

Research Article

# Job Satisfaction and Organizational Commitment: Mediating Factors Influencing Turnover Intention

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**Abstract:** *This study examines the mediating role of job satisfaction and organizational commitment in the relationship between employee empowerment, perceived organizational support, ethical climate, and turnover intention. The research adopts a quantitative approach with a cross-sectional design. Data were collected through questionnaires from 180 employees selected using simple random sampling from various companies in Indonesia. The data were analyzed using statistical methods with SmartPLS 4.0. The novelty of this research lies in its in-depth exploration of the mediating role in the relationship between these factors and turnover intention, which has not been the primary focus of previous studies. The analysis results indicate that the mediating role of job satisfaction significantly mediates the influence of employee empowerment and perceived organizational support, while job satisfaction does not significantly mediate the influence of ethical climate on organizational commitment and turnover intention. Furthermore, the mediating role of organizational commitment does not significantly mediate the influence of the three variables on turnover intention. Meanwhile, employee empowerment and perceived organizational support have an influence, whereas ethical climate does not influence turnover intention and job satisfaction. Additionally, perceived organizational support influences organizational commitment, while employee empowerment and ethical climate do not. Moreover, job satisfaction influences organizational commitment. Finally, both job satisfaction and organizational commitment influence turnover intention.*

**Keywords:** *Turnover Intention, Job Satisfaction, Organizational Commitment, Employee Empowerment, Perceived Organizational Support, Ethical Climate.*

## I. INTRODUCTION

The rapid advancement of technology requires the workforce to adapt to these changes. Human resources are critical to any company (Lukmansyah & Turangan 2021). Every company naturally desires to have employees who are both qualified and skilled in their work (Putri & Berlintina, 2024). High-quality employees determine the success or failure of achieving a company's goals (Pratama et al., 2022). However, these goals cannot be achieved if employees develop turnover intentions (Sazili et al., 2022).

One of the unresolved challenges to date is turnover. Turnover refers to a condition inherent to employees, making it difficult to predict (Pratama et al., 2022). One way to assess this tendency is by examining employees' turnover intention (Berber et al., 2022). The turnover intention has the potential to lead to the loss of human resources, ultimately resulting in an actual turnover (Le et al., 2023). This condition arises when an individual intends to seek employment elsewhere that aligns better with their personal goals or preferences (Sazili et al., 2022).

Job satisfaction influences employees' intentions to move to another company (Tarigan & Ariani, 2015). Job satisfaction reflects the extent to which employees feel satisfied with their work and the workplace environment (Serin et al., 2022). In addition to job satisfaction, organizational commitment is crucial in ensuring a company's sustainability (M. Lee & Boyoung, 2023). Strong commitment encourages employees to remain with the company regardless of circumstances (Tarigan & Ariani 2015). Companies need to pay attention to both of these factors.

Rapid changes require companies to encourage employees to remain competitive and achieve success (Zengin 2019). To maintain employee quality, companies rely primarily on employees' knowledge and skills, complemented by training provided by the organization (Otache & Ele-Ojo, 2022). These efforts foster job satisfaction and organizational commitment, resulting in a high-quality workforce (Pratama et al., 2022). However, several factors can undermine employee quality, including a lack of motivation, poor behavior from supervisors, and limited career advancement opportunities within the company (Shafique et al., 2018).

In Indonesia, the quality of the workforce is an important issue that requires attention. However, many companies currently employ workers whose qualifications do not match their job roles, a phenomenon known as job mismatch (Sugiarti,



2024) This happens due to the workforce in Indonesia largely being categorized as low-skilled (Bardono, 2022) According to BPS (2022), only 18.23% of the workforce consists of high school graduates, while vocational high school graduates account for just 11.95% (Miftahudin, 2023) Additionally, data from the National Labor Force Survey in August 2023 indicates that the largest contributors to unemployment are high school and vocational high school graduates, comprising 8.6% (D. L. Putri & Pratiwi 2024) This demonstrates that low educational attainment leads to a lower-quality workforce. Besides low education levels, workforce quality also declines due to insufficient employee welfare, making workers vulnerable to being replaced by automation. To prevent a decline in workforce quality, companies can implement measures such as employee empowerment, perceived organizational support, and advancing an ethical climate in the workplace.

Previous studies have shown inconsistencies in the results regarding turnover intention. Some studies found that an increase in job satisfaction also leads to an increase in turnover intention (Mual et al. 2023; Sazili et al. 2022; Handayani et al. 2024) Additionally, researchers have identified variations in the findings on organizational commitment, where higher organizational commitment also correlates with higher turnover intention (Nugroho & Muafi 2021; Mual et al. 2023; Lukman et al. 2022) While this topic has been explored in earlier research (Ghasempour et al., 2021) it has not specifically focused on the role of mediating variables. The novelty of this study lies in incorporating an organizational commitment to delve deeper into the mediating role in the relationship between various factors and turnover intention conducted in selected companies in Indonesia.

## II. LITERATURE REVIEW

### A) *Social Exchange Theory*

Research on turnover intention often uses the foundation of Social Exchange Theory to explain the exchange relationships between individuals and organizations in the workplace (Lee & Brookshire 2017). Social Exchange Theory is a tool for companies to assess employee satisfaction and foster interpersonal relationships between employees and the organization (Tsen et al., 2022). The principle of reciprocity in Social Exchange Theory emphasizes that the rewards received must be proportional to the sacrifices made (Sufyanto, 2024). In this theory, reciprocity encourages creating a positive and productive work environment that benefits both parties (Dewi et al., 2024). The benefits employees receive represent the costs incurred for their work, while the company gains rewards that exceed the costs expended (Matrafi, 2024).

Furthermore, Social Exchange Theory is related to employee empowerment, perceived organizational support, and ethical climate, which employees perceive as costs. In return, the company gains employees' job satisfaction and organizational commitment as rewards. This reciprocal relationship can help prevent the emergence of turnover intention.

### B) *Turnover Intention*

Every company inevitably faces employee turnover, where some workers may leave voluntarily or be terminated by the organization (Saeed et al., 2014). In the corporate context, the turnover intention is commonly understood as employees' desire to switch jobs, resign, or leave their current workplace (Otache & Ele-Ojo, 2022). Turnover intention refers to an employee's intention to leave their current position (Davaasuren et al., 2024). This intention often leads to actual turnover (Yukongdi & Shrestha, 2020). When turnover intention occurs, it increases costs for the company and reduces employee productivity (Asgari et al., 2019).

