

Original Article

Exploring the Mediating Roles of Psychological Well-Being, Job Satisfaction, And Organizational Commitment in The Impact of Employee Experience on Turnover Intention

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Abstract: *This study aims to evaluate the influence of employee experience, consisting of physical, technical, and cultural experience, on organizational commitment and its impact on turnover intention. The study also tested the mediating role of job satisfaction, psychological well-being, and organizational commitment. Data were collected through questionnaires involving 180 employees as samples from several selected companies in Indonesia, using the simple random sampling method, and data analysis was carried out with the help of Smart-PLS. The study's results indirectly showed that job satisfaction significantly mediated cultural experience on organizational commitment. However, job satisfaction did not mediate physical experience and technical experience on organizational commitment. Then, psychological well-being and organizational commitment did not mediate employee experience on turnover intention. In direct effect, cultural experience significantly influences turnover intention, job satisfaction, and psychological well-being. Physical and technical experience only positively impacted job satisfaction and psychological well-being. Organizational commitment had a significant effect on turnover intention. Job satisfaction had a positive impact on organizational commitment.*

Keywords: *Turnover Intention, Organizational Commitment, Employee Experience, Job Satisfaction, Psychological Well-Being.*

I. INTRODUCTION

In recent times, technological growth has ushered in changes in human resources. Technology has eliminated the physical boundaries of companies and opened access to the global market. However, employers face the reality that workers are increasingly dissatisfied with their jobs (Wadrianto, 2023). Human resources are viewed as valuable and crucial assets. Without proper maintenance of human resources, companies may suffer losses due to the threat of high turnover (Heryanto 2021). Companies must create organisational commitment strategies (Kundi et al., 2020). Additionally, companies must compete, requiring them to rethink their relationships with employees (Pine 2020).

Organizational commitment is an essential component that must be achieved within organizations, and this can be realized through a positive work environment (Hakim et al., 2022; Flynn & Mazor, 2017). A positive work environment is a factor in achieving job satisfaction and psychological well-being (Zhang et al. 2024; Aazami et al. 2015). In conjunction with the work environment, employee experience becomes an important part of organizations (Plaskoff 2017).

This phenomenon is becoming increasingly relevant in Indonesia, given the large and diverse population. The country faces challenges in raising the quality of human resources, especially amid low education levels, which remain an issue. According to the Indonesian Central Bureau of Statistics (BPS), in 2019, only 55.52% of the population completed secondary education (high school/vocational school). Many individuals are forced to take various jobs to meet daily living needs without adequately preparing themselves with the necessary skills. According to Tauriadi et al. (2023), low education levels impact the desire to leave employment. In this context, employee experience, which includes all interactions and experiences employees have during their tenure, becomes increasingly important to address.

Although previous research by Lee & Kim (2023) examined the impact of employee experience on organizational commitment, there has been no study on how employee experience, with its various factors, impacts turnover intention. This gap represents a limitation of previous research, where the authors suggested further investigation into the impact of employee experience on employees' intentions to switch jobs. Research conducted by Khalid et al. (2022) touched on the role of organizational commitment in turnover intention. Therefore, in this current research, the authors comprehensively examine the impact of employee experience on turnover intention using a quantitative method. Unlike previous studies, this research is conducted in Indonesia across various industries in the country.



II. LITERATURE REVIEW

A) Concept of Employee Experience

Employee experience (EX) is a management philosophy concept that prioritizes people as the key to organizational success by reevaluating the workplace factors that most significantly impact employees (Plaskoff, 2017). Morgan (2017) pioneered the concept of employee experience, which refers to a combination of an organisation's physical, cultural, and technological aspects that enable, empower, and enhance employees' overall evaluations of their workplace. According to Morgan (2017).

According to (Morgan 2017), the physical experience encompasses the work environment, which can be assessed and felt, affecting employee performance. This includes temperature, air quality, lighting, and noise conditions. Technical experience covers all the tools and systems used for work, from simple applications to complex platforms. Finally, cultural experience includes how employees are treated, relationships among individuals, trust in management, and how organizational values are applied in daily activities.

B) Hypothesis Development

a. Employee Experience and Turnover Intention

Turnover intention fundamentally represents the desire of employees to leave one workplace for another, though it has not yet reached the stage of realization (Salimah 2021). Within the context of employee experience, a positive physical experience can make employees comfortable and aid them in their tasks, which is considered to reduce their turnover intention (Sazili et al. 2022; Marzuki 2021; Andriani et al. 2023; Fidyah et al. 2022; Arrad & Tjahjadi 2023). Technical experience affects turnover intention, implying that technology facilitates employees' daily work activities (Mayasari et al. 2024; Tomer & Sharma 2022; Mahlasela & Chinyamurindi 2020; Palupi & Muniarti 2024). Lastly, culture is a factor in retaining employees, thereby reducing their desire to leave, as mentioned in previous studies (Bosomtwe & Obeng 2018; Vizano et al. 2018; Moeins & Sunaryo 2024; Laksmana & Kristanto 2023; Khalid et al. 2022).

H₁: There is an impact of the physical experience of organizational members on turnover intention.

H₂: There is an impact of the technical experience of organizational members on turnover intention.

