as a long-term psychological anchor, making the prospect of exiting the firm perceived as a significant loss of socio-emotional investment. However, the primary strength of this research lies in the confirmation of the mediating role of job satisfaction; it reveals that even high levels of commitment may falter without the presence of daily professional fulfillment, proving that satisfaction is the essential bridge that sustains long-term retention in a high-pressure environment.

The theoretical implications of this study reinforce the reciprocal mechanisms within social exchange, where job satisfaction acts as a crucial emotional mediator between organizational loyalty and employee persistence. Practically, the management of PT Dewata Sukses Perkasa is encouraged to shift from merely demanding loyalty to actively fostering motivational and hygiene factors, such as supportive supervision and meaningful recognition. Although this research is constrained by a small sample size and its focus on a single entity, these findings provide a robust foundation for future inquiries to explore moderating variables like occupational stress or work-life balance. Ultimately, effective employee retention is not achieved through contractual obligation alone, but through the cultivation of a workplace culture where commitment naturally nurtures satisfaction, rendering the decision to stay a purposeful and voluntary choice for every individual.

## SUGGESTIONS

Based on the findings of this study, PT Dewata Sukses Perkasa should prioritize strategies aimed at strengthening organizational commitment and enhancing employee job satisfaction as an integrated approach to reducing turnover intention. Management is encouraged to foster a supportive organizational environment by promoting transparent communication, recognizing employee contributions, and providing fair opportunities for career development. These initiatives may strengthen employees' emotional attachment to the organization and improve their overall work experience. Given the significant mediating role of job

satisfaction, management should also focus on factors that directly influence employees' satisfaction, including supervisory support, compensation fairness, workplace relationships, and opportunities for professional growth. Particular attention should be given to the needs and expectations of younger employees, who constitute the majority of the workforce and tend to value career advancement, recognition, and work-life balance.

Furthermore, considering the demanding nature of the logistics industry, organizations should implement policies that help employees manage work-related pressures, such as workload balancing, employee well-being programs, and supportive leadership practices. These efforts may contribute to creating a more positive work environment and ultimately reduce employees' intentions to leave the organization. For future research, it is recommended to examine additional variables that may influence turnover intention, such as work stress, organizational culture, leadership style, employee engagement, and work-life balance. Future studies may also employ larger samples and involve multiple organizations across different industries to enhance the generalizability of the findings.

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