

The Effect Of Job Satisfaction And Employee Engagement On Turnover Intention With Organization Commitment As A Mediating Variable

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ABSTRACT

In an effort to achieve quality human resources, organizational management needs to provide various supporting aspects that include policies related to employee turnover. So that through this study the company can get results from the influence of job satisfaction and employee engagement on turnover intentions with organizational commitment as a mediator, the distribution was carried out using quantitative methods and purposive sampling then obtained a total of 105 respondents with all of them being employees of the Dr. Ario Wirawan Lung Hospital (RSPAW) in Salatiga. Furthermore, the findings obtained in the form of Employee Engagement and Job Satisfaction cannot provide a significant influence on Turnover Intention. while other values stated that job satisfaction and employee engagement can provide a significant influence on organizational commitment. However, the mediation provided by organizational commitment has an insignificant influence on job satisfaction and employee engagement on turnover intentions

INTRODUCTION

The success of an organization is not only determined by the financial capital or infrastructure it has, but also by the quality of human resources (HR) who are the main drivers in achieving organizational goals. Human resources, in this case employees, are the most valuable asset because they have a crucial role in managing, directing, and carrying out various operational activities of the organization (Suwondo Suwondo & Tan Evan Tandiyono, 2023). Without competent and dedicated human resources, no matter how large the capital and how sophisticated the infrastructure, the organization will not be able to achieve optimal performance. Therefore, a deep and strategic understanding of human resource management is needed so that organizational goals can be achieved effectively and efficiently.

Turnover intention, which is the desire of employees to leave the organization, can have various negative impacts on the company. These impacts include instability in the composition of the workforce, decreased performance and productivity, increased costs associated with managing human resources, and the creation of a less conducive work environment. High levels of turnover intention can cause large financial losses, such as the cost of recruiting and training new employees, as well as the loss of experienced employees (Supriadi et al., 2021). Turnover intention is basically the result of individuals' evaluation regarding the continuation of their relationship with the organization, which, although not yet manifested in concrete actions, is still an important indicator for management in taking preventive measures.

One of the main factors that trigger turnover intention is job satisfaction. Job dissatisfaction can cause emotional and mental tensions that encourage employees to consider leaving the company or

looking for other job opportunities (Jaya & Widiastini, 2021). Job satisfaction is defined as the result of an individual's assessment of his job, which creates positive feelings towards the job (Nur et al., 2022.). Job satisfaction covers various aspects, including financial compensation, interpersonal relationships at work, and recognition of work achievements (Suwondo Suwondo & Tan Evan Tandiyono, 2023). Therefore, companies need to pay special attention to these factors to ensure employees' needs are met, which will ultimately increase overall job satisfaction.

High job satisfaction not only increases productivity but also strengthens work morale, dedication, discipline, and work performance (Firman Fauzi & Sari Puspitarini, 2024). A positive attitude towards work creates a strong emotional attachment to the organization, known as employee engagement. Employee engagement is a condition in which employees feel emotionally, cognitively, and physically connected to their work and the organization (Ayuni & Gede Supartha, 2024). Employees who have high levels of engagement tend to be more productive, more loyal, and show less intention to change jobs (Khan in Luthans and Peterson, 2002).

According to (Fitria et al., 2021.), Employee engagement is the main determinant of organizational commitment which is inseparable from job satisfaction. A high level of job satisfaction will lead to a strong attachment to the organization, which in turn reduces the level of turnover intention. However, attention to employee engagement is still very limited in the world of human resource management in Indonesia, and research related to this topic is also still minimal (Nur Miftahul Janna & Mene Paradilla, 2023).