H₃: There is an impact of the cultural experience of organizational members on turnover intention.

b. Employee Experience and Organizational Commitment

Organizational commitment is the desire within employees to dedicate themselves to staying with their job and company (Robbins & Judge 2017, p. 302). In this context, physical experience plays a crucial role in enhancing employees' organizational commitment (Reny et al., 2023; Retno et al., 2024; Dağlı & Gençdal, 2019; Nadia & Fathurahman 2018; Herman & Kurniawan, 2023). Furthermore, based on previous research, organizational support for the technology accessed by employees can increase their motivation and loyalty (Terek et al. 2018; Yunus et al. 2023; Li et al. 2021; Rijal 2023). Lastly, as mentioned in prior studies, a positive cultural experience can enhance emotional engagement, responsibility, and employee loyalty to the organization (Suwaryo et al. 2015; Dudija et al. 2024; Kayani 2023; Wua et al. 2022; Komaruyah et al. 2023).

H₄: There is an impact of the physical experience of organizational members on organizational commitment.

H₅: There is an impact of the technical experience of organizational members on organizational commitment.

H₆: There is an impact of the cultural experience of organizational members on organizational commitment.

c. Employee Experience and Job Satisfaction

Job satisfaction is the feeling expressed by an individual when they are comfortable with their job and capable of developing their competencies, resulting in job satisfaction (Prihadini et al. 2021). The job satisfaction experienced by employees can lead to satisfactory development for the organization, which in turn provides reciprocation commensurate with their work (Wijayati et al., 2020). From the perspective of physical experience, this is identified as an important factor affecting job satisfaction (Zhang et al. 2024; Andriani et al. 2023; Raziq and Maulabakhsh 2015; Yusnita et al. 2023; Taheri et al. 2020). Furthermore, technical experience enables employees to work smarter, produce higher-quality products, and provide more efficient services (Ratna & Kaur 2016; Hidayat et al. 2023). This can reduce job stress, increase self-confidence, and provide a sense of achievement, all of which contribute to job satisfaction (Lestari et al. 2021; Cahyono et al. 2022; Jabid et al. 2023; Ratna & Kaur 2016; Abdeen & Khalil 2023). Lastly, based on previous findings, cultural experience impacts job satisfaction (Sugiono & Ardhiyansyah 2021; Ahamed & Mahmood 2015; Aggarwal 2024; MacIntosh & Doherty 2010).

H₇: There is an impact of the physical experience of organizational members on job satisfaction.

H₈: There is an impact of the technical experience of organizational members on job satisfaction.

H₉: There is an impact of the cultural experience of organizational members on job satisfaction.

d. Employee Experience and Psychological Well-Being

Psychological well-being refers to individuals' mental and emotional health, including factors such as positive emotions, personal growth, and a sense of meaning in life that contribute to overall life satisfaction (Hameli et al., 2024). Within the context of employee experience, physical experience has a significant impact on employees' psychological well-being (Tsamarah et al. 2024; Grailey et al. 2021; Rabuana & Yanuar 2023; Castaño et al. 2020; Bajrami et al. 2022; Bayhaq et al. 2024). Technical experience also contributes to the mental well-being of employees; individuals who feel technically competent and confident in performing tasks involving technology tend to experience less stress (Zahoor et al. 2022; Mayasari et al. 2024; Xu 2023; Banks & Augustin 2022; Armaou et al. 2019). Lastly, a positive cultural experience can enhance the psychological well-being of employees (Rathi & Srivastava 2024; Noor et al. 2024; Sun et al. 2023; Sari & Monalisa 2021; Joshi 2024).

H₁₀: The physical experience of organizational members affects psychological well-being

H₁₁: Technical experience of organizational members affects psychological well-being.

H₁₂: Cultural experience of organizational members affects psychological well-being.

e. Job Satisfaction and Organizational Commitment

Job satisfaction plays a crucial role in organizational commitment, as evidenced by previous research (Nguye, 2023; Tantrianto et al., 2021; Widyawati et al., 2023; Risaldy & Ananda 2022; Bagis et al., 2021). Hh job satisfaction promotes stronger organizational commitment and directly impacts the organisation's success and sustainability (Lange 2021).

H₁₃: Job satisfaction of organizational members affects organizational commitment.

f. Psychological Well-Being and Organizational Commitment

Based on findings from previous research, when employees experience psychological well-being, namely being free from excessive stress, they tend to have a stronger emotional attachment to the organization (Nadia & Fathurahman 2018; Pratama & Izzati 2021; Jot et al. 2023; Putri 2019; Rahmawati & Herachwati 2024).

H₁₄: Psychological well-being of organizational members affects organizational commitment.

g. Organizational Commitment and Turnover Intention

Several factors affect turnover intention in a company, among which organizational commitment is significant. Literature suggests that highly committed employees are unlikely to leave the organization (Wahyono & Riyanto 2020; Fujiana et al. 2016; Khalid et al. 2022; Widyawati et al. 2023; Risaldy & Ananda 2022).

H₁₅: Organizational commitment of organizational members affects turnover intention.

h. Job Satisfaction and Turnover Intention

According to the literature, job satisfaction can negatively predict the intention to leave a job, meaning that dissatisfied employees are likely to have intentions to leave the organization, ultimately leading to turnover (Ganji et al. 2020; Wahyono & Riyanto 2020; Tantrianto et al. 2021; Marzuki 2021; Andriani et al. 2023).

