

The Influence of Job Satisfaction, Organizational Commitment, and Employee Engagement on Turnover Intention

Muhammad Khaidlir Zulkarnain¹, Hermin Endratno^{2*}, Akhmad Darmawan³, Arini Hidayah⁴

Faculty of Economics and Business, Universitas Muhammadiyah Purwokerto

Corresponding Author: Hermin Endratno herminendratno@ump.ac.id

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ABSTRACT

Employee turnover intention poses a significant challenge in human resource management. This study aims to examine the effects of job satisfaction, organizational commitment, and employee engagement on turnover intention among employees at PT Benih Citra Asia. A quantitative approach was employed using purposive sampling, involving 116 employees as respondents. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS software. The results indicate that the higher the levels of job satisfaction, commitment, and employee engagement, the lower the employees' intention to leave the organization. These findings suggest that enhancing the quality of the work environment and fostering strong employee organization relationships are essential to reducing the desire to leave.

INTRODUCTION

Human resource management (HRM) plays a crucial role in organizational success, as it directly impacts the ability to achieve company goals, maintain operational efficiency, and drive organizational growth (Sudiarta et al., 2025). The quality of human resources can be a determining factor in company performance, supported by the contribution of its workforce (Fitri & Endratno, 2021). However, managing HRM is not easy. Employee turnover is a common phenomenon in the business environment that can harm the company (Anggraini & Swasti, 2024).

Turnover intention is an employee's perception of the possibility of leaving their current job or relinquishing their current position within an organization (Zhou et al., 2022). Turnover is still the biggest problem in recent years, and Indonesia has the highest total turnover (Andriani et al., 2023). A high employee turnover rate can indicate that the company is not operating effectively and is at risk of losing competent workers.

The turnover problem is also felt by PT Benih Citra Asia in Cilacap, Central Java, an advanced company in horticulture and food crop seeds, which focuses on innovation and the breeding of local plants. The results of pre-research interviews with the Human Resources (HR) department of PT Benih Citra Asia in Cilacap found indications that the turnover rate has been quite significant over the past three years, with an average employee turnover of 11%, or around 50 people per year. A high number of employees intending to leave is often viewed as a negative sign for a company, as it can lead to various costs, both tangible and intangible (Orpina et al., 2022).

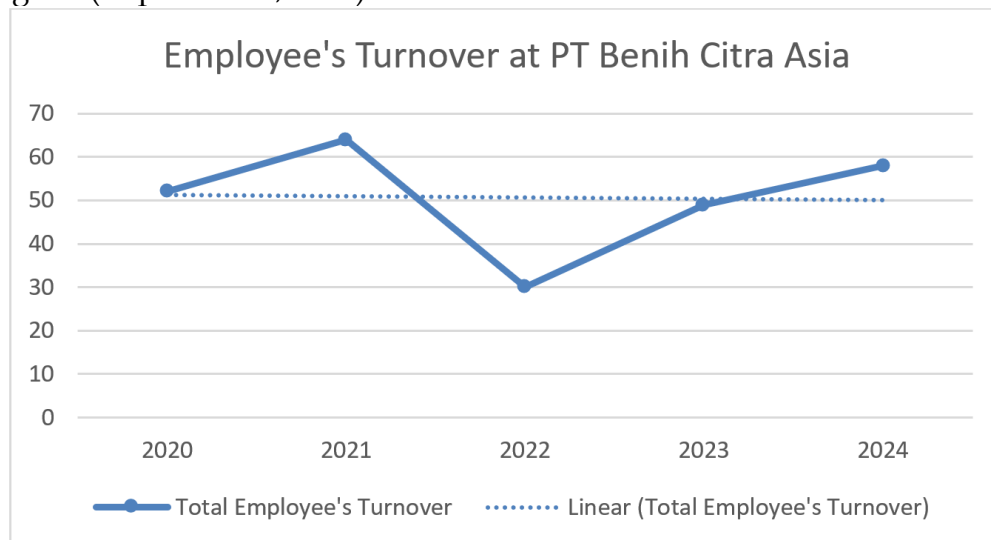


Figure 1. Conceptual Framework

There are disadvantages that arise from the desire for employee turnover intention (Ardianto & Bukhori, 2021). Employee turnover in a company will decrease if employees have high job satisfaction (Ariawan et al., 2023). Job satisfaction is the pleasure derived from work, including the ability to positively impact life through that work (Hsu & Yang, 2022). Employees who are satisfied with their work will feel happy working at the company and carry out their duties wholeheartedly and with personal awareness (Fitri & Endratno, 2021).