Although the relationship between job satisfaction, employee engagement, and turnover intention is often considered direct, the reality is that there is a mediating variable that influences this dynamic, namely organizational commitment. Organizational commitment reflects the level of employee loyalty and identification with the organization, which can strengthen or weaken the influence of job satisfaction and employee engagement on turnover intention. In addition, organizational commitment is also an important indicator in determining how loyal employees are to the company and how much they participate in achieving organizational goals (Kristininingsih & Badrianto, n.d.). When companies face challenges in retaining quality employees, organizational commitment becomes an important tool to ensure loyalty and optimal performance (Suwondo Suwondo & Tan Evan Tandiyono, 2023)

Rumah Sakit Paru dr. Ario Wirawan (RSPAW) Salatiga, as one of the main referral hospitals in Central Java, also faces challenges related to employee turnover intention. As a healthcare organization, RSPAW Salatiga relies heavily on the quality and stability of its workforce to provide optimal service to patients. The phenomenon of turnover intention among RSPAW Salatiga employees is a serious concern because of its impact not only on service quality but also on the hospital's operational costs.

Literature Review

Turnover Intention

According to Wahyuni et al., (2023) turnover intention is the tendency or intention of employees to stop working from their jobs. Turnover intention is a form of desire that reflects the direction of individual thinking regarding the continuation of their relationship with the organization in the future. . According to Giovani & Putri (2019), the desire for a choice of employment opportunities, market conditions, labor, and the length of the contract are factors that cause employee turnover intention.

Organizational Commitment

Commitment owned by employees to an organization is a behavioral factor used to measure employees' ability to carry out their duties and responsibilities within the organization. According to (Karida et al., 2024). Employees who have high commitment show strong loyalty, so they choose to continue their careers in the organization and have no desire to leave (Prasetyo & Waskito, 2023). Mathis & Jackson, (2017) states that there are at least three opportunities to assess organizational commitment

such as affective organizational commitment (AOC), ongoing organizational commitment (COC) and normative organizational commitment (NOC).

Job Satisfaction

Through the opinion of (Loan, 2020) job satisfaction is employees who correctly describe improvements in their performance, both in terms of quantity and quality of the output produced. However, Paparang et al (2021) explain that job satisfaction is not only limited to measuring work results but can also be measured through various aspects such as the level of job suitability with individual expectations, the amount of salary received, and opportunities for promotion.

Employee Engagement

Employee Engagement is the condition of a person who considers involvement in the company to be enthusiastic about what is done and feels satisfied with their work (Kişi, 2023). (Bakker & Demerouti, 2014) explains that employee engagement can be influenced by job resources, job interests and human resources.

Hypothesis Framework

Employee engagement is something that can affect employee emotions, the impact is that employees will experience changes in attitudes and behavior. And these changes will lead employees to improve work quality, job satisfaction, reduce the feeling of switching (Suhery, 2020). In the same study, it is said that employee engagement affects job satisfaction.

In his research, (Rahmawati et al., 2024), revealed that, if the level of employee engagement increases, it will be able to reduce the level of turnover intention because with the existence of individual employee attachment to employees, it can reduce employees' desire to stop working.

H1. Employee engagement has a negative effect on turnover intention

In his research at PT Persada Global Energi (Maulana et al., 2024) revealed that some employees felt that they did not have satisfaction in doing their work, but some employees were satisfied with the work they did. This research is in line with previous research conducted by Wulanfitri, et al (2020), which proves that job satisfaction has an indirect effect on turnover intention. (Yukongdi, n.d.) found that the relationship between job satisfaction and turnover intention has a significant effect. Employee job satisfaction has a significant negative effect on turnover intention so that it can be concluded that increasing employee job satisfaction can reduce turnover intention to be lower (Annisa et al., 2024).

H2. Job satisfaction has a negative effect on turnover intention

(Yücel, 2012) explains that job satisfaction is a strong predictor of affective commitment, which is a form of commitment based on employees' emotional attachment to the organization. Employees who are satisfied with their jobs tend to feel emotionally attached to the organization, thus increasing their commitment. In this study, job satisfaction is expected to increase employee organizational commitment at Dr. Ario Wirawan Salatiga Lung Hospital. (Kadek et al., 2023.) found that in the context of hospitals in Indonesia, job satisfaction has a significant positive effect on organizational commitment. Employees who feel satisfied with their jobs, especially in terms of salary and work environment, tend to have a higher commitment to the organization. This finding supports the hypothesis that job satisfaction can increase organizational commitment.