H₁₆: Job satisfaction of organizational members affects turnover intention.

i. Psychological Well-Being and Turnover Intention

When employees experience good levels of psychological well-being, they tend to feel satisfied with their jobs, have a strong motivation to work, and are better able to manage job stress. Research indicates that optimal psychological well-being negatively impacts the intention to switch jobs (turnover intention), as employees feel more valued and have a deeper emotional attachment to the organization (Haryanti, 2022; Collie, 2023; Desiana et al., 2024).

H₁₇: Psychological well-being of organizational members affects turnover intention.

C) The Mediating Roles

a. Employee Experience on Turnover Intention Mediated by Organizational Commitment

Organizational Commitment Organizational experience includes physical experience, technical experience, and cultural experience. Previous research indicates that poor employee experience triggers job dissatisfaction and the desire to leave, whereas supportive employee experience can enhance organizational commitment. Although organizational commitment is presumed to mediate between these experiences and the desire to leave, specific studies examining the relationship between employee experience factors and turnover intention mediated by organizational commitment are limited and require further research.

H₁₈: The physical experience of organizational members affects turnover intention mediated by organizational commitment.

H₁₉: Technical experience of organizational members affects turnover intention mediated by organizational commitment.

H₂₀: Cultural experience of organizational members affects turnover intention mediated by organizational commitment.

b. Employee Experience Impact on Turnover Intention Mediated by Job Satisfaction

Organizational experience encompasses physical experience, technical experience, and cultural experience. The concept of employee experience plays a significant role in shaping employees' perceptions of the quality of their work experiences. When employee experience is supportive, employees feel more comfortable and satisfied with their jobs, decreasing their intention to leave the organization. Conversely, inadequate employee experience can increase job dissatisfaction and ultimately trigger turnover intention. Research discussing how job satisfaction mediates the impact of employee experience on turnover intention is still limited, indicating a need for further investigation.

H₂₁: The physical experience of organizational members affects turnover intention mediated by job satisfaction.

H₂₂: Technical experience of organizational members affects turnover intention mediated by job satisfaction.

H₂₃: Cultural experience of organizational members affects turnover intention mediated by job satisfaction.

c. Employee Experiences on Turnover Intention Mediated by Psychological Well-Being

Previous research has demonstrated that supportive physical experiences, adequate technical experiences, and positive cultural experiences enhance psychological well-being. An increase in employees' psychological well-being has a negative impact on turnover intention. Although empirical studies have investigated the impact of employee experience factors on psychological well-being and the impact of psychological well-being on turnover intention, research specifically examining the mediating impact of psychological well-being in the relationship between these three types of experiences and turnover intention is still scarce.

H₂₄: The physical experience of organizational members affects turnover intention mediated by psychological well-being.

H₂₅: Technical experience of organizational members affects turnover intention mediated by psychological well-being.

H₂₆: Cultural experience of organizational members affects turnover intention mediated by psychological well-being.

d. Employee Experience on Organizational Commitment Mediated by Job Satisfaction

In an organizational environment, the experiences of members in carrying out their duties and their interactions with the organization often affect the extent of their commitment to the organization. Job satisfaction plays a crucial role in strengthening the positive impact on organizational commitment. Research stating the mediating impact of job satisfaction on the relationship between employee experience and organizational commitment is still scarce; thus, further investigation is necessary.

H₂₇: The physical experience of organizational members affects organizational commitment mediated by job satisfaction.

H₂₈: Technical experience of organizational members affects organizational commitment mediated by job satisfaction.

H₂₉: The cultural experience of organizational members affects organizational commitment mediated by job satisfaction.

e. Employee Experience on Organizational Commitment Mediated by Psychological Well-Being

Previous research has shown that positive employee experience factors are believed to create an environment supportive of psychological well-being. This healthy psychological condition can mediate the relationship between employee experience and organizational commitment. Research discussing the role of psychological well-being in mediating the impact of employee experience on organizational commitment is still limited, necessitating further research.

H₃₀: The physical experience of organizational members affects organizational commitment mediated by psychological well-being.

H₃₁: Technical experience of organizational members affects organizational commitment mediated by psychological well-being.

H₃₂: The cultural experience of organizational members affects organizational commitment mediated by psychological well-being.

f. Job Satisfaction on Turnover Intention Mediated by Organizational Commitment

Research indicates that job satisfaction and organizational commitment are crucial factors contributing to stability and productivity within an organisation. High job satisfaction encourages members to deliver their best performance. Therefore, organizational commitment acts as a mediator in the relationship between job satisfaction and turnover intention (Wahyuni and Hariasih 2021; Tantrianto et al. 2021; Nainggolan and Balikpapan 2021; Nugroho and Muafi 2021; Dewi 2020). Based on this phenomenon, the following hypothesis can be proposed:

H₃₃: Job satisfaction of organizational members affects turnover intention mediated by organizational commitment.

g. Psychological Well-Being on Turnover Intention Mediated by Organizational Commitment

Organizational members with good psychological well-being tend to be more committed. Research suggests that high organizational commitment creates a sense of security and comfort for employees, thus negatively impacting turnover intention. Therefore, organizational commitment is a mediator in the impact of psychological well-being on turnover intention. Research specifically discussing how organizational commitment mediates the impact of psychological well-being on turnover intention is still limited, necessitating further investigation.