### C) *Job Satisfaction*

Job satisfaction is key to determining a company's success (Chinomona et al., 2017). Job satisfaction is defined as a self-development process reflected in employees' positive feelings about their work (Ozkan et al., 2020). These positive feelings are assessed based on the outcomes of their work, which determine how satisfied employees are with their jobs (Robbins & Judge, 2019). Job satisfaction can gauge employees' attitudes toward their behavior and tasks, enhancing their performance and productivity (Asgari et al., 2019). The emotions employees experience manifest the satisfaction they feel with their work (Javed et al. 2014).

### D) *Organizational Commitment*

One of the factors inherent in individuals is organizational commitment (Tang et al., 2019). Organizational commitment refers to employees' willingness to achieve the company's goals and values, demonstrated through dedication and loyalty to their work and the organization (Gülay & Salih, 2023). Employees with high organizational commitment show behaviors that differ significantly from those with low organizational commitment (Tadampali & Hadi, 2017). When employees actively contribute and feel appreciated by the organization, it encourages the development of organizational commitment (Hanaysha 2016).

## III. HYPOTHESIS DEVELOPMENT

### A) *Employee Empowerment and Turnover Intention*

Employee empowerment is an essential factor that can reduce turnover intention within a company (Khalid et al., 2018). Employee empowerment is a motivational strategy that organisations employ to enhance employee productivity and involvement

in decision-making processes (Ali et al., 2017). Empowerment initiatives are designed to boost employees' confidence (Omer, 2018). When employees are actively engaged in decision-making, and their emotional needs are fulfilled, turnover intention decreases (Yakut & Kara, 2021). Several studies have also found that an increase in empowerment within an organization reduces turnover intention (Hilal, 2023; Javed et al., 2014; Omer, 2018; Ozkan et al., 2020; Zamanan et al., 2020).

**H<sub>1</sub>: Employee empowerment influences turnover intention**

**B) Perceived Organizational Support and Turnover Intention**

Several studies refer to organizational support using the term Perceived Organizational Support. Perceived Organizational Support is the extent to which employees perceive that the company values their contributions, recognizes their efforts, and cares about their well-being in the workplace (Abdullahi et al., 2024). Companies must create meaningful experiences for employees by providing support and appreciating their work to prevent the emergence of turnover intention (Ayuningtias et al., 2019). Other supporting findings indicate that an increase in perceived organizational support experienced by employees leads to a decrease in turnover intention (Akgunduz & Sanli, 2017; Davaasuren et al., 2024; Hasan et al., 2018; Hilal, 2023; Ladao et al., 2022; Matande et al., 2022; Pennington et al., 2024)

H<sub>2</sub>: Perceived Organizational Support influences turnover intention

**C) Ethical Climate and Turnover Intention**

The climate is defined as the shared perception of policies, procedures, and practices applied within a company (Hung et al., 2015). Ethical climate, on the other hand, refers to the shared view of ethical behavior that employees experience in the workplace (Zengin 2019). Ethical climate serves as a guideline for employees regarding acceptable and unacceptable behavior in the work environment (Yasin et al., 2021). Positive behavior demonstrated by employees reflects their efforts to avoid deviant actions in the workplace (Suwaidan et al., 2022). Several supporting studies have indicated that an increased ethical climate reduces turnover intention (Rubel et al., 2017; Yang et al., 2014; Yasin et al., 2021; Nazarian et al., 2024).

H<sub>3</sub>: Ethical climate influences turnover intention

**D) Employee Empowerment and Job satisfaction**

Empowerment implemented by companies can enhance job satisfaction (Kim & Fernandez 2017). Empowerment boosts employees' confidence, leading to positive outcomes and increased productivity as employees experience greater job satisfaction (Chinomona et al. 2017). Employee empowerment is said to help companies achieve success by improving employee job satisfaction (AlKahtani et al., 2021). Several other studies have also supported the finding that employee empowerment positively influences job satisfaction (Chinomona et al., 2017; Idris et al., 2018; Raza et al., 2015; Yakut & Kara, 2021)

H<sub>4</sub>: Employee empowerment influences job satisfaction

**E) Perceived Organizational Support and Job Satisfaction**

Perceived organizational support is a critical factor influencing the relationship between employees and the company (Ghasempour et al., 2021). Employees with a strong perception of organizational support are more likely to have high job satisfaction (Ayuningtias et al., 2019). However, if employees experience dissatisfaction can trigger turnover intention, which may lead to actual turnover (Pennington et al., 2024). Previous studies have found a positive relationship between perceived organizational support and job satisfaction (The vanes & Y 2018; Davaasuren et al. 2024; Maan et al. 2020; Pennington et al. 2024; To & Guihai 2022).

H<sub>5</sub>: Perceived Organizational Support influences job satisfaction.

**F) Ethical Climate and Job Satisfaction**

A company's ethical climate is believed to regulate employee behavior in the workplace (Mitonga-Monga, 2018). The ethical climate in the workplace not only influences ethical values and norms but also affects employees' levels of job satisfaction (Köroğlu et al., 2024). When a company has a strong ethical climate, employee job satisfaction tends to be higher (Chinomona et al. 2017). Conversely, a poor ethical climate within a company can lead to lower job satisfaction (Abadiga et al., 2019). Several other studies also support this statement (Köroğlu et al., 2024; Suwaidan et al., 2022; Zengin, 2019).

H<sub>6</sub>: Ethical climate influences job satisfaction.

**G) Employee Empowerment and Organizational Commitment**

In a company, employee empowerment can enhance organizational commitment as employees feel adequately empowered by the organization (Kim & Fernandez 2017). Employees who possess organizational commitment feel a strong connection to their job and the company (Robbins & Judge, 2019). Employee empowerment initiatives are implemented by companies to retain employees and achieve organizational goals by fostering stronger organizational commitment (AlKahtani et al., 2021). Several other studies have supported this statement (Andika & Darmanto, 2020; Dewi et al., 2024; Hanaysha, 2016; Ruiz-Palomo et al., 2020).