H3. Job satisfaction has a positive effect on organizational commitment

Employee engagement also has a positive influence on organizational commitment. Employees who are actively *involved* in their work tend to develop a greater sense of loyalty and dedication to the

organization. (Mazzetti et al., 2023) explains that high employee engagement contributes to increased organizational commitment, especially affective and normative commitment. Employees who are actively involved in their work tend to feel part of the organization, thus increasing their loyalty and commitment. (Amandha Habsari Priyanto & Noor Arifin, 2025) found that in the health sector, employee engagement has a significant positive influence on organizational commitment. Employees who feel engaged in their work tend to have a higher commitment to the organization. This finding supports the hypothesis that employee engagement can increase organizational commitment.

H4. Employee engagement has a positive effect on organizational commitment

(Utama & Surya, 2020) state that organizational commitment can mediate the relationship between Independent variables and Dependent variables. Organizational commitment acts as a partial mediation in the relationship between job satisfaction and turnover intention, (Setiawan et al., 2022) Job satisfaction is an important factor influencing employees' intention to stay or leave the organization. According to research conducted by (Setiawan et al., 2022) job satisfaction has a significant negative effect on turnover intention, where the higher the level of job satisfaction, the lower the tendency of employees to leave the company. However, this effect does not stand alone; organizational commitment is proven to play a significant mediating role. Organizational commitment can strengthen the relationship between job satisfaction and turnover intention, with the results showing that after including this mediating variable, the effect of job satisfaction on turnover intention decreased from -0.428 to -0.271. This suggests that although job satisfaction contributes directly to reducing exit intentions, the presence of organizational commitment strengthens this effect, making it less likely for employees to leave the company (Setiawan & Nurlina, 2022).

H5. Organizational commitment mediates the relationship between job satisfaction and turnover intention.

Schaufeli and Bakker (2021) explain that high employee engagement contributes to increased organizational commitment, especially affective and normative commitment. Employees who are actively involved in their work tend to feel part of the organization, thus increasing their loyalty and commitment. This commitment then reduces their intention to leave the organization. In this study, employee engagement not only directly affects turnover intention, but also indirectly through increased organizational commitment. Yuki and Roza (2020) found that in the healthcare sector, employee engagement has a significant positive effect on organizational commitment, which in turn reduces turnover intention. Employees who feel engaged in their work tend to have a higher commitment to the organization, thus reducing the intention to leave. This finding supports the hypothesis that organizational commitment mediates the effect of employee engagement on turnover intention.

H6. Organizational commitment mediates the relationship between employee engagement and turnover intention.

RESEARCH METHOD

The sample is a collection of data as a research subject through the determination chosen by the researcher. The research was conducted through quantitative method measurements carried out by purposive sampling method, while the determination of the number of samples was carried out by Malhotra's calculation, where the sample must be at least greater than or equal to four to five times the number of indicators. Through Malhorta's calculation, a total of 17 indicators were determined so that a minimum of 85 respondents were needed by distributing questionnaires using a Likert scale at Dr. Ario Wirawan Lung Hospital (RSPAW) in Salatiga. Using purposive sampling method, 105 respondents were obtained and all of them were employees who were still actively involved in the work environment and

had worked for more than one year at the company. The data obtained were then processed using partial least square (PLS) testing.