H₃₄: Psychological well-being of organizational members affects turnover intention mediated by organizational commitment.

h. Employee Experience on Turnover Intention Mediated by Job Satisfaction and Organizational Commitment

Positive employee experience can affect job satisfaction. Subsequently, achieving job satisfaction strengthens the organizational commitment of organizational members. If organizational commitment is perceived as strong, this negatively impacts turnover intention.

To date, no research has specifically examined the relationship between employee experience and turnover intention mediated by job satisfaction and organizational commitment. Therefore, further research is necessary, leading to the formulation of the following hypotheses:

H₃₅: The physical experience of organizational members affects turnover intention mediated by job satisfaction and organizational commitment.

H₃₆: Technical experience of organizational members affects turnover intention mediated by job satisfaction and organizational commitment.

H₃₇: *Cultural experience of organizational members affects turnover intention mediated by job satisfaction and organizational commitment.*

i. Employee Experience on Turnover Intention Mediated by Psychological Well-Being and Organizational Commitment

Positive employee experience impacts psychological well-being. Based on existing research, psychological well-being positively affects organizational commitment. If organizational commitment is perceived as strong, this negatively impacts turnover intention.

While research has examined the direct relationship between employee experience and turnover intention, studies specifically addressing the mediating role of psychological well-being and organizational commitment in this relationship are still limited.

H₃₈: The physical experience of organizational members affects turnover intention mediated by psychological well-being and organizational commitment.

H₃₉: Technical experience of organizational members affects turnover intention mediated by psychological well-being and organizational commitment.

H₄₀: Cultural experience of organizational members affects turnover intention mediated by psychological well-being and organizational commitment.

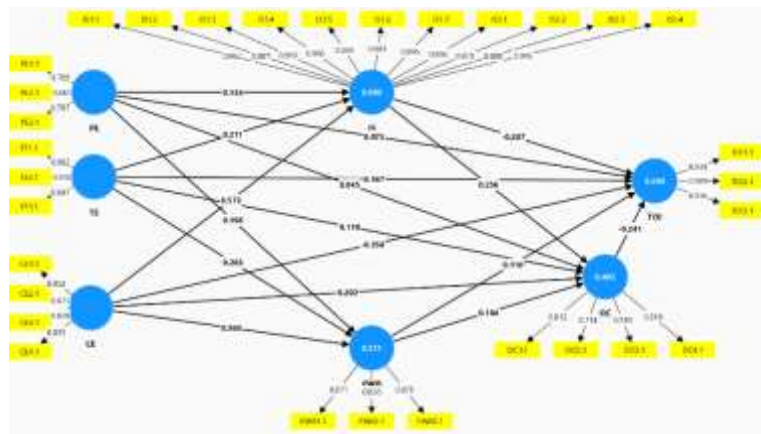


Figure 1. Standardized results of SEM Calculation

III. RESEARCH METHODOLOGY

This study collected data through questionnaires addressed to workers in various selected companies in Indonesia, including factories, offices, hotels, hospitals, schools, and others. The study used a simple random sampling technique, assuming all respondents have homogeneous characteristics.

The data were analyzed using the Statistical Package for the Social Sciences (SPSS) and SmartPLS4.0 to analyze the demographic characteristics of respondents descriptively through frequency, percentage, mean, and standard deviation. Meanwhile, the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method was applied to test the research hypothesis using SmartPLS4.0 software. This approach allows for developing and testing research methods that comprehensively integrate research variables.

Table 1. Definition of variables and indicators

Variables	Definition	Indicators
Physical Experiences (PE)	Encompasses the work environment, which can be assessed and felt, affecting employee performance.	<ol style="list-style-type: none"> 1. Chooses to bring in friends or visitors 2. Offer flexibility 3. Leverages multiple workspace options
Technical Experiences (TE)	Technical experience covers all the tools and systems used for work, from simple applications to complex platforms.	<ol style="list-style-type: none"> 1. Availability to everyone 2. Consumer-grade technology 3. Employee needs and business requirements
Cultural Experiences (CE)	How employees are treated, relationships among individuals, trust in management, and organizational values are applied in daily activities.	<ol style="list-style-type: none"> 1. Everyone feels valued 2. Believe in diversity and inclusion 3. Treat employees fairly 4. Dedicated to employee health and wellness
Job Satisfaction (JS)	The feeling expressed by an individual when they are comfortable with their job and capable of developing their competencies, resulting in satisfaction from their work.	<ol style="list-style-type: none"> 1. Affective job satisfaction/overall positive emotional 2. Cognitive job satisfaction/evaluative
Psychological Well-Being (PWB)	Mental and emotional health of individuals, including factors such as positive emotions, personal growth, and a sense of meaning in life that contribute to overall life satisfaction	<ol style="list-style-type: none"> 1. Environmental mastery 2. Personal growth 3. Self-acceptance
Organizational Commitment (OC)	desire within employees to dedicate themselves to staying with their job and company	<ol style="list-style-type: none"> 1. Attitude towards the organization/company 2. Commitment to goals 3. Commitment to loyalty 4. Level of feelings
Turnover Intention (TOI)	the desire of employees to leave one workplace for another, though it has not yet reached the stage of realization	<ol style="list-style-type: none"> 1. Thoughts of leaving 2. Intention to leave 3. Search for alternative employment

IV. RESULT AND DISCUSSION

A) Description of Respondent Characteristics

The study used a random sampling method to survey employees from profit and non-profit organizations in Indonesia, totaling 180 participants. The survey was conducted over the course of one month, from September to October 2024, using self-report questionnaires. As indicated in the table, the gender ratio of the survey participants was evenly distributed, with 53.9% male and 46.1% female. The complete characteristics of respondents can be seen in Table 2.