H<sub>7</sub>: Employee empowerment influences organizational commitment.

#### **H) Perceived Organizational Support and Organizational Commitment**

Perceived organizational support arises when employees feel the organization supports them, leading to affective, normative, and continuance commitment toward the company (Wahyuni & Muafi 2021). This perception makes employees view their work environment as supportive, resulting in higher organisational commitment (Jehanzeb 2020). Several other studies also support this statement (To & Guihai 2022; Wahyuni & Muafi 2021; Satardien et al. 2019; Jehanzeb 2020).

H<sub>8</sub>: Perceived Organizational Support influences organizational commitment.

#### **I) Ethical Climate and Organizational Commitment**

Employees in a positive ethical climate tend to demonstrate their ability to achieve company goals and strongly commit to remaining with the company (Mitonga-Monga, 2018). When employees perceive an ethical climate within their company, their commitment to the organization tends to increase (Monteiro et al., 2021). Previous findings support the positive relationship between ethical climate and organizational commitment (Akmal et al., 2024; Hidayat et al., 2024; Mansoara et al., 2021; Rubel et al., 2017).

H<sub>9</sub>: Ethical climate influences organizational commitment.

#### **J) Job satisfaction and Organizational Commitment**

Job satisfaction and organizational commitment are interconnected, and companies use this relationship to understand employee attitudes (Bashir & Gani, 2020). When job satisfaction is achieved, it fosters strong organizational commitment, which is essential for sustainability (Winarsih & Fariz 2021). This commitment reflects loyalty stemming from job satisfaction, motivating employees to contribute to achieving the company's goals (Pratama et al., 2022). Previous studies have found that as job satisfaction increases, organizational commitment also rises (To & Guihai 2022; Gülay & Salih 2023; Olawale et al. 2016; Tang et al. 2019; Tadampali & Hadi 2017; Winarsih & Fariz 2021).

H<sub>10</sub>: Job satisfaction influences organizational commitment

#### **K) Job satisfaction and Turnover Intention**

One of the factors influencing employees' desire to change jobs is job satisfaction. Job satisfaction is critical in employees' decisions to stay with their current company or seek employment elsewhere (Davaasuren et al., 2024). A sense of happiness experienced by employees reduces turnover rates within the company (Javed et al. 2014). Employees who are satisfied with their jobs show positive attitudes, leading to a lower likelihood of turnover intention (Ngatuni & Anneth 2018). Conversely, lower job satisfaction among employees increases turnover intention (Kim & Fernandez, 2017; Ladelsky & Thomas, 2023; Ngatuni & Anneth, 2018; Otache & Ele-Ojo, 2022; Tarigan & Dorothea, 2015; Zhang et al., 2024).

H<sub>11</sub>: Job satisfaction influences turnover intention

#### **L) Organizational Commitment and Turnover Intention**

Another factor influencing employees' desire to change jobs is organizational commitment. Companies must enhance employees' commitment to work to ensure they remain with the company (Rubel et al., 2017). Employees with strong organizational commitment are less likely to consider leaving the company (Hilal, 2023). This is supported by several other studies, which have found that employee commitment significantly affects turnover intention (Matande et al., 2022; Ozkan et al., 2020; Suifan et al., 2017).

H<sub>12</sub>: Organizational commitment influences turnover intention.

#### **M) The Mediating Role of Job Satisfaction on Turnover Intention**

Job satisfaction is a critical factor influenced by employee empowerment, perceived organizational support, and ethical climate. According to (Yakut Kara, 2021; and Zamanan et al., 2020), job satisfaction mediates the relationship between employee empowerment and turnover intention. Additionally, job satisfaction has also been found to mediate the relationship between perceived organizational support and turnover intention (Yakut & Kara, 2021). Moreover, an increase in ethical climate contributes to higher job satisfaction (Köroğlu et al. 2024; Chinomona et al. 2017; Abadiga et al. 2019; Zengin 2019; Suwaidan et al. 2022). Supporting evidence suggests that job satisfaction mediates the impact of all three factors on turnover intention (Suwaidan et al., 2022).

H<sub>13</sub>: Job satisfaction mediates the influence of employee empowerment on turnover intention.

H<sub>14</sub>: Job satisfaction mediates the influence of perceived organizational support on turnover intention.

H<sub>15</sub>: Job satisfaction mediates the influence of ethical climate on turnover intention.

#### **N) The Mediating Role of Organizational Commitment on Turnover Intention**

Employee empowerment enhances employees' commitment to the organization, which reduces turnover intention, as supported by previous findings (Istiningdyah & Gunawan, 2022). Perceived organizational support also significantly reduces turnover intention and increases organizational commitment, as demonstrated by prior research (Albalawi et al., 2019).

Additionally, an ethical climate plays an essential role in organizations. According to (Nugroho & Muafi, 2021 Rubel et al., 2017), employees with a positive perception of the organization tend to be more committed, influencing turnover intention.

H<sub>16</sub>: Organizational commitment mediates the influence of employee empowerment on turnover intention.

H<sub>17</sub>: Organizational commitment mediates the influence of perceived organizational support on turnover intention.

H<sub>18</sub>: Organizational commitment mediates the influence of ethical climate on turnover intention.

#### ***O) The Mediating Role of Job Satisfaction on Organizational Commitment***

A company that effectively implements empowerment can enhance job satisfaction, significantly influencing employees' work performance (Ali et al., 2017). This finding aligns with previous research by (AlKahtani et al., 2021). Additionally, job satisfaction has been found to mediate the influence of perceived organizational support on organizational commitment (Donald et al., 2016; Purwantini & Rahyuda, 2020). A positive ethical climate strengthens employee commitment by increasing job satisfaction (Monteiro et al. 2021; Rubel et al. 2017; Akmal et al. 2024; Mansoara et al. 2021; To & Guihai 2022; Gülay & Salih 2023; Olawale et al. 2016; Tang et al. 2019; Tadampali & Hadi 2017). However, the mediating role of job satisfaction in the relationship between ethical climate and organizational commitment remains underexplored, highlighting the need for further research.

H<sub>19</sub>: Job satisfaction mediates the influence of employee empowerment on organizational commitment.

H<sub>20</sub>: Job satisfaction mediates the influence of perceived organizational support on organizational commitment.

