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THE EFFECT OF ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MEDIATION VARIABLE IN PT DARMA JAYA VALUTA GIANYAR

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ABSTRACT (10 PT)

Turnover intention is the tendency or degree to which an employee is likely to leave the company either voluntarily or involuntarily due to the lack of attractiveness of the current job and the availability of other job options. This study aims to determine the effect of organizational commitment on turnover intention with job satisfaction as a mediating variable at PT Darma Jaya Valuta Gianyar. This research was conducted at the head office and branch offices of PT Darma Jaya Valuta Gianyar. The sample in this study was 32 employees of PT Darma Jaya Valuta Gianyar. The sampling technique in this study was saturated sampling, and data collection was carried out through documentation, interviews, and questionnaires. The data analysis technique used in this study was a variance-based structural equation model or component-based structural equation model through the SmartPLS 4.0 program. Based on the results of the analysis, this study shows that organizational commitment has a positive and significant effect on job satisfaction. Organizational commitment has a negative and significant effect on turnover intention. Job satisfaction has a negative and significant effect on turnover intention. Job satisfaction can be a mediating variable in the influence of organizational commitment on turnover intention.

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1. INTRODUCTION

Human resources (HR) are a crucial asset for a company. A company's success is largely determined by its human resources. The workforce plays a crucial role in achieving company goals. Because of the importance of human resources in both short-term and long-term business competition, an organization needs to have a competitive advantage over its competitors. Chiat & Panatik (2023)

stated that one of the most frustrating and persistent human resource issues faced by companies is the desire to leave or leave the company. A survey report from Michael Page Indonesia found that 72% of respondents intended to resign from their jobs within the next 12 months (Manurung & Sihombing, 2023).

Low organizational commitment is one of the factors that triggers employees' desire to leave the organization (Kurniawan and Mranani, 2023). Porter et al., (2024) stated that organizational commitment is an individual's strength in identifying and engaging with an organization. Luthans (2022) added that organizational commitment is an attitude that reflects employee loyalty and acceptance of the company's values and goals. The results of observations and initial interviews conducted by researchers at PT Darma Jaya Valuta Gianyar revealed problems related to organizational commitment, particularly regarding the normative commitment indicator. Research conducted by Normi et al., (2025), Rahayu et al., (2025) showed that organizational commitment had a negative and significant effect on turnover intention. However, research conducted by Fauzan et al., (2024) showed that organizational commitment did not significantly affect turnover intention.

Besides influencing turnover intention, organizational commitment can also influence job satisfaction (Firdaus and Iqbal, 2025). Organizational commitment, in this case, influences job satisfaction, supported by the theory of Luthans (2022), which states that if organizational commitment is high, employee job satisfaction will also increase. The results of observations and initial interviews conducted by researchers at PT Darma Jaya Valuta Gianyar revealed problems related to job satisfaction, particularly regarding salary indicators. Research conducted by Firdaus and Iqbal (2025), Lujunai (2025) showed that organizational commitment has a positive and significant effect on job satisfaction. However, this is different from research conducted by Hamzali (2024), which showed that organizational commitment did not have a significant effect on job satisfaction.

Apart from organizational commitment, to reduce the level of turnover intention there are other factors that can influence it, namely job satisfaction (Indrati,2025). Job satisfaction is the feeling or perception of employees resulting from the work being done, or it can be said that job satisfaction is the satisfaction received when employees achieve maximum results from their work. Research conducted by Anggraeni (2025), Yupiter and Ardiansyah (2025) showed that job satisfaction had a negative and significant effect on turnover intention. However, research conducted by Sari (2025) showed that job satisfaction had a positive and significant effect on turnover intention.

This research was conducted at PT Darma Jaya Valuta Gianyar, a company operating in the financial services sector. Based on observations with Ni Ayu Putu Yesi Astuti, the Head of PT Darma Jaya Valuta Gianyar, regarding working hours and the number of employees, it was found that working hours at PT Darma Jaya Valuta Gianyar are Monday - Saturday, with working hours from 08.00 - 21.00 WITA. Furthermore, PT Darma Jaya Valuta Gianyar has a total of 32 employees. Ni Ayu Putu Yesi Astuti also revealed that employee turnover often occurs. This is supported by employee turnover data at PT Darma Jaya Valuta Gianyar for the 2022-2024 period, presented in Table 1.