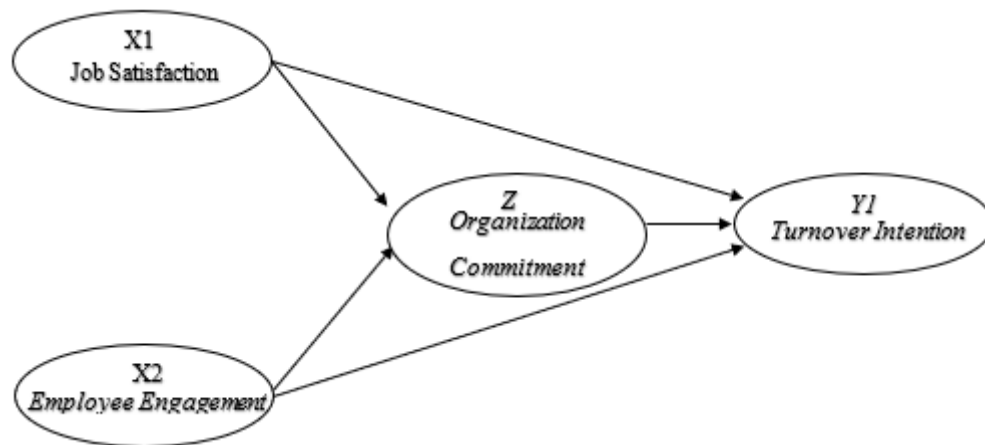


Figure 1. Design Hypotheses

RESULTS AND DISCUSSION

Table 1. Respondent Classification

Characteristics	Amount	Percentage
Gender		
Male	28	26,67 %
Female	77	73,33 %
Ages		
19 – 28 Years Old	26	24,76 %
29 – 39 Years Old	44	41,90 %
>40 Years Old	35	33,33 %
Education		
High Scholl	12	11,43 %
Associate Degree	22	20,95 %
Vocational	31	29.52 %
Bachelor's Degree		
Bachelor's Degree	40	61,90 %
Job Tittle		
Techinal Person	18	17,41 %
Health Person	71	67,62 %
PPNPN	12	11.43 %
Asst. Manager	3	2,86 %
Manager	1	0,95 %

Based on the results of examining the demographic characteristics of the respondents, it is known that the composition of respondents is dominated by individuals of the female gender, at 73.33 percent, while the lowest proportion comes from male respondents with a percentage of 26.67 percent. In terms of age, the 29-39 age group occupies the highest proportion, at 41.90 percent, while the 19-29 age group is the least represented, at 24.76 percent. In terms of the latest level of education, respondents with a bachelor's degree (S1) educational background were the most dominant at 38.10 percent, while the least came from secondary level graduates (High Scholl) with a proportion of 11.41 percent. Furthermore, in terms of position structure, health workers are the most dominant category with a percentage of 67.62 percent, while managerial positions are recorded as the category with the lowest representation, which is only 0.95 percent.