H<sub>21</sub>: Job satisfaction mediates the influence of ethical climate on organizational commitment.

#### ***P) Job Satisfaction, Organizational Commitment, dan Turnover Intention***

Employee dissatisfaction can lead to a loss of organizational commitment, resulting in turnover intention (Brata & Wibawa 2021). Indirectly, increased organizational commitment is a product of higher job satisfaction, reducing turnover intention (Bachri & Solekah 2021). Several supporting studies have found that organizational commitment mediates the relationship between job satisfaction and turnover intention (Astiti & Surya, 2020; Hakim et al., 2018; Kadek et al., 2018; Romadhoni et al., 2020).

H<sub>22</sub>: Organizational commitment mediates the influence of job satisfaction on turnover intention.

#### ***Q) The Mediating of Job Satisfaction and Organizational Commitment on Turnover Intention***

Several factors positively influence job satisfaction. The first factor is employee empowerment. Research indicates that empowerment increases job satisfaction (AlKahtani et al., 2021; Chinomona et al., 2017; Idris et al., 2018; Raza et al., 2015; Yakut & Kara, 2021). Another factor influencing turnover intention is perceived organizational support, where an increase in perceived support leads to higher job satisfaction (Thevanes & Y 2018; Davaasuren et al. 2024; Maan et al. 2020; Pinnington et al. 2024; To & Guihai 2022). A positive ethical climate can also enhance employees' job satisfaction (Köroğlu et al. 2024; Chinomona et al. 2017; Abadiga et al. 2019; Suwaidan et al. 2022; Zengin 2019). When job satisfaction increases, organizational commitment rises, as they are closely related (Bashir & Gani, 2020).

Although many researchers have examined the direct effects of these three factors on turnover intention, the mediating roles of job satisfaction and organizational commitment in the relationships between these factors and turnover intention have not been studied together. Thus, further research is needed to explore both mediating roles simultaneously.

H<sub>23</sub>: Job satisfaction and organizational commitment mediate the influence of employee empowerment on turnover intention.

H<sub>24</sub>: Job satisfaction and organizational commitment mediate the influence of perceived organizational support on turnover intention.

H<sub>25</sub>: Job satisfaction and organizational commitment mediate the influence of ethical climate on turnover intention.

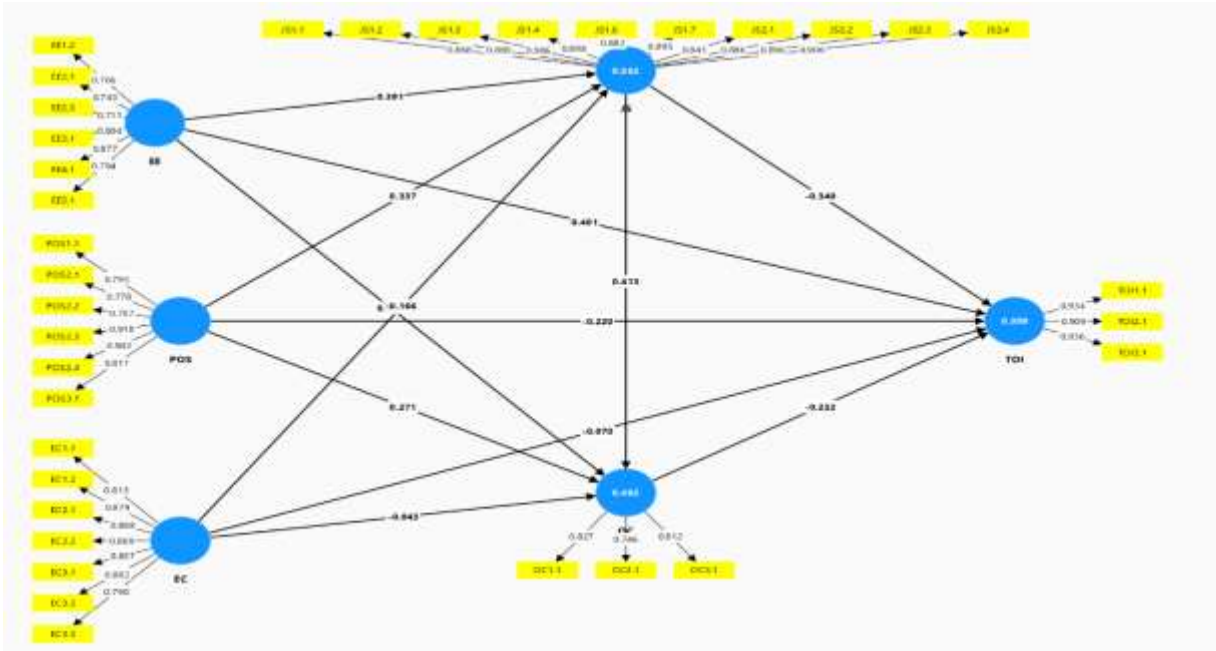


Figure 1. Standardized Results of SEM Calculations

#### IV. RESEARCH METHODOLOGY

This study collected data through questionnaires targeting employees in selected companies, including factories, offices, hotels, hospitals, schools, and other organizations in Indonesia. The study used a simple random sampling technique, as respondents were randomly selected under the assumption that all respondents were homogeneous.

The data were analyzed using the Statistics Package for Social Sciences (SPSS) and SmartPLS 4.0. SPSS was used to descriptively analyze the demographic characteristics of the respondents. The researchers used the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method to test the research hypotheses using the statistical software SmartPLS 4.0.