When employees feel dissatisfied with their jobs, their intention to leave will increase, and they are more likely to leave the organization within a short time (Orpina et al., 2022).

Previous research from Anggraini & Swasti (2024), Ardianto & Bukhori (2021), Ariawan et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Orpina et al. (2022), and Sudiarta et al. (2025) showed that job satisfaction had a negative and significant effect on turnover intention. However, research by Andriani et al. (2023) and Solikhah & Andriani (2022) found that job satisfaction had no impact on turnover intention.

Apart from satisfaction, organizational commitment is also the key for companies to reduce turnover intention (Ariawan et al., 2023). Organizational commitment is an employee's attitude toward work, reflected through recognition, employee participation, implementation of organizational values and regulations, and dedication to achieving organizational goals (Anggraini & Swasti, 2024). Employees committed to their organization tend to be loyal and less likely to leave or quit their job (Hastanti & Kristanto, 2023). Finthariasari et al. (2020) also stated that employees with exemplary organizational commitment will stay with the company and have no intention of leaving.

Research by Anggraini & Swasti (2024), Ariawan et al. (2023), Finthariasari et al. (2020), Hastanti & Kristanto (2023), and Tampubolon & Sagala (2020) shows that organizational commitment significantly contributes to a decrease in turnover intention. However, research from Ardianto & Bukhori (2021) and Solikhah & Andriani (2022) shows that organizational commitment has no impact on turnover intention.

Employee engagement is another factor that can reduce turnover intention in employees. Employee engagement is a condition of positive employee engagement demonstrated through enthusiasm, motivation, self-confidence, and a sense of enjoyment at work, where their energy is directed towards supporting the company's strategic priorities (Mulang, 2022). Employees with employee engagement tend to be more motivated, productive, and loyal to the organization, so the possibility of leaving the organization is smaller (Sudiarta et al., 2025).

Research from Andriani et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Sudiarta et al. (2025), and Zhou et al. (2022) shows that there are significant and negative impacts of employee engagement on turnover intention. Meanwhile, research from Purwanti & Heriyanti (2024) shows that employee engagement does not impact turnover intention.

This research uses Equity Theory as a theoretical basis. The Equity Theory developed by Adams (1965) states that a person will compare the ratio between the contributions they make (input) and the rewards they receive (outcome) with others in a similar work context. When employees perceive injustice because they feel disadvantaged or unfairly benefited, dissatisfaction will arise, leading to an increased desire to leave the organization (Chen et al., 2023).

Equity Theory is used because it explains the relationship between commitment, job satisfaction, and employee engagement, which influence turnover intention. These three independent variables are closely related to

employees' perceptions of fairness. When employees feel treated fairly, whether regarding rewards, treatment, or recognition, they tend to be satisfied, emotionally engaged, and committed to the organization, thus decreasing their intention to leave (Chen et al., 2023). Therefore, equity theory is considered appropriate for covering the relationships between constructs in this study.

This study is a development research from Anggraini & Swasti (2024) stated that organizational commitment and job satisfaction can reduce turnover intention in officers. According to the background and research gap, as explained, the aim of this study is to analyze factors expected to reduce the number of turnovers in employees by analyzing the impact of organizational commitment, job satisfaction, and employee engagement on turnover intention.

LITERATURE REVIEW

Equity Theory

Equity Theory, developed by Adams (1965), explains that individuals judge fairness based on comparing the inputs they provide and the outputs they receive, compared to others in similar situations. The main principle of this theory states that an imbalance in perceptions of fairness can lead to job dissatisfaction (Setiyanto & Hidayati, 2023). In an organizational context, this imbalance can result in decreased job satisfaction and reduced commitment, potentially increasing turnover intention (Chen et al., 2023). Ngo-Henha (2017) emphasized that the implementation of Equity Theory in the study of turnover intention is very relevant, considering that the tendency of individuals to seek change or leave an organization is a consequence of dissatisfaction with perceived injustice. Using this framework, this study analyzes how job satisfaction, organizational commitment, and employee engagement influence turnover intention.