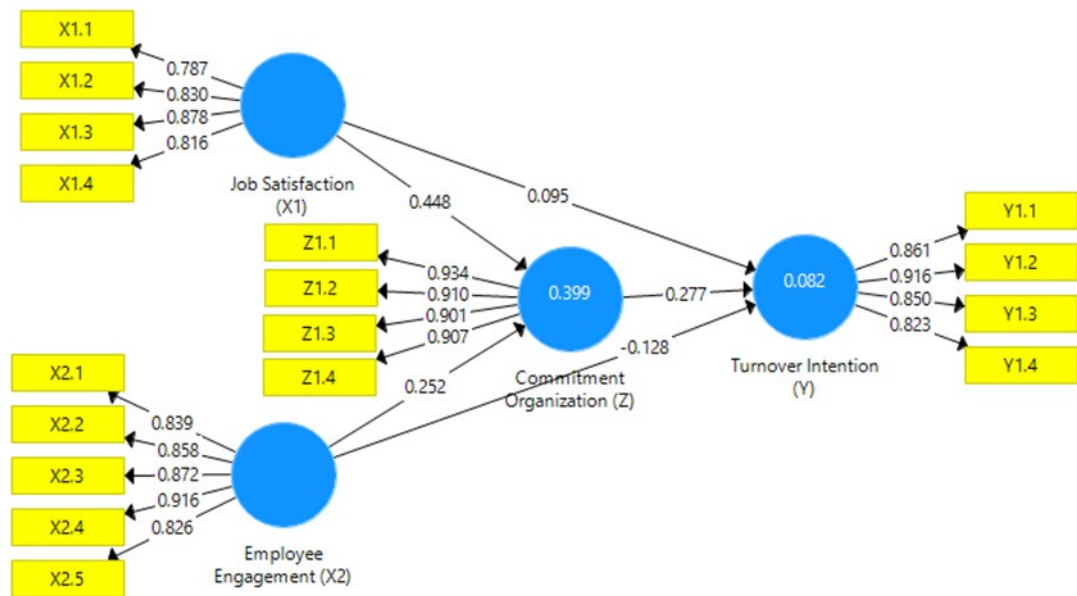


Figure 2. Outer Model

Table 2. Variable Validity Measurement

Indicator	Outer Loading	Variable	Cronbach Alpha	AVE
Personal Achievement	0.787	Job Satisfaction (X1)	0,897	0,686
Recognition of Work	0.830			
Nature of Work	0.878			
Career Opportunities	0.816			
Job Resources	0.839	Employee Engagement (X2)	0,936	0,744
Job Importance	0.858			
Personal Job Resources	0.872			
Job Characteristics	0.916			
Worker Enthusiasm	0.826			
Age	0.861	Turnover Intention (Y)	0,921	0,745
Length of Service	0.916			
Education Level	0.850			
Company Culture	0.823			
Career Path	0.934	Organization Commitment (Z)	0,953	0,834
Job Position	0.910			
Employee Characteristics	0.901			
Internal and External Relationship	0.907			

Based on the results of convergent validity testing, all indicators in each construct show an outer loading value above 0.7, which generally reflects high indicator validity. However, referring to Chin's view in Ghazali & Latan (2015), indicators with outer loading values between 0.5 to 0.6 are still acceptable under certain conditions. Thus, the values obtained in this test can be considered valid and suitable for further analysis.

Furthermore, evaluation of the Average Variance Extracted (AVE) value shows that all constructs have values above the minimum threshold of 0.50. Specifically, the job satisfaction construct has an AVE value of 0.686; employee engagement of 0.744; organizational commitment of 0.834; and turnover intention of 0.745. This achievement indicates that each construct meets the criteria for discriminant validity and can be said to be empirically valid. In addition, testing construct reliability through composite reliability values shows that all constructs have values above 0.7, which reflects excellent internal consistency. These values include: job satisfaction of 0.897; employee engagement of 0.936; organizational

commitment of 0.953; and turnover intention of 0.897. Thus, it can be concluded that all constructs have adequate reliability and can be used in further model testing.

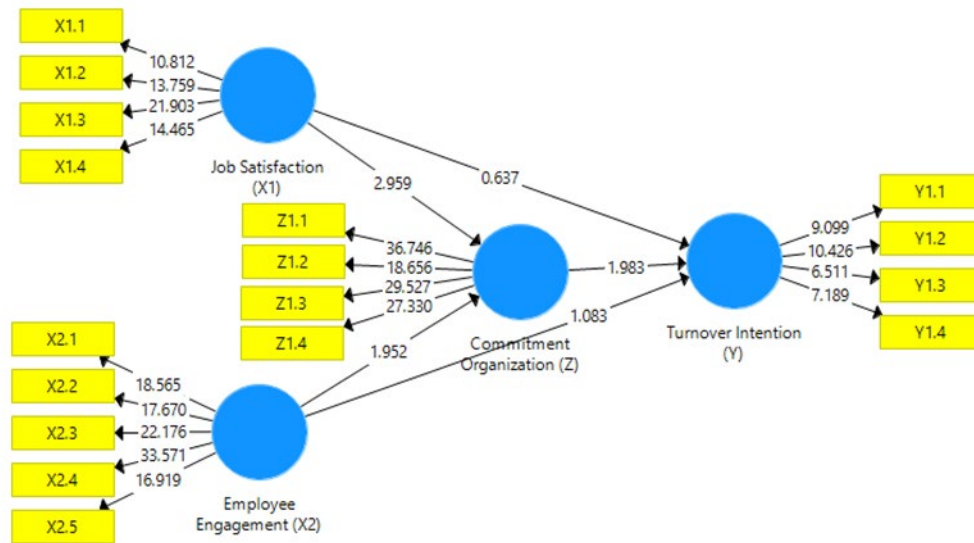


Figure 3. Inner Model

Table 3. Measurement Coefficient Value (r2)

Variable	R Square	R Square Adjusted
Commitment Organization (Z)	0.399	0.387
Turnover intention (Y)	0.082	0.055

Through this table, it is found that the correlation generated in the influence of the variables Job satisfaction (X1), Employee engagement (X2) on Organization Commitment (Z) is worth 0.387 or 38.7 percent in the correlation category 0 - 0.49 which is interpreted as a weak correlation effect, the same value is also given by Job satisfaction (X1), Employee engagement (X2) and Organization Commitment (Z) on Turnover intention (Y) which is only worth 0.055 or 0.055 percent.