Table 1: Variable Definitions and Indicators

Variable	Definition	Indicators
Employee Empowerment (EE)	A company strategy to enhance employees' motivation, confidence, and productivity by granting authority and involving them in decision-making processes.	1. Willingness 2. Trust 3. Confidence 4. Credibility 5. Accountability 6. Communication
Perceived Organizational Support (POS)	Employees perceive how much the organization recognizes and values their contributions and cares about their well-being in the workplace.	1. Fairness 2. Supervisor support 3. Organizational recognition and working conditions
Ethical Climate (EC)	A shared perspective on the ethical behavior employees receive at work influences their actions and behavior within the company.	1. Code of ethics 2. Organizational policies 3. Rewards and sanctions
Job Satisfaction (JS)	Employees exhibit positive emotions when they feel happy and satisfied with their job and the company they work for.	1. Positive emotions regarding needs 2. Affective job satisfaction and values in the workplace
Organizational Commitment (OC)	Employees believe in staying part of the organization by dedicating themselves and putting in their best efforts to achieve organizational goals.	1. Attitude toward the organization/company 2. Commitment to goals 3. Commitment to loyalty 4. Level of feelings
Turnover Intention (TOI)	Employees' conscious and voluntary desire to leave their current job and move to another company.	1. Thoughts of leaving 2. Intention to leave 3. Searching for alternative jobs

## V. RESULT AND DISCUSSION

This study, 180 participants were selected as the research sample using a simple random sampling technique. The participants consisted of employees working in various selected profit-and non-profit companies in Indonesia. Data were collected through questionnaires over a period of four weeks, from September to October 2024. As shown in Table 2, the sample was slightly skewed towards male respondents, with 97 males (53.9%) compared to 83 females (46.1%). The sample was evenly distributed among respondents working in various job types and companies within the business industry. Details of the respondents' information are presented in Table 2

**Table 2. Demographic Profile of Respondents**

Category	Section	Frequency	Ratio (%)
Gender	Male	97	53.9
	Female	83	46.1
	Total	180	100.0
Age	<20 years	5	2.8
	20-29 years	136	75.6
	30-39 years	26	14.4
	40-45 years	10	5.6
	≥50 years	3	1.7
	Total	180	100.0
Education	Elementary School	3	1.7
	Junior High School	11	6.1
	Senior High School	92	51.1
	Diploma Degree	18	10.0
	Bachelor's Degree	53	29.4
	Master's Degree	2	1.1
	Doctoral Degree	1	.6
	Total	180	100.0
Experience	<5 years	119	66.1
	5-10 years	41	22.8
	>10 years	20	11.1
	Total	180	100.0
Marital Status	Married	85	47.2
	Unmarried	95	52.8
	Total	180	100.0
Job Type	Office/Management	38	21.1
	Sales/Marketing	66	36.7
	Research/Development	1	.6
	Production	14	7.8
	Healthcare Professionals	15	8.3
	Accommodation	17	9.4
	Customer Service	14	7.8
	Medical Professionals	7	3.9
	Education	6	3.3
	Event Organizers	2	1.1
	Total	180	100.0
	Retail	58	32.2
	Services	94	52.2
	Manufacturing	24	13.3
	Education	2	1.1
Company Type	Property	1	.6
	Government	1	.6
	Total	180	100.0

*Sources: Primary data analysis, December 2024*

**Tabel 3. Description of Research Variables**

Description	EE	POS	EC	OC	JS	TOI
Mean	38,52	22,94	27,06	14,05	43,88	6,72
Median	39	24	28	15	44	6,0
Mode	39	24	28	16	44	3

<i>Std. Deviasi</i>		8,58	4,476	6,244	4,292	9,626	3,443
<i>Minimum</i>		11	6	8	4	11	3
<i>Maximum</i>		50	30	35	20	55	15

**Sources:** Primary data analysis, December 2024

Based on the description above, the mean, median, mode, standard deviation, minimum, and maximum values for each variable to be analyzed in this study can be observed. The average shows that employee empowerment (38.52) is high, while the perceived organizational support (22.94) and ethical climate (27.06) are in the middle or high value. Job satisfaction shows a fairly high average (43.88), but the variation between respondents is significant ( $SD = 9.626$ ). While organizational commitment shows a relatively high average (14.05) with moderate data distribution. However, turnover intention shows a relatively low average (6.72), meaning respondents have low turnover intentions. Respondents indicate that employee empowerment, perceived organizational support, a good ethical climate, job satisfaction, and strong organizational commitment result in low turnover intention.

#### A) Convergent Validity

In Table 4, the evaluation was conducted based on internal consistency to perform the reflective measurement model (Outer Model), as shown by the criteria. Convergent validity (CV) was examined first, followed by discriminant validity (DV). An ideal loading factor value is achieved when each variable indicator is 0.70 or higher. In the initial PLS model test, several items had indicator loading values of less than 0.70, requiring elimination and retesting. After eliminating some items, a second test was conducted, resulting in variable indicator loading values above 0.711, indicating that all variable indicators were valid. Six items had to be eliminated due to poor indicator loading values: EE1.1, EE2.2, EE3.2, EE6.1, JS1.5, and OC4.1. Specifically, JS1.5 (job satisfaction) was eliminated because its VIF value indicated multicollinearity.

**Tabel 4. Measurement model results**

Variable	Measurement Items		Loadings factor	Cronbach's $\alpha$	AVE	CR
Employee Empowerment	EE adapted from (Ghasempour et al., 2021; Idris et al., 2018)			0.874	0.615	0.882
	EE1.2	I feel that independence improves my performance in completing tasks	0.766			
	EE2.1	I am allowed to solve work-related problems on my own	0.743			
	EE2.3	The company allows me to perform tasks independently	0.711			
	EE3.1	I am competent in performing my job	0.804			
	EE4.1	I am productive in completing tasks	0.877			
	EE5.1	The company encourages employees to improve their performance	0.794			
Perceived Organizational Support	POS adapted from (Cheng et al., 2013; Ghasempour et al., 2021)			0.909	0.689	0.923
	POS1.1	I am assisted by the company when facing problems	0.793			
	POS2.1	The company praises me for my performance improvements	0.778			
	POS2.2	I am reminded of the company's code of ethics	0.757			
	POS2.3	I appreciate the efforts I have put into my work	0.918			
	POS2.4	The company appreciates my values	0.902			
	POS3.1	I am provided with welfare benefits by the company	0.817			
Ethical Climate	EC adapted from (Ghasempour et al., 2021)			0.932	0.711	0.936
	EC1.1	The company has a formal and written code of ethics	0.813			
	EC1.2	The company enforces its code of ethics strictly	0.879			
	EC2.1	The company has policies to promote ethical behavior	0.888			