Turnover Intention

Turnover intention is an employee's intention, desire, or dream to leave their company to find work elsewhere or pursue a different career (Ardianto & Bukhori, 2021). Intention to leave is a gradual process divided into three parts: cognitive, behavioural, and psychological (Hsu & Yang, 2022). Many employees intending to leave are often considered harmful for an organization because it incurs both real and hidden costs, such as re-hiring and severance pay (Orpina et al., 2022). In this study, turnover intention was measured by the Expanded Multidimensional Turnover Intention Scale (EMTIS), which contains five indicators, namely subjective social status, organizational culture, personal orientation, expectations, and career growth (Ike et al., 2023).

Job Satisfaction on Turnover Intention

Job satisfaction is one of the factors that can lower the level turnover intention on employees (Ardianto & Bukhori, 2021). Job satisfaction plays an important role in reducing turnover intention, because employees who feel satisfied with their jobs tend to show loyalty, productivity, and positive contributions to the organization, while dissatisfaction can trigger a decrease in work enthusiasm and a desire to leave the organization (Anggraini & Swasti,

2024). Job satisfaction can be measured using Minnesota Satisfaction Questionnaire (MSQ), which includes satisfaction with compensation, promotion, coworkers, and recognition (Black et al., 2019).

Previous research from Anggraini & Swasti (2024), Ardianto & Bukhori (2021), Ariawan et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Orpina et al. (2022), and Sudiarta et al. (2025) showed that job satisfaction has a negative and significant impact on turnover intention. Employees who feel satisfied with their work, receive adequate benefits, receive attention from their superiors, and have a suitable position and salary tend to feel comfortable in the company and have no desire to move to another work location (Ardianto & Bukhori, 2021).

H1: Job satisfaction has a negative and significant impact on turnover intention

The Influence of Organizational Commitment on Turnover Intention

Organizational commitment refers to employees' psychological attachment to an organization, which reflects how employees identify with the organization and are willing to exert effort to achieve organizational goals (Anggraini & Swasti, 2024). Organizational commitment is essential for every member of the organization, because individuals with high commitment will show strong loyalty, so they tend to have low turnover intention (Ariawan et al., 2023). Employees with high levels of organizational commitment tend to remain in the workplace and are less likely to leave the organization (Ardianto & Bukhori, 2021). Organizational commitment in this study was measured using Meyer & Allen (1991) Three-Component Model of Commitment, which covers continuance, normative, and affective.

Research from Anggraini & Swasti (2024), Ariawan et al. (2023), Finthariasari et al. (2020), Hastanti & Kristanto (2023), dan Tampubolon & Sagala (2020) showed that organizational commitment significantly contributes to a decrease in turnover intention. Employees with low levels of organizational commitment tend not to feel part of the organization, so they have a high tendency to be absent, arrive late, and ultimately resign, which shows that low organizational commitment can increase turnover intention (Anggraini & Swasti, 2024).

H2: Organizational commitment has a negative and significant impact on turnover intention

The Influence of Employee Engagemet on Turnover Intention

Employee engagement is an important factor that organizations can rely on to increase productivity and profits, and reduce employee turnover (Zhou et al., 2022). When employees feel a sense of belonging, pride, and purpose in their work, they are likelier to remain with the organization, even when facing challenges (Sudiarta et al., 2025). Schaufeli et al. (2002) stated that engagement can be measured by utilizing the Utrecht Work Engagement Scale (UWES), which is divided into three dimensions, namely absorption, vigour, and dedication.

Research from Andriani et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Sudiarta et al. (2025), dan Zhou et al. (2022) showed that employee engagement

has significant and negative impacts on turnover intention. High employee engagement encourages a desire to stay in the organization, while low engagement tends to increase turnover intention due to the emergence of dissatisfaction and the desire to leave (Oh et al., 2023).