Table 2. Demographic Profile of Respondents

Section		Frequency	Ratio (%)
Gender	Male	97	53.9
	Female	83	46.1
Age	<20	5	2.8
	20-29	136	75.6
	30-39	26	14.4
	40-49	10	5.6
	≥50	3	1.7
Education	Elementary	3	1.7
	Junior	11	6.1
	High	92	51.1
	Diploma	18	10.0
	Bachelor	53	29.4
	Magister	2	1.1

	Doctoral Degree	1	.6
Experience	<5 Years	119	66.1
	5-10 Years	41	22.8
	>10 Years	20	11.1
Marital Status	Married	85	47.2
	Single	95	52.8
Positions	Office/Management	38	21.1
	Sales/Marketing	66	36.7
	Research/Development	1	.6
	Production	14	7.8
	Healthcare	15	8.3
	Accommodation	17	9.4
	Customer Service	14	7.8
	Medical Staff	7	3.9
	Educators	6	3.3
	Event Organizers	2	1.1
Industry	Retail	58	32.2
	Services	94	52.2
	Manufacturing	24	13.3
	Education	2	1.1
	Real Estate	1	.6
	Government	1	.6

Sources: Primary Data Analysis, December 2024

B) Description of Research Variables

Table 3. Description of Research Variables

Descriptive	PE	TE	CE	JS	PWB	OC	TOI
Mean	10,44	11,25	15,24	43,88	11,49	14,05	6,72
Median	10,5	12	16	44	12	15	6,0
Mode	12	12	16	44	12	16	3
Std. Deviasi	3,001	2,777	3,51	9,626	2,783	4,292	3,443
Minimum	3	3	4	11	3	4	3
Maximum	15	15	20	55	15	20	15

Sources: Primary Data Analysis, December 2024

This study examined physical experience, technical experience, cultural experience, job satisfaction, psychological well-being, organizational commitment, and turnover intention among 180 respondents. The mean scores for physical experience (10.44), technical experience (11.25), and particularly cultural experience (15.24) were relatively high, indicating a distribution that is symmetric and concentrated around the middle or higher values. Job satisfaction displayed a fairly high average (43.88) but with significant variation among respondents (SD = 9.626). Psychological well-being (11.49) and organizational commitment (14.05) also showed relatively high average scores with moderate data spread. In contrast, turnover intention presented a relatively low average (6.72), with some respondents exhibiting very low intentions. Overall, respondents demonstrated good levels of experience (physical, technical, and cultural), adequate job satisfaction and psychological well-being, strong organizational commitment, and low turnover intention. Data were primarily processed using SPSS.

C) Convergent Validity

In processing the data, unfortunately, during the initial testing, the loading factor for organizational commitment on the fourth indicator (fourth question) was still below 0.70, indicating invalidity. Job satisfaction on indicator 1 (fifth question) had to be eliminated due to a Value Inflation Factor (VIF) indicating multicollinearity. Consequently, the indicator was removed, and the data were reassembled as follows:

Table 4. Measurement Items of the Study

Variable	Measurement items of the study	Outer Loading	AVE
Physical Experience (Morgan 2017; Lee and Kim 2023)	Our company provides various workspaces like conference rooms, collaboration spaces, open areas, and cafes.	0.767	0.651
	I am proud to bring guests like friends or family to the office.	0.862	

	Our company provides and encourages flexibility in the work environment.	0.789	
<i>Technical Experience</i> (Morgan 2017; Lee and Kim 2023)	Our company's systems are easy to use and useful.	0.881	0.803
	The company supports all employees in using technology/systems.	0.911	
	Our company's technology/system operations are continually improved by incorporating employee feedback.	0.897	
<i>Cultural Experience</i> (Morgan 2017; Lee and Kim 2023)	I feel treated fairly at the company.	0.903	0.765
	Our company promotes diversity and inclusion.	0.875	
	Our company cares about the physical and mental well-being of its employees.	0.827	
	Our company provides opportunities and resources for employee growth.	0.893	
<i>Job Satisfaction</i> (Ganji et al. 2020; Lee and Kim 2023)	I am satisfied with what I am currently doing at the company.	0.867	0.792
	I enjoy my current job.	0.880	
	I like the work that I do.	0.906	
	I am comfortable with my job.	0.898	
	I feel energized at work.	0.882	
	I am enthusiastic about doing my job.	0.895	
	I feel appreciated for what I am currently doing.	0.841	
	I want to continue what I am currently doing.	0.886	
	I am inspired by the work that I do.	0.896	
	I am proud of the work that I do.	0.906	
<i>Psychological Well-Being</i> (Lee and Kim 2023; Quynh Anh and Anh Dung 2022)	I feel happy when I compare myself to friends and relatives.	0.872	0.749
	I usually handle my personal or financial problems well.	0.849	
	Looking back at my life, I am satisfied with the current outcomes.	0.875	
<i>Organizational Commitment</i> (Lee and Kim, 2023)	I have a high sense of belonging to the company.	0.828	0.632
	I am committed to the department or company I work for.	0.736	
	Working at this company is personally meaningful.	0.818	
<i>Turnover Intention</i> (Ganji et al. 2020)	I have a desire to move to another company.	0.933	0.858
	I have plans to move within the next year.	0.909	
	I will move to another company.	0.937	

Sources: Primary Data Analysis, December 2024

The table above shows that each construct indicator meets the convergent validity requirement, with the Loading Factor on each construct indicator being > 0.70 (valid). Besides the loading factor, the table also indicates that the Average Variance Extracted (AVE) > 0.50 , demonstrating that all construct variables meet the Convergent Validity criteria.