	EC2.2	The company has policies that strictly regulate ethical behavior	0.869			
	EC3.1	The company imposes sanctions on those who behave unethically	0.857			
	EC3.2	The company penalizes employees for unethical behavior driven by self-interest.	0.802			
	EC3.3	The company penalizes employees who follow others in unethical behavior	0.790			
Job Satisfaction	JS adapted from (Cheng et al., 2013; Ghasempour et al., 2021; M. Lee & Kim, 2023)			0.970	0.785	0.970
	JS1.1	I am satisfied with what I currently do at the company	0.868			
	JS1.2	I enjoy my current job	0.880			
	JS1.3	I like the work I do	0.906			
	JS1.4	I feel comfortable with my work	0.898			
	JS1.6	I feel energized at the workplace	0.882			
	JS1.7	I am enthusiastic about doing my job	0.895			
	JS2.1	I feel valued for what I currently do	0.841			
	JS2.2	I want to continue doing what I currently do	0.886			
	JS2.3	I feel inspired by the work I do	0.896			
Organizational Commitment	OC adapted from (Lee & Kim, 2023)			0.712	0.633	0.723
	OC1.1	I have a strong sense of belonging to the organization/company	0.827			
	OC2.1	I am attached to the department or company I work for	0.746			
	OC3.1	Working in this organization/company is personally meaningful	0.812			
Turnover Intention	TOI adapted from (Ghasempour et al., 2021)			0.918	0.858	0.922
	TOI1.1	I have the desire to move to another company	0.934			
	TOI2.1	I plan to move within the next year	0.909			
	TOI3.1	I will soon move to another company	0.936			

Sources: Primary data analysis, December 2024

Composite Reliability (CR) and Cronbach's alpha (CA) have a reliability value of 0.70. As shown in Table 4, all CR and CA values are above 0.70, indicating that all research variables are reliable. Additionally, as presented in Table 4, the overall AVE values for all variables are  $\geq 0.50$ , showing that all variables meet the criteria for good convergent validity and have high values, ranging from 0.615 to 0.858.

#### B) Discriminant validity

The Fornell-Larcker criterion is utilized to assess discriminant validity. According to this criterion, the square root of the AVE for each variable must be greater than the correlations between that variable and other variables. As presented in Table 5, the results indicate that all measurement variables exhibit good discriminant validity, as each variable shows a higher correlation with itself than its correlations with other variables.

Table 5. Fornell Larcker Criterion

	EC	EE	JS	OC	POS	TOI
EC	0.843					
EE	0.550	0.784				
JS	0.582	0.648	0.886			
OC	0.444	0.532	0.658	0.796		
POS	0.596	0.491	0.628	0.581	0.830	
TOI	-0.282	-0.090	-0.412	-0.402	-0.413	0.926

Sources: Primary data analysis, December 2024

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

	EC	EE	JS	OC	POS	TOI
EC						
EE	0.600					
JS	0.607	0.696				
OC	0.531	0.661	0.782			
POS	0.647	0.545	0.659	0.704		
TOI	0.303	0.103	0.434	0.493	0.443	

*Sources: Primary data analysis, December 2024*

Another method used to evaluate discriminant validity is by examining the Heterotrait-Monotrait Ratio (HTMT). The criterion for the HTMT value is less than 0.90. As shown in Table 6, the overall test results indicate that all HTMT values are below 0.90, confirming that discriminant validity has been adequately established.

In this study, once the assessment of the measurement model is satisfactory, the PLS-SEM results can be evaluated by assessing the structural model (Inner Model). This begins with examining the R-square values for each endogenous latent variable, which indicate the predictive power of the structural model. Subsequently, the Q-Square Predictive Relevance, also known as Predictive Sample Reuse, can be evaluated.

**Table 7. R-Square Test and Q-Square**

Variable	R-Square Adjusted	Q-Square
Job Satisfaction	0.555	0.522
Organizational Commitment	0.481	0.381
Turnover Intention	0.288	0.160

*Sources: Primary data analysis, December 2024*

The results presented in the table above indicate that R-Square values of 0.75, 0.50, and 0.25 can be interpreted as representing strong, moderate, and weak models, respectively. The R-Square value for job satisfaction is 0.555, suggesting that the model is moderate. In contrast, organizational commitment has an R-Square value of 0.481, indicating a weak model, while turnover intention has an R-Square value of 0.288, signifying a weak model. On the other hand, the Q-Square values show good predictive relevance, as all Q-Square values are greater than 0.

### C) Hypotheses Testing

**Table 8. Direct Effect Test Results**

Hypothesis	Path Coefficient	T-value	P-value	Supported
H1 EE → TOI	0.401	4.660	0.000	Yes
H2 POS → TOI	-0.220	2.149	0.032	Yes
H3 EC → TOI	-0.070	0.738	0.461	No
H4 EE → JS	0.391	4.578	0.000	Yes
H5 POS → JS	0.337	3.192	0.001	Yes
H6 EC → JS	0.166	1.813	0.070	No
H7 EE → OC	0.155	1.843	0.065	No
H8 POS → OC	0.271	2.971	0.003	Yes
H9 EC → OC	-0.043	0.532	0.595	No
H10 JS → OC	0.413	5.239	0.000	Yes
H11 JS → TOI	-0.340	3.475	0.001	Yes
H12 OC → TOI	-0.232	2.517	0.012	Yes

*Sources: Primary data analysis, December 2024*

**Table 9. Indirect Effect Test Results**

Hypothesis	Path coefficient	T-Value	P-Value	Supported
H13 EE → JS → TOI	-0.133	3.153	0.002	Yes
H14 POS → JS → TOI	-0.115	2.203	0.028	Yes
H15 EC → JS → TOI	-0.057	1.481	0.139	No
H16 EE → OC → TOI	-0.036	1.432	0.152	No
H17 POS → OC → TOI	-0.063	1.771	0.077	No
H18 EC → OC → TOI	0.010	0.478	0.633	No

H19	EE → JS → OC	0.162	3.275	0.001	Yes
H20	POS → JS → OC	0.139	2.665	0.008	Yes
H21	EC → JS → OC	0.069	1.736	0.083	No
H22	JS → OC → TOI	-0.096	2.166	0.030	Yes
H23	EE → JS → OC → TOI	-0.038	1.846	0.065	No
H24	POS → JS → OC → TOI	-0.032	1.650	0.099	No
H25	EC → JS → OC → TOI	-0.016	1.420	0.156	No

Sources: Primary data analysis, December 2024

#### D) Direct Effect

##### a. Employee Empowerment and Turnover Intention

The results for Hypothesis 1 show a path coefficient of 0.401, indicating a positive effect. The T-Value is 4.660, and the P-Value is 0.000, less than 0.05. Thus, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Employee Empowerment influences Turnover Intention. These findings differ from previous studies (Ghasempour et al., 2021; Hilal, 2023; Javed et al., 2014; Omer, 2018; Ozkan et al., 2020; Yakut & Kara, 2021; Zamanan et al., 2020) which found a negative influence of Employee Empowerment on Turnover Intention.