Table 1. Employee Turnover Intention Data at PT Darma Jaya Valuta Gianyar 2022-2024

Year	Number of Employees at the Beginning of the Year	Number of Employees Entered	Number of Employees Leaving	Number of Employees at the End of the Year	Turnover Rate
2022	35	20	14	41	36.84%
2023	41	18	19	40	46.91%
2024	40	12	20	32	55.56%

Source: PT Darma Jaya Valuta Gianyar (2025)

To find out the turnover percentage, you can use the annual employee turnover formula according to Juleiqa and Indarto (2024), which is as follows:

$$Turnover = \frac{\text{(Amount Employees Leaving in a Year)}}{\text{((Number of Employees at the Beginning of the Year + End of the Year) : 2)}} \times 100\%$$

Table 1 shows that the number and percentage of employees leaving from 2022 to 2024 continued to increase. Based on calculations using the formula above, in 2022, 14 employees left, with a

turnover percentage of 36.84%. This was followed by 19 employees leaving in 2023, with a turnover percentage of 46.91%. The highest peak was in 2024, with 20 employees leaving, with a turnover percentage of 55.56%. According to Jaya & Widiastini (2021), a normal turnover rate ranges from 5% to 10% per year. If turnover exceeds 10%, the rate is considered high. Based on the data listed in Table 1.1, it can be concluded that the employee turnover rate at PT Darma Jaya Valuta Gianyar is quite high. Increasing or high turnover rates in a company have negative impacts in the form of instability and uncertainty in the available workforce. This also forces companies to spend money on recruiting new workers and providing them with training.

Social exchange theory serves as the grand theory in this research. The main proponent of social exchange theory was George Homans, who later developed it with Blau in 1964. Social exchange theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact, and their experiences (Sugianingrat et al., 2021). According to Blau, the approach taken through social exchange theory is that organizations provide something of value to employees, and in return, employees will give their best to the organization (Sulistyan, 2021). Social Exchange Theory (SET) views the employment relationship as a reciprocal exchange between employees and the organization. If employees perceive fair emotional, social, and material benefits (e.g., decent pay, superior support, a comfortable work environment), they will reciprocate with positive behaviors such as loyalty, high performance, and retention. Conversely, if the exchange is perceived as unfair, they are more likely to want to leave. In Social Exchange Theory (SET), organizational commitment reflects employees' emotional attachment, sense of belonging, and willingness to support company goals. Highly committed employees will evaluate their work experiences positively, thereby increasing job satisfaction. At PT Darma Jaya Valuta Gianyar, for example, employees who feel valued and trusted are more satisfied with their jobs (Hamidi, 2024). According to Social Exchange Theory (SET), when employees are satisfied (feeling their needs and expectations are met), they will reciprocate by remaining with the company. Low job satisfaction will trigger turnover intention because the exchange is perceived as detrimental. Therefore, at PT Darma Jaya Valuta Gianyar, job satisfaction acts as a buffer that can suppress the desire to leave. Employees with high commitment feel morally and emotionally bound to remain with the organization. From a SET perspective, this is because they have received benefits and support from the organization, so leaving the company is seen as a violation of the exchange relationship. Low commitment tends to increase turnover intention. Job satisfaction bridges the relationship between organizational commitment and turnover intention. This means that high commitment will increase job satisfaction, and this satisfaction ultimately reduces turnover intention. Within the SET framework, job satisfaction is a form of emotional reward derived from organizational commitment, which then influences the decision to stay or leave the company (Hamidi, 2024).