D) Discriminant Validity

To test discriminant validity with reflective indicators, each construct's square root of the Average Variance Extracted (AVE) is compared with the correlation values between constructs within the model. Good discriminant validity is indicated when the square root of AVE for each construct is greater than the correlations among constructs in the model, adhering to the Fornell-Larcker Criterion with values > 0.50 . The Heterotrait-Monotrait Ratio (HTMT) can also be tested with values < 0.90 . This can be assessed from the following tables:

Table 5. Fornell-Larcker Criterion

	CE	JS	OC	PE	PWB	TE	TOI
CE	0.875						
JS	0.789	0.886					

OC	0.623	0.660	0.795				
PE	0.649	0.600	0.491	0.807			
PWB	0.659	0.787	0.593	0.552	0.865		
TE	0.601	0.613	0.525	0.427	0.583	0.896	
TOI	-0.451	-0.412	-0.402	-0.266	-0.299	-0.205	0.926

Sources: Primary Data Analysis, December 2024

Table 6. Heterotrait-Monotrait Ratio (HTMT) Criterion Assessment

	CE	JS	OC	PE	PWB	TE	TOI
CE							
JS	0.845						
OC	0.760	0.782					
PE	0.776	0.699	0.658				
PWB	0.742	0.859	0.740	0.689			
TE	0.671	0.660	0.647	0.514	0.672		
TOI	0.496	0.434	0.493	0.313	0.315	0.224	

Sources: Primary Data Analysis, December 2024

Based on the above tables, it can be determined that the correlations for the construct associations are higher than the correlations among constructs in other models, thereby confirming good discriminant validity through the Fornell-Larcker criterion. The tables indicate that all variables meet the requirements as the HTMT values are <0.90.

E) Result of Reliability Analysis

Table 7. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Culture Experience	0.897	0.899	Reliable
Job Satisfaction	0.970	0.970	Reliable
Organizational Commitment	0.712	0.727	Reliable
Physical Experience	0.734	0.756	Reliable
Psychological Well-Being	0.836	0.863	Reliable
Technical Experience	0.878	0.883	Reliable
Turnover Intention	0.918	0.922	Reliable

Sources: Primary Data Analysis, December 2024

The table shows that all variables meet the reliability test criteria, with composite reliability values exceeding 0.70. The lowest composite reliability is for the variable organizational commitment at 0.727, and the highest is for job satisfaction at 0.974.

F) Inner Model

The inner model is evaluated after establishing that the data are valid and reliable. For the structural model testing (Inner Model), the analysis can begin by examining the R-squared values for each endogenous latent variable to measure predictive strength and structural model. Furthermore, the Q-Square Predictive Relevance or Predictive Sample Reuse can also be reviewed.

Table 8. R-Square Adjusted and Q-Square

Variable	R-Square Adjusted	Q-Square
Job Satisfaction	0.658	0.648
Organizational Commitment	0.471	0.409
Psychological Well-Being	0.503	0.484
Turnover Intention	0.228	0.184

Sources: Primary Data Analysis, December 2024

From the table, it can be concluded that job satisfaction has an R-Square adjusted value of 0.658, indicating a moderate model; organizational commitment has an R-Square adjusted value of 0.471, indicating a weak model; psychological well-being has an R-Square adjusted value of 0.503, also indicating a moderate model; and lastly, turnover intention has an R-Square adjusted value of 0.228, indicating a weak model. The table also shows that the Q-Square values indicate good Predictive Relevance, as Q-Square values are greater than 0.

G) Hypotheses Test

Table 9. T-Statistics Direct Impact

Hypothesis		Path Coefficient	T-Value	P-Value	Supported
H1	PE → TOI	0.080	1.001	0.317	No
H2	TE → TOI	0.168	1.748	0.081	No
H3	CE → TOI	-0.369	2.755	0.006	Yes
H4	PE → OC	0.070	0.925	0.355	No
H5	TE → OC	0.132	1.489	0.137	No
H6	CE → OC	0.186	1.726	0.084	No
H7	PE → JS	0.139	2.364	0.018	Yes
H8	TE → JS	0.210	3.227	0.001	Yes
H9	CE → JS	0.573	7.389	0.000	Yes
H10	PE → PWB	0.197	2.322	0.020	Yes
H11	TE → PWB	0.282	3.479	0.001	Yes
H12	CE → PWB	0.361	3.863	0.000	Yes
H13	JS → OC	0.292	2.702	0.007	Yes
H14	PWB → OC	0.124	1.270	0.204	No
H15	OC → TOI	-0.224	2.397	0.017	Yes
H16	JS → TOI	-0.292	1.306	0.192	No
H17	PWB → TOI	0.085	0.715	0.474	No