##### b. Perceived Organizational Support and Turnover Intention

The results for Hypothesis 2 show a path coefficient of -0.220, indicating a negative effect. The T-value is 2.149, and the P-value is 0.032, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Perceived Organizational Support influences Turnover Intention. These findings align with studies by (Davaasuren et al., 2024; Ghasempour et al., 2021; Hasan et al., 2018; Hilal, 2023; Ladao et al., 2022; Matande et al., 2022; Pinnington et al., 2024; Wong & Yui, 2017) However, and they differ from the findings of (Naini & Riyanto, 2023; Shafique et al., 2018) who found a positive influence of Perceived Organizational Support on Turnover Intention.

##### c. Ethical Climate and Turnover Intention

The results for Hypothesis 3 show a path coefficient of -0.070, indicating a negative effect. However, the T-Value is 0.738, and the P-Value is 0.461, greater than 0.05. Thus, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Turnover Intention. These findings differ from those of previous studies (Ghasempour et al., 2021; S. H. Lee & Ha-Brookshire, 2017; Nugroho & Muafi, 2021; Rubel et al., 2017; Yang et al., 2014; Yasin et al., 2021) who found that Ethical Climate negatively influences Turnover Intention.

##### d. Employee Empowerment and Job Satisfaction

The results for Hypothesis 4 show a path coefficient of 0.391, indicating a positive effect. The T-value is 4.578, and the P-value is 0.000, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Employee Empowerment influences Job Satisfaction. These findings align with previous studies (AlKahtani et al., 2021; Chinomona et al., 2017; Ghasempour et al., 2021; Idris et al., 2018; Raza et al., 2015; Yakut & Kara, 2021) which found that Employee Empowerment positively influences Job Satisfaction.

##### e. Perceived Organizational Support and Job Satisfaction

The results for Hypothesis 5 show a path coefficient of 0.337, indicating a positive effect. The T-Value is 3.192, and the P-Value is 0.001, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Perceived Organizational Support influences Job Satisfaction. These findings are consistent with prior studies (Davaasuren et al., 2024; Ghasempour et al., 2021; Maan et al., 2020; Pinnington et al., 2024; Thevanes & Y, 2018; To & Guihai, 2022; Wong & Yui, 2017) which found that Perceived Organizational Support positively influences Job Satisfaction.

##### f. Ethical Climate and Job Satisfaction

The results for Hypothesis 6 show a path coefficient of 0.166, indicating a positive effect. However, the T-Value is 1.813, and the P-Value is 0.070, greater than 0.05. Thus, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Job Satisfaction. These findings differ from previous studies (Abadiga et al., 2019; Chinomona et al., 2017; Ghasempour et al., 2021; Köroğlu et al., 2024; Suwaidan et al., 2022) which found that Ethical Climate positively influences Job Satisfaction.

##### g. Employee Empowerment and Organizational Commitment

The results for Hypothesis 7 show a path coefficient of 0.155, indicating a positive effect. However, the T-Value is 1.843, and the P-Value is 0.065, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Employee Empowerment does not influence Organizational Commitment. These findings differ from prior research by (AlKahtani et al., 202) (Andika & Darmanto, 2020; Dewi et al., 2024 Hanaysha, 2016; Ruiz-Palomo et al., 2020) which found that Employee Empowerment positively influences Organizational Commitment.

**h. Perceived Organizational Support and Organizational Commitment**

The results for Hypothesis 8 show a path coefficient of 0.271, indicating a positive effect. The T-Value is 2.971, and the P-Value is 0.003, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Perceived Organizational Support influences Organizational Commitment. These findings align with previous studies by (Firmansyah et al., 2022 Jehanzeb, 2020; Satardien et al., 2019; To & Guihai, 2022; Wahyuni & Muafi, 2021), which found that Perceived Organizational Support positively influences Organizational Commitment.

**i. Ethical Climate and Organizational Commitment**

The results for Hypothesis 9 show a path coefficient of -0.043, indicating a negative effect. The T-Value is 0.532, and the P-Value is 0.595, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Organizational Commitment. These findings differ from previous studies by (Akmal et al., 2024 Hidayat et al., 2024 Mansoara et al., 2021 Monteiro et al., 2021 Rubel et al., 2017), which found that Ethical Climate positively influences Organizational Commitment.

**j. Job Satisfaction and Organizational Commitment**

The results for Hypothesis 10 show a path coefficient of 0.413, indicating a positive influence. The T-Value is 5.239, and the P-Value is 0.000, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Job Satisfaction influences Organizational Commitment. These findings align with previous studies by (Gülay Salih, 2023 Olawale et al., 2016 Tadampali & Hadi, 2017 Tang et al., 201) (To & Guihai, 2022; Winarsih & Fariz, 2021) which found that Job Satisfaction positively influences Organizational Commitment.

**k. Job Satisfaction and Turnover Intention**

The results for Hypothesis 11 show a path coefficient of -0.340, indicating a negative influence. The T-Value is 3.475, and the P-Value is 0.001, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Job Satisfaction influences Turnover Intention. These findings are consistent with previous studies by (Ladelsky Thomas, 2023 Ngatuni & Anneth, 2018 Otache & Ele-Ojo, 2022 Tarigan & Dorothea, 201) (Zhang et al., 2024), which found that Job Satisfaction negatively influences Turnover Intention.

**l. Organizational Commitment and Turnover Intention**

The results for Hypothesis 12 show a path coefficient of -0.232, indicating a negative influence. The T-Value is 2.517, and the P-Value is 0.012, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Organizational Commitment influences Turnover Intention. These findings align with prior research by (Hilal, 2023; Matande et al., 2022 Ozkan et al., 2020 Rubel et al., 2017 Suifan et al., 2017), which found that Organizational Commitment negatively influences Turnover Intention.