Organizational commitment in this case influences job satisfaction, this is supported by the theory from Luthans (2022) which states that if organizational commitment is high, employee job satisfaction will also increase. Research result Firdaus and Iqbal (2025) showed that organizational commitment has a positive and significant effect on job satisfaction. Lujunai (2025) also showed that organizational commitment has a positive and significant effect on job satisfaction. Similarly, research by Muhaiminu et al. (2025) also showed that organizational commitment has a positive and significant effect on job satisfaction. This means that increasing organizational commitment will increase job satisfaction. Based on the theory and research results, the following hypothesis can be formulated:

H1: Organizational commitment has a negative effect on turnover intention at PT Darma Jaya Valuta Gianyar.

Porter et al., (2024) stated that organizational commitment is an individual's strength in identifying and involving individuals in an organization. Research result Normi et al. (2025) showed that organizational commitment negatively influences turnover intention. Rahayu et al. (2025) showed that organizational commitment has a negative and significant effect on turnover intention. Similarly, research by Azmy and Mauludi (2024) showed that organizational commitment negatively influences turnover intention. This means that a decrease in organizational commitment can increase turnover intention. Based on the theory and research results, the following hypothesis can be formulated.

H2: Work life balance has a negative effect on employee turnover intention.

Job satisfaction is assessed as a feeling of pleasure that arises from the physical, environmental, and mental aspects that are obtained and can be represented as an employee's cognitive and affective response to the work he does at his workplace (Lin & Huang, 2021). Research result Sari (2025) showed that job satisfaction has a negative and significant effect on turnover intention. Indrati (2025) showed

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that job satisfaction has a negative and significant effect on turnover intention. Another study conducted by Yupiter and Ardiansyah (2025) showed that job satisfaction has a negative and significant effect on turnover intention. This means that increasing job satisfaction can increase turnover intention. Kusmardianto (2025) showed that job satisfaction has a significant negative effect on turnover intention. Based on the theory and research results, the following hypothesis can be formulated.:

H3: Job satisfaction has a negative effect on turnover intention at PT Darma Jaya Valuta Gianyar.

Strong organizational commitment will increase job satisfaction, and this job satisfaction ultimately reduces employee intentions to leave the company. Without job satisfaction, the effect of commitment on intentions to stay may not be as strong (Marlapa and Endri, 2024). Research resultPulungan and Tiarapuspa (2025) showed that job satisfaction mediates the influence of organizational commitment on turnover intention. Ramadhania and Wulansari (2022) showed that job satisfaction mediates the influence of organizational commitment on turnover intention. Nurcahyo et al., (2024) showed that job satisfaction mediates the influence of organizational commitment on turnover intention. This means that the higher an employee's level of job satisfaction, the higher their commitment to the company and thus their desire to leave the company will be lower. Based on the theory and research results, the following hypothesis can be formulated:

H3: Job satisfaction is able to mediate the influence of organizational commitment on turnover intention at PT Darma Jaya Valuta Gianyar.

2. METHOD

This research was conducted at the head office and branch office of PT Darma Jaya Valuta Gianyar. In this study, the object of research is organizational commitment, job satisfaction and turnover intention. The sampling technique in this study is saturated sampling. The number of samples in this study is 32 employees PT Darma Jaya Valuta Gianyar. Meitoidoi The data collection used in this study is documentation, interviews, and questionnaires. The data analysis technique used in this study is a variance-based structural equation model or component-based structural equation model through the SmartPLS 4.0 program.

3. RESULT DAN ANALISIS

3.1 Instrument Test

3.1.1 Validity Test

Table 2. Instrument Validity Test

No	Variables	Question Items	Correlation Coefficient	Information
1	Organizational Commitment (X)	X1.1	0.797	Valid
		X1.2	0.705	Valid
		X1.3	0.826	Valid
2	Job Satisfaction (Z)	Z1.1	0.849	Valid
		Z1.2	0.865	Valid
		Z1.3	0.910	Valid
		Z1.4	0.909	Valid
		Z1.5	0.810	Valid
3	Turnover Intention (Y)	Y1.1	0.881	Valid
		Y1.2	0.768	Valid
		Y1.3	0.786	Valid
		Y1.4	0.855	Valid

Source: Data processed, 2025

Table 2 show that all variable from the organizational commitment, job satisfaction, and turnover intention variables used in this study were valid. This can be seen from the correlation coefficient value of each question item greater than 0.30.