Source: Data processed with SmartPLS 4.0

Table 10. T-Statistics Indirect Impact

Hypothesis		Path Coefficient	T-Value	P-Value	Supported
H18	PE→OC→TOI	-0.016	0.808	0.419	No
H19	TE→OC→TOI	-0.030	1.189	0.234	No
H20	CE→OC→TOI	-0.042	1.236	0.216	No
H21	PE→JS→TOI	-0.026	1.183	0.237	No
H22	TE→JS→TOI	-0.040	1.214	0.225	No
H23	CE→JS→TOI	-0.109	1.231	0.218	No
H24	PE→PWB→TOI	0.017	0.638	0.524	No
H25	TE→PWB→TOI	0.024	0.689	0.491	No
H26	CE→PWB→TOI	0.031	0.654	0.513	No
H27	PE→JS→OC	0.040	1.617	0.106	No
H28	TE→JS→OC	0.061	1.938	0.053	No
H29	CE→JS→OC	0.167	2.601	0.009	Yes
H30	PE→PWB→OC	0.024	0.981	0.327	No
H31	TE→PWB→OC	0.035	1.227	0.220	No
H32	CE→PWB→OC	0.045	1.141	0.254	No
H33	JS→OC→TOI	-0.065	1.633	0.103	No
H34	PWB→OC→TOI	-0.028	1.016	0.309	No
H35	PE→JS→OC→TOI	-0.009	1.231	0.219	No
H36	TE→JS→OC→TOI	-0.014	1.357	0.175	No
H37	CE→JS→OC→TOI	-0.037	1.595	0.111	No
H38	PE→PWB→OC→TOI	-0.005	0.848	0.397	No
H39	TE→PWB→OC→TOI	-0.008	0.982	0.326	No
H40	CE→PWB→OC→TOI	-0.010	0.909	0.363	No

Source: Data processed with SmartPLS 4.0

H) Direct Impact Analysis

a. Employee Experience and Turnover Intention

The analysis shows that physical experience (H₁) and technical experience (H₂) do not significantly impact turnover intention, with P-Values of 0.317 and 0.081, respectively, exceeding the 0.05 threshold. Conversely, cultural experience (H₃) significantly affects turnover intention, with a P-value of 0.006 (<0.05). These findings are consistent with previous research by Bosomtwe & Obeng 2018; Vizano et al. 2018; Moeins Sunaryo 2024; Laksmana & Kristanto 2023; Khalid et al. 2022.

b. Employee Experience and Organizational Commitment

The analysis shows that neither physical experience (H4), technical experience (H5), and cultural experience (H6) significantly affect organizational commitment, with P-Values of 0.355, 0.137, and 0.084, respectively, all above 0.05. These findings align with earlier studies by Marpaung et al. (2022), Sinulingga et al. (2023) and Jazilah (2023).

c. Employee Experience and Job Satisfaction

The analysis shows that physical experience (H7), technical experience (H8), and cultural experience (H9) all significantly and positively affect job satisfaction, with P-Values of 0.018, 0.001, and 0.000, respectively, all below the 0.05 threshold. These results are consistent with previous findings by Seperti Andriani et al. (2023), Raziq & Maulabakhsh (2015), Lestari et al. (2021), Cahyono et al. (2022), Sugiono & Ardiansyah (2021), Ahamed & Mahmood (2015), among others.

d. Employee Experience and Psychological Well-Being

The analysis shows that physical experience (H10), technical experience (H11), and cultural experience (H12) all have a significant impact on psychological well-being, with P-Values of 0.020, 0.001, and 0.000, respectively, all below the 0.05 threshold. These findings are consistent with previous studies such as Seperti Tsamarah et al. (2024), Grailey et al. (2021), Zahoor et al. (2022), Mayasari et al. (2024), Rathi & Srivastava (2024), Noor et al. (2024), among others.

e. Job Satisfaction and Organizational Commitment

Hypothesis 13, which tested the impact of job satisfaction on organizational commitment, showed that the P-Value was 0.007, less than 0.05. Hence, the hypothesis is supported, indicating that job satisfaction significantly affects organizational commitment. This result aligns with findings from Nguyen (2023), Tantrianto et al. (2021), Widyawati, Faslah, and Wolor (2023), Risaldy and Ananda (2022) and Bagis et al. (2020).

f. Psychological Well-Being and Organizational Commitment

Hypothesis 14 showed the P-value is 0.204, which is greater than 0.05, leading to the acceptance of the null hypothesis (Ho) and rejection of the alternative hypothesis (Ha). This means there is no significant impact on the psychological well-being of organizational members on organizational commitment. This finding aligns with research by Sumarno and Iqbal (2022).

g. Organizational Commitment and Turnover Intention

Hypothesis 15 has a path coefficient of -0.224, indicating a negative value. The T-value is 2.397, and the P-value is 0.017, less than 0.05, leading to the acceptance of the (Ha) and rejection of the (Ho). This means that the organizational commitment of organizational members significantly impacts turnover intention. This finding is consistent with research by Wahyono & Riyanto (2020), Khalid et al. (2022), Widyawati et al. (2023), and Risaldy & Ananda (2022).

h. Job Satisfaction and Turnover Intention

Hypothesis 16 has a path coefficient of -0.292, which indicates a negative value. However, the T-value is 1.306, and the P-value is 0.192, greater than 0.05, leading to the acceptance of the (Ho) and rejection of the (Ha). This means job satisfaction does not significantly impact turnover intention among organizational members. This finding aligns with research by Maulana and Septyarini (2024).

i. Psychological Well-Being and Turnover Intention

Hypothesis 17 has a path coefficient of 0.085, indicating a positive value. However, the T-value is 0.715, and the P-value is 0.474, greater than 0.05. Therefore, the (Ho) is accepted, and the (Ha) is rejected, meaning there is no significant impact of the psychological well-being of organizational members on turnover intention. This finding aligns with the research by Desiana et al. (2024).