**E) Indirect Effect**

**a. Employee Empowerment on Turnover Intention Mediates by Job Satisfaction**

The results for Hypothesis 13 show a path coefficient of -0.133, indicating a negative influence. The T-Value is 3.153, and the P-Value is 0.002, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Employee Empowerment influences Turnover Intention by mediating Job Satisfaction.

**b. Perceived Organizational Support on Turnover Intention Mediated by Job Satisfaction**

The results for Hypothesis 14 show a path coefficient of -0.115, indicating a negative influence. The T-Value is 2.203, and the P-Value is 0.028, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Perceived Organizational Support influences Turnover Intention by mediating Job Satisfaction.

**c. Ethical Climate on Turnover Intention Mediated by Job Satisfaction**

The results for Hypothesis 15 show a path coefficient of -0.057, indicating a negative influence. However, the T-Value is 1.481, and the P-Value is 0.139, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Turnover Intention by mediating Job Satisfaction.

**d. Employee Empowerment on Turnover Intention Mediated by Organizational Commitment**

The results for Hypothesis 16 show a path coefficient of -0.036, indicating a negative influence. However, the T-Value is 1.432, and the P-Value is 0.152, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Employee Empowerment does not influence Turnover Intention through the mediation of Organizational Commitment.

**e. Perceived Organizational Support on Turnover Intention Mediated by Organizational Commitment**

The results for Hypothesis 17 show a path coefficient of -0.063, indicating a negative influence. However, the T-Value is 1.771, and the P-Value is 0.077, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Perceived Organizational Support does not influence Turnover Intention by mediating Organizational Commitment.

**f. Ethical Climate on Turnover Intention Mediated by Organizational Commitment**

The results for Hypothesis 18 show a path coefficient of 0.010, indicating a positive influence. However, the T-Value is 0.478, and the P-Value is 0.633, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Turnover Intention by mediating Organizational Commitment.

**g. Employee Empowerment on Organizational Commitment Mediated by Job Satisfaction**

The results for Hypothesis 19 show a path coefficient of 0.162, indicating a positive influence. The T-Value is 3.275, and the P-Value is 0.001, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Employee Empowerment influences Organizational Commitment by mediating Job Satisfaction.

**h. Perceived Organizational Support on Organizational Commitment Mediated by Job Satisfaction**

The results for Hypothesis 20 show a path coefficient of 0.139, indicating a positive influence. The T-Value is 2.665, and the P-Value is 0.008, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Perceived Organizational Support influences Organizational Commitment by mediating Job Satisfaction.

**i. Ethical Climate on Organizational Commitment Mediated by Job Satisfaction**

The results for Hypothesis 21 show a path coefficient of 0.069, indicating a positive influence. However, the T-Value is 1.736, and the P-Value is 0.083, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Organizational Commitment by mediating Job Satisfaction.

**j. Job Satisfaction on Turnover Intention Mediated by Organizational Commitment**

The results for Hypothesis 22 show a path coefficient of -0.096, indicating a negative influence. The T-Value is 2.166, and the P-Value is 0.030, less than 0.05. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted. It can be concluded that Job Satisfaction influences Turnover Intention by mediating Organizational Commitment.

**k. Employee Empowerment on Turnover Intention Mediated by Job Satisfaction and Organizational Commitment**

The results for Hypothesis 23 show a path coefficient of -0.038, indicating a negative influence. However, the T-Value is 1.846, and the P-Value is 0.065, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Employee Empowerment does not influence Turnover Intention through the mediation of Job Satisfaction and Organizational Commitment.

**l. Perceived Organizational Support on Turnover Intention Mediated by Job Satisfaction and Organizational Commitment**

The results for Hypothesis 24 show a path coefficient of -0.032, indicating a negative influence. However, the T-Value is 1.650, and the P-Value is 0.099, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Perceived Organizational Support does not influence Turnover Intention through the mediation of Job Satisfaction and Organizational Commitment.

**m. Ethical Climate on Turnover Intention Mediated by Job Satisfaction and Organizational Commitment**

The results for Hypothesis 25 show a path coefficient of -0.016, indicating a negative influence. However, the T-Value is 1.420, and the P-Value is 0.156, greater than 0.05. Therefore, the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. It can be concluded that Ethical Climate does not influence Turnover Intention by mediating Job Satisfaction and Organizational Commitment.

## VI. CONCLUSION

This study proves the role of job satisfaction as a significant mediator in the influence of employee empowerment and perceived organizational support on turnover intention. However, the role of job satisfaction does not significantly mediate the influence of ethical climate on turnover intention. Furthermore, organizational commitment does not significantly mediate the influence of employee empowerment, perceived organizational support, or ethical climate on turnover intention. Additionally, the combined roles of job satisfaction and organizational commitment do not significantly mediate the effects of employee empowerment, perceived organizational support, or ethical climate on turnover intention. Moreover, the mediating role of job satisfaction significantly mediates the influence of employee empowerment and perceived organizational support on organizational commitment, whereas job satisfaction does not significantly mediate the influence of ethical climate on organizational commitment.

Meanwhile, the mediating role of organizational commitment significantly mediates the influence of job satisfaction on turnover intention. In terms of direct effects, employee empowerment and perceived organizational support have a significant influence, while the ethical climate does not influence turnover intention or job satisfaction. Additionally, perceived organizational support influences organizational commitment, whereas employee empowerment and ethical climate do not.

Furthermore, job satisfaction influences organizational commitment. Finally, both job satisfaction and organizational commitment influence turnover intention.

Although this study provides valuable insights into reducing employee turnover intention, it has several limitations. First, the study targeted employees from various selected companies with different job types within a single country, making it challenging to generalize the findings. Additionally, the inclusion of organizational commitment as a mediating variable did not significantly contribute to influencing the factors affecting turnover intention.

In future research, it is recommended that researchers expand the scope of the study to include employees from business industries in other countries, along with detailed information on the positions of each worker, to achieve more generalizable results. Additionally, careful consideration should be given to the selection of mediating variables. Researchers are encouraged to conduct further studies using different objects and methods to obtain stronger evidence on the mediating role in the relationship between factors and turnover intention.

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