Table 4. Measurement F-Square Value

Variable	Commitment Organization (Z)	Turnover intention (Y)
Commitment Organization (Z)		0.050
Employee engagement (X2)	0.068	0.011
Job satisfaction (X1)	0.216	0.005

Through this table, it was found that the variable Employee engagement (X2) gave a value of 0.068, which means > 0.02 ; < 0.15 , so it can be stated that the variable Employee engagement has a small influence on Commitment Organization (Z). The Job satisfaction variable (X1) gives a value of 0.216, which is interpreted as > 0.15 ; < 0.35 , so it can be stated that the Job satisfaction variable has a moderate influence on Commitment Organization (Z). The Commitment Organization (Z) variable gives a value of 0.05, which means > 0.02 ; < 0.15 , so it can be stated that the Commitment Organization variable has a small influence on Turnover intention (Y). The Job satisfaction variable (X1) gives a value of 0.005, which means < 0.02 , so it can be stated that the Job satisfaction variable has little effect on Turnover intention (Y). The variable Employee engagement (X2) gives a value of 0.011, which is interpreted as < 0.02 , so it can be stated that the variable Employee engagement has a small effect on Turnover intention (Y).

Table 5. Direct and Indirect Effect Measurement

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Job satisfaction (X1) -> Commitment Organization (Z)</i>	0.448	0.450	0.151	2.959	0.002
<i>Job satisfaction (X1) -> Turnover intention (Y)</i>	0.095	0.104	0.149	0.637	0.262
<i>Employee engangement (X2) -> Commitment Organization (Z)</i>	0.252	0.243	0.129	1.952	0.026
<i>Employee engangement (X2) -> Turnover intention (Y)</i>	-0.128	-0.155	0.118	1.083	0.140
<i>Job satisfaction (X1) -> Commitment Organization (Z) -> Turnover intention (Y)</i>	0.124	0.118	0.079	1.573	0.058
<i>Employee engangement (X2) -> Commitment Organization (Z) -> Turnover intention (Y)</i>	0.070	0.066	0.052	1.346	0.090

The effect of Employee engagement with Turnover intention

The results of this study indicate that Employee engagement cannot have an influence on turnover intention, this can be seen that the t-statics value is 1.083 and the amount of p values is 0.140 so that it can be interpreted that the first hypothesis is accepted (h1 accepted) it can be concluded that the higher the involvement that employees provide, it will suppress the desire to leave employees. When looking at the negative effect given by employee engagement, this is in line with research conducted by (Rahmawati et al., 2024) and (Suhery, 2020) by assessing that the employee engagement variable cannot have a significant effect on turnover intention.

(Rahman & Oemar, 2023) state that engagement can occur consciously and structured and emotionally connected with other parties to the work they do. Employees feel that those who have done a job with high engagement will make them feel they need the job, feel that their financial ability comes from their work, and feel that no one is able to do the job but themselves.

Effect of Job satisfaction with Turnover intention

The results of this study indicate that job satisfaction cannot have an influence on turnover intention, it can be seen that the t-statics value is 0.637 and the amount of p values is 0.262 so that it can be

interpreted that the second hypothesis is accepted (h2 accepted) it can be concluded that the higher the job satisfaction felt by employees, it will suppress the desire to leave. When looking at the negative effect given by Job satisfaction, this is in line with the research conducted by (Maulana et al., 2024); Wulanfitri, et al (2020); Ridho and Farid Wajdi (2023) and (Addin Fitri Annisa, 2024) by assessing that the Job satisfaction variable cannot have a significant effect on turnover intention.

Tannady (2017) states that employees decide to leave the company because of the dissatisfaction with their work which is shown through actions that lead to behavior that leaves the job / organization. through this research it was found that employees who want to leave due to their dissatisfaction tend to be caused by the environmental discomfort received by employees, both from coworkers, the honorarium received or employee support facilities.