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3.1.2 Reliability Test

Table 3. Instrument Reliability Test Results

No	Variables	Cronbach Alpha	Cut Point	Information
1	Organizational Commitment(X)	0.814	0.60	Reliable
2	Job Satisfaction (Z)	0.819	0.60	Reliable
3	Turnover Intention(Y)	0.821	0.60	Reliable

Source: Data processed, 2025

Table 3 shows that The Cronbach's alpha value for the organizational commitment variable was 0.814, job satisfaction was 0.819, and turnover intention was 0.821. Each variable The Cronbach's Alpha coefficient value is above 0.60. Therefore, in conclusion, all variables used in this study are reliable and therefore suitable for use as research instruments.

3.2 Partial Least Square (PLS) Test

Hypothesis testing in this study includes: 1) the effect of organizational commitment on job satisfaction, 2) effect organizational commitment on turnover intention, 3) effect job satisfaction has a positive effect on turnover intention, and 4) the role of job satisfaction as a mediating variable in the effect of organizational commitment on turnover intention. In terms of testing the hypotheses, the results of Smart PLS 4.0 data processing are displayed in the form of images, which are presented in Figure 1.

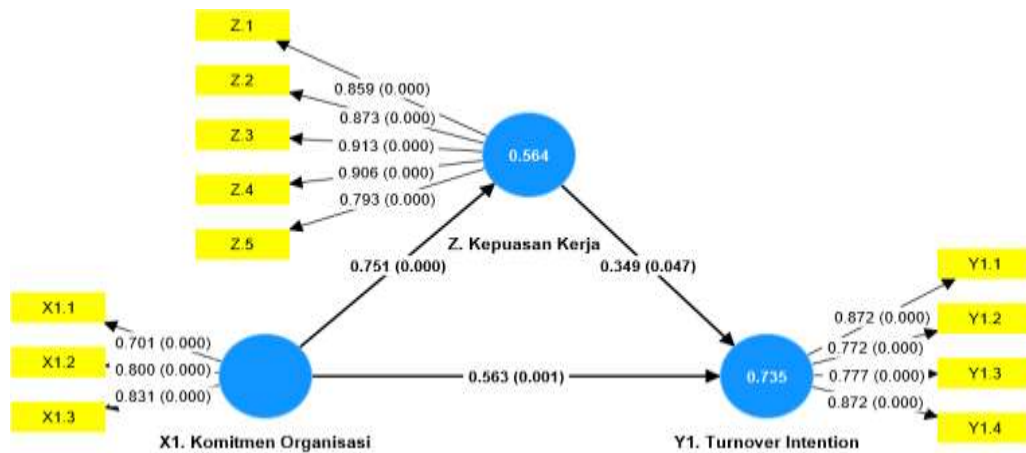


Figure 1. Path Diagram of the Relationship between Organizational Commitment, Job Satisfaction and Turnover Intention

Based on the results of data processing carried out using the Smart PLS 4.0 program as shown in Figure 1, a table can be created regarding the relationship between variables, as shown in Table 4.

Table 4. Direct Relationship Between Organizational Commitment, Job Satisfaction and Turnover Intention Variables

Relationship between variables	Path Coefficient	T Statistics	P values	Information
X (Organizational Commitment) -> Z (Job Satisfaction)	0.751	12,539	0,000	Significance
X (Organizational Commitment) -> Y (Turnover Intention)	-0.563	3,227	0.001	Significance
Z (Job Satisfaction) -> Y (Turnover Intention)	-0.349	1,988	0.047	Significance

Source: Data processed, 2025

Based on Table 4, the testing of the relationship between variables can be described as follows:

- 1) Testing the effect of Organizational Commitment on Job Satisfaction.

Testing the effect of organizational commitment on job satisfaction can be explained through Figure 1 which is summarized in Table 4, showing that organizational commitment has a

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positive and significant influence on job satisfaction. This is indicated by the path coefficient between organizational commitment and job satisfaction of 0.751 with a t-statistic coefficient of 12.539 > t-statistic of 1.96, and a significance value of 0.000 < 0.05. The results of this test prove the first hypothesis (H1), which states that organizational commitment has a positive and significant influence on job satisfaction can be accepted.