H3: Employee engagement has a negative and significant impact on turnover intention

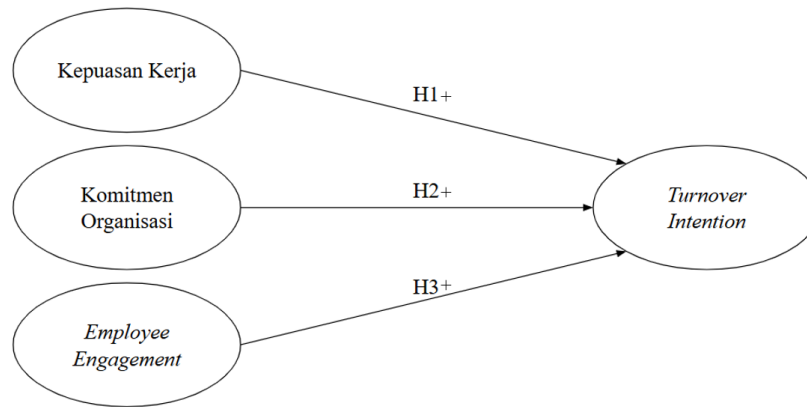


Figure 2. Conceptual Framework

METHODOLOGY

This study is quantitative. The population comprised 450 permanent employees of PT Benih Citra Asia. A sample size of 116 respondents was obtained using a purposive sampling technique with Slovin's margin of error of 10%. Purposive sampling is a technique for sampling data sources through several considerations (Sugiyono, 2019). In this study, researchers considered only permanent employees as samples. A Likert scale is used for measurement, utilizing variable indicators presented as statements or questions in questionnaire items (Sugiyono, 2019).

Data analysis in this study involved statistical and descriptive analysis using PLS-SEM. Descriptive analysis was used to describe participant responses and identify respondent patterns. To test the systemStructural Equation Modelling (SEM), the SmartPLS testing program was used. SEM analysis was chosen because of its ability to provide a direct representation of variable relationships and perform path analysis (Hair et al., 2017). The process requires two stages: the first stage evaluates the model using the assessment of the Outer model. The second stage involves evaluating the structural model to test hypotheses and explain variable relationships. Convergent validity was confirmed with loading values exceeding 0.7 and AVE scores above 0.5 (Hair et al., 2017). Discriminant validity was assessed using cross-loading and Fornell-Larcker values, and indicator reliability was validated with Cronbach's Alpha and Composite Reliability scores exceeding 0.70 (Hair et al., 2017).

In this study, job satisfaction was measured using the Minnesota Satisfaction Questionnaire (MSQ), including satisfaction with compensation, promotion, coworkers, and recognition (Black et al., 2019). Organizational commitment was measured using Meyer & Allen (1991) Three-Component Model of Commitment, which covers continuance, normative, and affective.

Meanwhile, employee engagement is measured using the Utrecht Work Engagement Scale (UWES) from Schaufeli et al. (2002), which is divided into three dimensions which are absorption, vigour, and dedication. Finally, turnover intention can be measured by the Expanded Multidimensional Turnover Intention Scale (EMTIS), which contains five indicators, namely subjective social status, organizational culture, personal orientation, expectations, and career growth (Ike et al., 2023).

RESEARCH RESULT

Respondent Demographic Analysis

The first analysis in this study is a demographic analysis listed in Table 1. Demographic analysis aims to provide additional information to readers or further researchers.

Table 1. Respondent Profile

Category	Frequency	%
Gender		
Male	55	47,4%
Female	61	52,6%
Age		
21 – 30 years	15	12,9%
31 – 40 years	58	50,0%
41 – 50 years	36	31,0%
> 50 years	7	6,0%
Marital Status		
Married	105	90,5%
Not Married	11	9,5%
Education		
Senior High School	85	73,3%
Associate's Degree	15	12,9%
Bachelor's Degree	16	13,8%
Length of Work		
1 – 5 years	38	32,8%
6 – 10 years	66	56,9%
11 – 15 years	12	10,3%
Work Division		
R&D	41	35,3%
SSP	24	20,7%
Marketing	6	5,2%
Finance	2	1,7%
Production	29	25,0%
Warehouse	11	9,5%
Security	3	2,6%

The demographic analysis in Table 1 shows that most respondents were female (52.6%), with the dominant age group being between 31 and 40 (50.0%). Most respondents also had between 6 and 10 years of work experience (56.9%),

and 35.3% were in the R&D division, indicating that respondents with more experience were more involved in this study.

Measurement Model Analysis (Outer Model)

The first measurement model analysis was the loading factor analysis, which is one condition for convergent validity. Convergent validity will be achieved with a loading factor > 0.7 and AVE > 0.5 (Hair et al., 2017).