I) The Mediating Roles

a. Employee Experience on Turnover Intention Mediated by Organizational Commitment

The analysis shows that physical experience (H18), technical experience (H19), and cultural experience (H20) do not significantly affect turnover intention through organizational commitment, with P-Values of 0.419, 0.234, and 0.216, respectively, all greater than 0.05. This indicates that organizational commitment does not mediate the relationship between employee experience and turnover intention.

b. Employee Experience Impact on Turnover Intention Mediated by Job Satisfaction

The analysis shows that physical experience (H21), technical experience (H22), and cultural experience (H23) do not significantly affect turnover intention through job satisfaction, with P-Values of 0.237, 0.225, and 0.218, respectively, all greater than 0.05. This suggests that job satisfaction does not mediate the relationship between employee experience and turnover intention.

c. Employee Experiences on Turnover Intention Mediated by Psychological Well-Being

The analysis shows that physical experience (H24), technical experience (H25), and cultural experience (H26) do not significantly affect turnover intention through psychological well-being, with P-Values of 0.524, 0.491, and 0.513, respectively, all greater than 0.05. This indicates that psychological well-being does not mediate the relationship between employee experience and turnover intention.

d. Employee Experience on Organizational Commitment Mediated by Job Satisfaction

The analysis shows that physical experience (H27) and technical experience (H28) do not significantly affect organizational commitment through job satisfaction, with P-Values of 0.106 and 0.053, respectively, greater than 0.05. However, cultural experience (H29) significantly impacts organizational commitment through job satisfaction, with a P-value of 0.009, which is less than 0.05. This demonstrates that job satisfaction mediates the relationship between cultural experience and organizational commitment.

e. Employee Experience on Organizational Commitment Mediated by Psychological Well-Being

The analysis shows that physical experience (H30), technical experience (H31), and cultural experience (H32) do not significantly affect organizational commitment through psychological well-being, with P-Values of 0.327, 0.220, and 0.254, respectively, all greater than 0.05. This suggests that psychological well-being does not mediate the relationship between employee experience and organizational commitment.

f. Job Satisfaction on Turnover Intention Mediated by Organizational Commitment

Hypothesis 33 has a path coefficient of -0.065, indicating a negative value. The T-value is 1.633, and the P-value is 0.103, greater than 0.05. Thus, the (H₀) is accepted, and the (H_a) is rejected, meaning there is no significant impact of job satisfaction of organizational members on turnover intention when mediated by organizational commitment.

g. Psychological Well-Being on Turnover Intention Mediated by Organizational Commitment

Hypothesis 34 has a path coefficient of -0.028, indicating a negative impact. However, the T-value is 1.016, and the P-value is 0.309, greater than 0.05. Therefore, the (H₀) is accepted, and the (H_a) is rejected, indicating no significant impact of the psychological well-being of organizational members on turnover intention when mediated by organizational commitment.

h. Employee Experience on Turnover Intention Mediated by Job Satisfaction and Organizational Commitment

The analysis shows that physical experience (H35), technical experience (H36), and cultural experience (H37) do not significantly affect turnover intention through the mediation of job satisfaction and organizational commitment, with P-Values of 0.229, 0.175, and 0.111, respectively, all greater than 0.05. \

i. Employee Experience on Turnover Intention Mediated by Psychological Well-Being and Organizational Commitment

The analysis shows that physical experience (H38), technical experience (H39), and cultural experience (H40) do not significantly affect turnover intention through the mediation of psychological well-being and organizational commitment, with P-Values of 0.397, 0.326, and 0.363, respectively, all greater than 0.05. This result indicates that the mediation of psychological well-being and organizational commitment does not significantly affect the relationship between employee experience and turnover intention.

The study's results indirectly showed that job satisfaction significantly mediated cultural experience on organizational commitment. However, job satisfaction did not mediate physical experience and technical experience on organizational commitment. Then, psychological well-being and organizational commitment did not mediate employee experience on turnover intention. In direct effect, cultural experience significantly influences turnover intention, job satisfaction, and psychological well-being. Physical and technical experience only positively impacted job satisfaction and psychological well-being. Organizational commitment had a significant effect on turnover intention. Job satisfaction had a positive impact on organizational commitment.

In this study, the researchers acknowledge several limitations. First, the research was conducted among employees in companies across Indonesia, which presents challenges in generalizing the research findings due to the broad scope. Additionally, the existing literature on mediating variables is still limited, which posed difficulties in developing the research article.

For future research, it is recommended that researchers expand the sample scope by involving employees from various companies across different sectors and regions to ensure that the research results are more representative and can be generalized more broadly. Additionally, future researchers could examine the mediating roles of job satisfaction, psychological well-being, and organizational commitment to enrich the literature and test the mediation impacts of these variables on different samples.

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