2) Testing the effect of Organizational Commitment on Turnover Intention.

The effect of organizational commitment on turnover intention can be explained through Figure 1, which is summarized in Table 4, showing that organizational commitment has a negative and significant effect on turnover intention. This is indicated by the path coefficient from the organizational commitment variable to turnover intention of negative 0.563, with a t-statistic coefficient of 3.227 > t-statistic of 1.96, and a significance value of 0.001 < 0.05. The results of this test indicate that the second hypothesis (H2), which states that organizational commitment has a negative and significant effect on turnover intention, can be accepted.

3) Testing the effect of Job Satisfaction on Turnover Intention.

The test of the effect of job satisfaction on turnover intention, as illustrated in Figure 1, summarized in Table 4, shows that job satisfaction has a negative and significant effect on turnover intention. This is demonstrated by the path coefficient from job satisfaction to turnover intention of negative 0.349, with a t-statistic coefficient of 1.988 > t-statistic of 1.96, and a significance value of 0.047 < 0.05. These test results prove that the third hypothesis (H3), which states that job satisfaction has a negative and significant effect on turnover intention, is accepted.

4) Testing the effect of Organizational Commitment on Turnover Intention with Job Satisfaction as a Mediating Variable.

Testing of organizational commitment to turnover intention through job satisfaction is shown in Table 5 below.

Table 5. Results of Total Indirect Effect Calculation

Relationship between variables	Path Coefficient	T Statistics	P values	Information
Organizational Commitment(X) → Job Satisfaction (Z) → Turnover Intention (Y)	0.263	2,818	0.009	Significance

Source: Data processed, 2025

Table 5 shows that organizational commitment influences turnover intention through job satisfaction as a mediating variable. This is indicated by a t-statistic coefficient of 2.818 > t-statistic of 1.96 and a significance value of 0.009 < 0.05. These test results prove that hypothesis four (H4), which states that job satisfaction is able to partially mediate the effect of organizational commitment on turnover intention, is acceptable.

Job satisfaction is able to partially mediate the effect of organizational commitment on turnover intention because organizational commitment not only reduces employee turnover intention by increasing job satisfaction, but also directly influences turnover intention through emotional attachment, loyalty, and employee sense of responsibility towards the organization. The results of the significant mediation test indicate that the higher the organizational commitment, the higher the employee's job satisfaction so that the tendency to leave the organization is lower, but the effect of organizational commitment on turnover intention is not entirely dependent on job satisfaction. Therefore, job satisfaction acts as a partial mediator that strengthens, but does not eliminate, the relationship between organizational commitment and turnover intention (Muhaiminu et al., 2025).

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4. DISCUSSION/CONCLUSION

4.1.1 Organizational Commitment on Job Satisfaction

The results of the hypothesis test indicate that organizational commitment has a positive and significant effect on job satisfaction. This means that increased organizational commitment leads to increased job satisfaction at PT Darma Jaya Valuta Gianyar. A good organization is one that is able to increase employee job satisfaction. Organizational commitment, in this case, influences job satisfaction. This is supported by the theory of Luthans (2022), which states that if organizational commitment is high, employee job satisfaction will also increase. Companies must be able to survive in competition. One-way companies can do this is by increasing employee commitment or loyalty to the company. Individuals who join an organization naturally help each other realize and achieve organizational goals (Setiawan, 2023). Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is committed to their organization. Organizational commitment is built on employee trust in the organization's values, their willingness to help achieve organizational goals, and their loyalty to remain members of the organization. Therefore, organizational commitment will foster a sense of belonging for employees. If employees feel connected to the organization's values, they will feel happy at work. In organizations, it is believed that organizational commitment can increase job satisfaction (Griffin, 2024). Organizational commitment has a positive and significant effect on job satisfaction because when employees feel a sense of emotional connection, camaraderie, and loyalty to the company, they tend to feel more satisfied with their jobs. This relationship can be explained through Social Exchange Theory, which states that the relationship between employees and organizations is based on the principle of reciprocity. When employees perceive support, fairness, and attention from the company, they will reciprocate by increasing their commitment and dedication to their work. Therefore, the higher the organizational commitment felt by employees, the greater their sense of satisfaction, comfort, and motivation at work, due to the mutual give-and-take between the individual and the organization (Muhaiminu et al., 2025).