Table 2. Convergent Validity and Data Reliability

Items	Loading Factor	CA	CR	AVE
Employee Engagement		0.946	0.955	0.727
(EE1) In my work, I feel full of energy.	0.857 0.872			
(EE2) I feel strong and enthusiastic when doing my work.	0.806			
(EE3) When I wake up in the morning, I feel enthusias to go to work.	0.852 0.887 0.904			
(EE4) My job inspires me.	0.808			
(EE5) I feel well treated by my boss.	0.829			
(EE6) My boss has good decision-making skills.				
(EE7) I can do my job without going against my conscience.				
(EE8) My job provides stable job security.				
(Mabasa, 2025)				
Job Satisfaction		0.966	0.969	0.648
(KK1) I am able to stay busy all the time	0.752 0.842			
(KK2) I get the opportunity to work alone without being disturbed by other people	0.797 0.816			
(KK3) I got the opportunity to do various things.	0.872			
(KK4) I was given an important role in this organization.	0.820			
(KK5) I am happy with the way my boss handles the work.	0.772			
(KK6) My superior is competent in making decisions.	0.748			
(KK7) I enjoy doing work that is in accordance with my conscience.	0.916			

Items	Loading Factor	CA	CR	AVE
(KK8) The company provides job security that makes me comfortable.	0.775			
(KK9) I enjoy being able to help other coworkers. (KK10) I enjoy being able to give direction to coworkers.	0.385*			
(KK11) I got the opportunity to use my abilities.	0.861			
(KK12) Promotion policies support my career development.	0.783			
(KK13) My salary and benefits are commensurate with the contribution I make.	0.818			
(KK14) Promotion opportunities are given fairly. (KK15) I am free to use my own judgment in my work.	0.362*			
(KK16) I was given the opportunity to try my own working method.	0.762			
(KK17) I feel comfortable working with supportive colleagues.	0.719			
(KK18) Good relationships with coworkers help complete tasks.	0.718			
(KK19) I feel appreciated when my boss gives me appreciation.	0.872			
(KK20) Recognition of my hard work motivates me to continue to develop.	0.707			
(Shimamura et al., 2021)				
Organizational Commitment		0.968	0.971	0.663
(KO1) I want to spend the rest of my career in this organization.	0.813			
(KO2) I enjoy talking about this organization with people outside.	0.798			
(KO3) I consider this organizational problem as my problem too.	0.840			
(KO4) I don't easily feel like I fit in with other organizations.	0.825			
	0.867			
	0.832			

Items	Loading Factor	CA	CR	AVE
(KO5) I feel like part of the family at this organization.	0.863			
(KO6) I feel emotionally attached to this organization.	0.691*			
(KO7) This organization means a lot to me.	0.778			
(KO8) I feel a strong bond with this organization.	0.799			
(KO9) Leaving this job could be detrimental to my career.	0.796			
(KO10) It is difficult for me to leave this organization, even though I want to.	0.786			
(KO11) My life will change a lot when I leave this organization.	0.771			
(KO12) It is too expensive for me to leave this organization.	0.865			
(KO13) I felt like I didn't have much choice to move.	0.786			
(KO14) Lack of alternatives keeps me in this organization.	0.835			
(KO15) I think people nowadays change jobs too often.	0.786			
(KO16) I believe in the importance of loyalty to an organization.	0.772			
(KO17) In my opinion, frequently changing organizations is unethical.				
(KO18) I feel a moral responsibility to stay here.				
<i>(Efthymiopoulos & Goula, 2024)</i>				
Turnover Intention		0.970	0.972	0.662
(TI1) I don't like to imagine myself in the future if I'm not continue working here.	0.828			
(TI2) I want to look for another job that is more suitable to my status.	0.833			
(TI3) My current position does not match my work history.	0.800			
(TI5) The organizational structure makes me want to stay at home more than work.	0.858			
	0.813			
	0.843			

Items	Loading Factor	CA	CR	AVE
(TI6) My work environment is a major source of dissatisfaction in my life.	0.805			
(TI7) Family demands made me want to leave this job.	0.817			
(TI8) My family doesn't like my current type of work.	0.835			
(TI9) I feel like I won't be able to continue this job in the near future.	0.818			
(TI10) People I respect advised me to leave this job.	0.787			
(TI11) I plan to leave the organization within the next year.	0.773			
(TI12) Health benefits are not commensurate with my workload.	0.760			
(TI13) My current job is not worth what I am paid.	0.820			
(TI14) Regardless of the salary, I prefer to work in a location that appreciates me.	0.773			
(TI15) Regardless of the salary, I prefer to work in a location that acknowledges me.	0.828			
(TI16) My department does not reflect the length of my working time.	0.804			
(TI17) I just want to learn a little here, then leave. (TI18) I know I deserve a better job and will take it when it becomes available.	0.847			
(TI19) I need a work environment that supports personal development, but I don't get it here.				
(Ike et al., 2023)				