Effect of Job satisfaction on Organization Commitment

The results of this study indicate that job satisfaction can have an influence on commitment organization, this can be seen that the t-statics value is 2.959 and the amount of p values is 0.002 so that it can be interpreted that the third hypothesis is accepted (h3 accepted) it can be concluded that the higher the job satisfaction felt by employees will increase their organizational commitment. When looking at the positive influence given by Job satisfaction, this is in line with the research conducted by (Loan, 2020; Prasetyo & Waskito, 2023) by assessing that the Job satisfaction variable can have a significant effect on commitment organization.

The positive work attitude generated by individuals will illustrate how satisfied they are with their work and employees who have satisfaction will be able to complete good responsibilities for their work. Kolompoy (2019) states that employees who have high job satisfaction will be able to maintain commitment in the long term. Through this research, it was found that job satisfaction can be assessed through attendance and productivity levels, work performance, and good communication skills with coworkers. So that companies need to maintain and foster a better and more stable level of job satisfaction through activities/discussion forums that will provide opportunities for employees to be able to provide feedback on policies and regulations set by the company.

Effect of Employee Engagement with Organization Commitment

The results of this study indicate that employee engagement can have an influence on commitment organization, this can be seen that the t-statics value is 1.952 and the amount of p values is 0.026 so that it can be interpreted that hypothesis four is accepted (h4 accepted) it can be concluded that the higher the level of employee involvement, the higher the organizational commitment. When looking at the positive effect provided by Employee engagement, this is in line with the research conducted by Schaufeli and Bakker (2021); Yuki and Roza (2020) by assessing that the Employee engagement variable can have a significant effect on commitment organization.

Employees with high work engagement tend to care more about their work, not only about tasks and responsibilities but will also be more active in providing effective solutions to help solve company problems. Through this study, it was found that employees feel that their work in this hospital is important to the company and patients as well as their own individuals and they feel that they can provide direct moral support to patients by working there.

Job satisfaction and Commitment Organization with Turnover intention

The results of this study indicate that job satisfaction mediated by commitment organization directly cannot have a significant effect on turnover intention, this can be seen that the t-statics value is 1.573 and the amount of p values is 0.058 so that it can be interpreted that the fifth hypothesis is rejected (h5 is rejected) it can be concluded that the high level of job satisfaction felt by employees will suppress the desire to leave employees, either directly influenced or mediated by organizational commitment. When looking at the negative effect provided by Job satisfaction mediated by commitment organization, this is in line with research conducted by (Setiawan et al., 2022) by assessing that the mediation ability provided by commitment organization cannot have a significant effect on turnover intention.

The form of job satisfaction is not limited to the emotional level of employees in one company, but can also be described through the level of desire to provide the best for the company. This happens in the research conducted, where a high form of job satisfaction is not only sufficient to reduce the intention to leave, but the level of organizational commitment it has is needed.

Employee engagement and Commitment Organization with Turnover intention

The results of this study indicate that Employee engagement mediated by commitment organization directly cannot have a significant effect on turnover intention, this can be seen that the t-statics value is 1.573 and the amount of p values is 0.058 so that it can be interpreted that the sixth hypothesis is rejected (h6 is rejected) it can be concluded that higher job involvement will reduce employee desire to leave, either directly or indirectly influenced by organizational commitment. When looking at the negative effect provided by employee engagement mediated by commitment organization, this is in line with research conducted by Yuki and Roza (2020) by assessing that high organizational commitment will reduce employee intention to leave.

Employees with high work engagement will be very partial and supportive of the work they do, so that they can increase organizational commitment and discourage the intention to leave the company (Suartina & Ariyanti, 2021). This is similar to the results of the research conducted, where employees feel that they have become an important part of the company so that they are reluctant to leave their field of work.

CONCLUSION

Employee engagement and job satisfaction cannot have a significant effect on turnover intention. while other values state that job satisfaction and employee engagement can have a significant effect on commitment organization. However, the mediation provided by commitment organization provides an insignificant influence on job satisfaction and employee engagement on turnover intention. The low-value r-square finding or only 38.7 percent on the influence provided by job satisfaction and organizational commitment so that further research is needed using other variables that can further measure the effect of turnover intention, including green human resources management variables.

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