This research finding aligns with the results of study by Firdaus and Iqbal (2025) showed that organizational commitment has a positive and significant effect on job satisfaction. Lujunai (2025) showed that organizational commitment has a positive and significant effect on job satisfaction. This means that the results of the study indicate that employees who have high organizational commitment tend to feel a sense of belonging and involvement in the organization. Similarly, the results of research by Muhaiminu et al., (2025) showed that organizational commitment has a positive and significant effect on job satisfaction. This means that the results of the study indicate that organizational commitment is quite good. Research conducted by Hamzali (2024) showed that organizational commitment does not have a significant effect on job satisfaction. This means that the results of the study indicate that organizational commitment has a positive and significant effect on job satisfaction. Similarly, the results of research by Lisnandiyanto et al., (2025) showed that organizational commitment does not have a significant effect on job satisfaction.

4.1.2 Organizational Commitment on Turnover Intention

The results of the hypothesis test indicate that organizational commitment has a negative and significant effect on turnover intention. This means that decreased organizational commitment leads to increased turnover intention at PT Darma Jaya Valuta Gianyar. Porter et al. (2024) state that organizational commitment is an individual's strength in identifying with and engaging with an organization. Luthans (2022) adds that organizational commitment is an attitude that reflects employee loyalty and acceptance of the company's values and goals. Higher employee organizational commitment leads to lower turnover intention (Salleh et al., 2022). Employees with high organizational commitment exhibit lower turnover intention. Individuals with high organizational commitment are often reluctant to leave the company, even if there are job opportunities elsewhere (Dewi, 2022). Organizational

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commitment negatively influences turnover intention because employees with high levels of commitment tend to feel emotionally, morally, and psychologically tied to the organization, thus lowering their desire to leave. This relationship can be explained through Social Exchange Theory, which states that the interaction between employees and organizations is based on the principle of reciprocity. When organizations provide support, fairness, attention, and meet employee needs and expectations, employees will reciprocate by increasing their commitment and loyalty to the organization. This form of reciprocity is reflected in employees' desire to remain and contribute, thereby suppressing turnover intention. The stronger the organizational commitment felt by employees, the lower their tendency to leave the organization (Azmy and Mauludi, 2024).

This research finding aligns with the results of study by Normi et al. (2025) showed that organizational commitment negatively impacts turnover intention. This means that high organizational commitment tends to inhibit employee turnover intention. Rahayu et al. (2025) showed that organizational commitment has a negative and significant impact on turnover intention. This means that the level of employee commitment to the organization is negatively correlated with their desire to leave the company. Research by Azmy and Mauludi (2024) shows that organizational commitment negatively impacts turnover intention. This means that companies must be able to increase organizational commitment to all their employees. Organizations, as professional business entities, must have highly committed and loyal employees. Similarly, research by Kurniawan and Mranani (2023) shows that organizational commitment has a positive and significant impact on turnover intention.

4.1.3 Job Satisfaction on Turnover Intention

The results of the hypothesis test indicate that job satisfaction has a negative and significant effect on turnover intention. This means that decreased job satisfaction leads to increased turnover intention at PT Darma Jaya Valuta Gianyar. Job satisfaction is an employee's feelings or perceptions resulting from their work. It can be said that job satisfaction is the satisfaction received when employees achieve maximum results from their work (Bawawa et al., 2021). Job satisfaction is defined as a feeling of pleasure arising from the physical, environmental, and mental aspects of their work and can be represented as an employee's cognitive and affective responses to their work (Lin & Huang, 2021). An employee is said to have job satisfaction when they are satisfied with everything they do and everything they receive from the company. In other words, increasing levels of job satisfaction can suppress turnover intention (Kumari and Surya, 2024). Job satisfaction negatively affects turnover intention because employees who are satisfied with their jobs tend to have a lower desire to leave the organization. This can be explained through Social Exchange Theory, which states that the relationship between employees and organizations is based on the principle of mutually beneficial social exchange. When employees receive appropriate rewards, such as fair wages, a comfortable work environment, superior support, and harmonious working relationships, they will view these relationships as valuable and worth maintaining. In return for this satisfaction, employees demonstrate loyalty by remaining with the organization and suppressing their intention to leave. Therefore, the higher the level of job satisfaction experienced by employees, the lower the level of turnover intention that arises (Yupiter and Ardiansyah, 2025).