Notes: (*) rejected

The results in Table 2 show that the loading factor is <0.70 for several items, so reconstruction is necessary by removing items from the model. After reconstruction, all items of each variable were > 0.70, thus meeting the requirements for convergent validity testing. Furthermore, all Composite

Reliability (CR) and Cronbach's alpha (CA) scores were > 0.70, indicating good reliability for each variable.

Table 3. Discriminant Validity: Heterotrait-Monotrait Ratio

Variable	EE	JS	OC	TI
Employee Engagement				
Job Satisfaction	0.590			
Organizational Commitment	0.512	0.418		
Turnover Intention	0.605	0.559	0.501	

Next, the discriminant validity analysis utilises the Heterotrait-Monotrait Ratio (HTMT) in Table 3. All HTMT values are below the threshold of 0.90, indicating that each construct in the model has apparent differences from the others.

Table 4. Discriminant Validity: Fornell-Larcker

Variable	EE	JS	OC	TI
Employee Engagement	0.853			
Job Satisfaction	0.570	0.805		
Organizational Commitment	0.492	0.411	0.814	
Turnover Intention	-0.594	-0.560	-0.501	0.814

Finally, Table 4 shows that the Fornell-Larcker criteria have been met, as indicated by the higher AVE square root scores on the diagonal compared to the other values for each variable. Thus, the model's discriminant validity can be declared fulfilled.

Structural Model Analysis (Inner Model)

Evaluating the structural model consists of analyzing the relationships between constructs, assessing the significance value, and determining the research model's R-square value. The first stage of the inner model test is model testing or model fit.

Table 5. Model Fit

Model	Saturated Model	Estimated Model
SRMR	0.079	0.079
NFI	0.499	0.499

Standardized Root Mean Square Residual (SRMR) < 0.1 indicates a suitable model structure. While the Normal Fit Index (NFI) shows the model's suitability in the study with a value of 0 – 1, where the closer to the number 1, the better or more appropriate the model is.

Table 6. R-Square

Variabel	R-Square	R-Square Adjusted
<i>Turnover Intention</i>	0.463	0.449

The R-square assessment in Table 6 shows promising results. The R-square value of 0.463 for turnover intention indicates that 46.3% of the variation in the variable can be explained by the independent variable; the remainder is influenced by other factors outside the research.

Tabel 7. Hypothesis Testing Result

Hypothesis		Path Coefficients (β)	T Statistic	P Values	Conclusion
JS $\rightarrow$ TI	H1	-0.284	2.397	0.008	Accepted
OC $\rightarrow$ TI	H2	-0.227	2.343	0.010	Accepted
EE $\rightarrow$ TI	H3	-0.321	2.813	0.002	Accepted

The final stage in SEM-PLS analysis is hypothesis testing. Hypothesis testing assumes that the independent variable impacts the dependent variable if the T statistic value is > 1.960 and the P value is less than 0.05. The test results in Table 7 show that all variable relationships have positive path coefficients (β), and all hypotheses are accepted.

DISCUSSION

The Influence of Job Satisfaction on Turnover Intention

The study's results show that job satisfaction has a negative and significant impact on turnover intention. Employees who are satisfied with the work environment, performance recognition, work-life balance, and relationships with superiors and coworkers tend to be more loyal to the organization. Conversely, dissatisfaction can trigger feelings of discomfort and encourage a desire to look for another job.

From the perspective of Equity Theory, employees will evaluate the balance between the inputs they provide (e.g., skills, time, and effort) are matched by the outputs they receive (e.g., salary, rewards, and recognition). Employees who feel that their rewards are commensurate with or fair to their contributions will feel satisfied and committed to the organization. This satisfaction then reduces their tendency to leave their jobs. Conversely, an imbalance or unfairness creates dissatisfaction and fosters a sense of belonging turnover intention.