This research finding aligns with the results of study by Anggraeni (2025) showed that job satisfaction has a negative and significant effect on turnover intention. This means that the results of the study indicate that increasing the level of job satisfaction in employees can directly reduce the company's turnover intention level. Indrati (2025) showed that job satisfaction has a negative and significant effect on turnover intention. This means that the results of the study indicate that the higher the level of job satisfaction felt by Generation Z journalists, the less likely they are to leave or move to

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another company. The results of another study conducted by Yupiter and Ardiansyah (2025) showed that job satisfaction has a negative and significant effect on turnover intention. However, this is different from the study conducted by Sari (2025), which showed that job satisfaction has a positive and significant effect on turnover intention. This means that the results of the study indicate that workers are more likely to stay in the company if they are more satisfied with their jobs.

4.1.4 Organizational Commitment on Turnover Intention through Job Satisfaction as a Mediating Variable

The results of the hypothesis test indicate that job satisfaction can act as a mediating variable in the influence of organizational commitment on turnover intention. This means that higher job satisfaction stemming from strong organizational commitment will reduce turnover intention at PT Darma Jaya Valuta Gianyar. Organizational commitment and job satisfaction are interrelated and can influence employees' intention to leave the company. Strong organizational commitment tends to reduce employee turnover intentions, and job satisfaction mediates this relationship, meaning job satisfaction acts as a mediator or cause of the relationship between organizational commitment and turnover intention. By increasing job satisfaction, companies can strengthen organizational commitment and ultimately reduce employee turnover intention (Hussein, 2022). High commitment influences job satisfaction because emotionally engaged employees tend to view the work environment positively. They feel their needs and expectations are met, both in terms of rewards, development opportunities, and job comfort. This job satisfaction makes them enjoy their work more and reduces the urge to look for other jobs. Thus, job satisfaction acts as a mediating variable that bridges the influence of organizational commitment on turnover intention. Strong organizational commitment will increase job satisfaction, and this job satisfaction ultimately reduces employees' desire to leave the company. Without job satisfaction, the effect of commitment on desire to stay may not be as strong (Marlapa and Endri, 2024). Job satisfaction can mediate the effect of organizational commitment on turnover intention because employees who are highly committed to the organization tend to experience greater job satisfaction, which ultimately reduces their desire to leave the company. Based on Social Exchange Theory, when organizations treat employees fairly, provide support, and meet their needs and expectations, employees will reciprocate with high levels of commitment and loyalty. This commitment then creates a sense of job satisfaction, such as feelings of appreciation, security, and comfort in the workplace. Job satisfaction acts as a bridge that strengthens the relationship between organizational commitment and desire to stay with the company. In other words, the higher the organizational commitment that fosters job satisfaction, the lower the employee turnover intention (Ramadhania and Wulansari, 2022).

This research result aligns with the results of study by Pulungan and Tiarapuspa (2025) showed that job satisfaction mediates the influence of organizational commitment on turnover intention. This means that the results of the study indicate that a person's attitude and intention towards behavior. Ramadhania and Wulansari (2022) showed that job satisfaction mediates the influence of organizational commitment on turnover intention. This means that the results of the study indicate that employees with strong organizational commitment will be responsible for their work, which ultimately will result in better performance and increased job satisfaction. Research conducted by Permatasari and Sugiarto (2024) showed that job satisfaction does not mediate the influence of organizational commitment on turnover intention. Research conducted by Permatasari and Sugiarto (2024) showed that job satisfaction does not mediate the influence of organizational commitment on turnover intention.

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