The results of this study align with the findings of Anggraini & Swasti (2024), Ardianto & Bukhori (2021), Ariawan et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Orpina et al. (2022), dan Sudiarta et al. (2025), which stated that job satisfaction has a significant negative relationship with intention to leave the company. Thus, job satisfaction is a key factor that must be managed organizations in an effort to reduce turnover rates.

The Influence of Organizational Commitment on Turnover Intention

The study's results show that organizational commitment has a negative and significant impact on turnover intention. Employees who feel emotionally connected, have a sense of belonging, and are loyal to their organization will be more motivated to stay despite the challenges they face on the job. Conversely,

employees who do not feel connected to their organization are more likely to decide to leave.

This finding can be explained through Equity Theory, where employees assess fairness in the reciprocal relationship between their contributions and the rewards they receive, including recognition and a sense of appreciation from the organization. When an organization demonstrates attention, support, and appreciation for employee contributions, it strengthens employees' emotional commitment to the company. This perceived balance fosters loyalty, making employees reluctant to leave the organization. An imbalance or lack of recognition can decrease commitment and increase intentions to leave.

This research is in line with the findings of Anggraini & Swasti (2024), Ariawan et al. (2023), Finthariasari et al. (2020), Hastanti & Kristanto (2023), dan Tampubolon & Sagala (2020), which stated that organizational commitment has a significant influence on reducing the level of turnover intention. Thus, increasing organizational commitment becomes an important strategy in efforts to retain employees and reduce the number of employee turnover.

The Influence of Employee Engagement on Turnover Intention

According to the research results, employee engagement has a negative and significant impact on turnover intention. Employees who are emotionally, cognitively, and physically engaged in their work tend to have a strong sense of belonging, high morale, and loyalty to the organization. Conversely, employees who do not feel engaged are more likely to experience burnout and consider looking for work elsewhere.

Equity Theory can explain this finding. It states that the perception of fairness in the reciprocal relationship between contribution and reward will influence individual attitudes and behaviour in the workplace. Employees who feel their involvement is valued and receive appropriate rewards (both materially and in recognition) will feel treated fairly, so that they will increase their emotional attachment to the organization. This will reduce their tendency to leave, as they feel the organization values their contributions equally.

This study is in line with the findings of Andriani et al. (2023), Hsu & Yang (2022), Oh et al. (2023), Sudiarta et al. (2025), dan Zhou et al. (2022), who stated that the level of employee engagement is negatively correlated with high turnover intention. Therefore, increasing employee engagement has become an important strategy for companies to maintain employee stability and reduce the rate of turnover.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that job satisfaction, organizational commitment, and employee engagement negatively and significantly impact turnover intention among PT Benih Citra Asia employees. It means that the higher the level of job satisfaction, commitment to the organization, and employee involvement, the lower the employee's tendency to leave the organization. This finding suggests that these three factors are crucial in maintaining human resource stability and reducing turnover intentions within the company.

The results of this study provide a theoretical contribution by strengthening implementation. Equity Theory in the context of work behaviour in Indonesia, particularly regarding turnover intention. When employees perceive fairness in the rewards they receive for their contributions, they will develop a sense of satisfaction, emotional attachment, and intense loyalty to the organization. Practically, the results of this study indicate that companies need to emphasize aspects that are still considered less than optimal by employees, such as recognition for work contributions, emotional meaning to the organization, and the suitability of work to employees' values. Furthermore, the results indicate that the intention to leave the organization shortly is a serious concern that requires immediate action. Therefore, companies are advised to strengthen recognition and reward systems, foster a sense of emotional attachment to the organization, and ensure that employees' work values align with the company culture. These steps effectively reduce the tendency for employees to leave.

ADVANCED RESEARCH

This study has limitations in that the adjusted R-squared value is still small. The limited number of respondents from only one company means the results cannot be generalized to other industries. Future research could re-examine the same focus as the previous study, hoping to demonstrate a higher Adjusted R-squared value, thereby increasing the complexity of insights related to the research focus. Furthermore, this study is quantitative and does not yet delve into the specifics of the research. In-depth personal factors or organizational culture can also influence turnover intention. Therefore, it is recommended that further research utilize a qualitative approach or mixed methods, expanding the research object to various industrial sectors and considering other variables such as workload, work stress, or leadership as additional factors in the analysis model.

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