

THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE EFFECTS OF WORK-FAMILY CONFLICT AND JOB SATISFACTION ON EMPLOYEE TURNOVER INTENTION AT IBAH LUXURY VILLA IN UBUD

Anak Agung Tirta PUSPITAWATI¹, A.A.Media Martadiani², Ida Bagus Dharmanegara³

^{1,2,3}Master of Management Postgraduate Program, Warmadewa University

Corresponding author: Anak Agung Tirta Puspitawati

Email: Gungw99@gmail.com

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Abstract:

The development of the tourism sector in Bali, particularly the hospitality industry, such as villas, is driven by the demand for a competent workforce. However, turnover intention, or the desire to change jobs, poses a serious challenge, as seen at Ibah Luxury Villa in Ubud. Data shows that the employee turnover rate has increased beyond the acceptable limit of 10% per year. Factors influencing turnover intention include work-family conflict, job satisfaction, and low organizational commitment. Conflict between work demands and family responsibilities, limited promotion opportunities, and indications of weak employee commitment are key triggers. This study aims to examine the role of organizational commitment in mediating the influence of work-family conflict and job satisfaction on employee turnover intention at Ibah Luxury Villa in Ubud. The population in this study was all 62 employees at Ibah Luxury Villa in Ubud. The data collection method used was a questionnaire. The analytical technique used to answer the hypotheses was inferential analysis with Partial Least Squares (PLS). This study found that work-family conflict has a positive and significant effect on turnover intention, indicating that the greater the conflict between work and family, the higher the employee's intention to leave. Conversely, job satisfaction did not significantly influence turnover intention, although theoretically it should have a negative effect. Even if job satisfaction is insignificant, aspects such as salary, career, and work relationships still need to be considered. Organizational commitment needs to be strengthened through appreciation and empathetic communication.

Keywords: Work-Family Conflict, Job Satisfaction, Organizational Commitment, Turnover Intention

INTRODUCTION

Bali's current environment is experiencing rapid growth and development, particularly in the tourism sector. Tourism holds significant potential for increasing the country's foreign exchange earnings, as it is a reliable economic activity not only as a source of foreign exchange but also as a means of expanding and enhancing employment opportunities. In addition to generating significant foreign exchange for the country, the tourism sector also encourages the growth of industrial activities, both directly and indirectly related to tourism, which are expected to improve public perception. One industry established alongside the development of tourism in Bali is the construction of villas and hotels with various facilities. A company's performance is determined by the conditions and behavior of its employees. A common phenomenon is that company performance is often disrupted, directly or indirectly, by various unpreventable employee behaviors. One such behavior is turnover intention. Individuals' departures from an organization can be divided into two categories: voluntary resignations, which the employee desires, and involuntary resignations, which are at the request of the organization, including for reasons such as death, resignation, or pressure.





Through the use of an initial survey conducted by the author at Ibah Luxury Villa in Ubud, which show employee turnover rate from 2020 to 2024, as shown in Table 1.

Table 1. Employee Entry and Exit Data at Ibah Luxury Villa in Ubud, 2020-2024

Year	Initial Number of Employees	Number of Employees Entered	Persentase	Number of Employees Leaving	Persentase	Final Number of Employees
2020	82	3	3,65%	4	4,87%	81
2021	81	0	0	3	3,70%	78
2022	78	0	0	6	7,70%	72
2023	72	3	4,16%	5	6,94%	70
2024	70	0	0	8	11,42%	62

Source: Human Resources Ibah Luxury Villa in Ubud (2024)

Based on Table 1.1, it is known that turnover intention at Ibah Luxury Villa in Ubud tends to increase to reach 8 people in 2024 (11.42%), exceeding the limit of 10% per year. As generally stated, turnover in one year should not exceed 10% because it can cause losses to the organization, both in terms of costs and in terms of lost time and opportunities, and can affect employee work productivity within an organization (Ardan & Jaelani, 2021:5). According to information from the Human Resources Department of Ibah Luxury Villa in Ubud, the cause of turnover is because many employees want to gain new experiences in other workplaces and is also caused by several other factors, namely age and marital status. In addition, turnover intention is also caused by work-family conflict, where work-family conflict is considered a crucial issue in today's business world (Kusuwinarno and Indirawati, 2021:23)..

Work-family conflict is a form of inter-role conflict in which there are general demands on time spent and tensions arising from work while carrying out family-related responsibilities (Atmajaya et al., 2021). Every employee working in a company or organization has experienced work-family conflict, a lack of job satisfaction, and the intention to quit and find another job. Work-family conflict often arises when work demands more or requires more attention than family roles.

Employee turnover occurs because employees find it difficult to deal with work-family conflict, a dual role conflict that requires individuals to divide their roles between family and work. This dual role conflict triggers employees to focus on one role and then decide to resign from the organization or company.

Fhintariasari (2020) stated that work-family conflict has a positive effect on turnover intention. This is supported by research conducted by Atmajaya et.al. (2021), which states that there is a positive and significant influence between work-family conflict and turnover intention among employees of PT Foximax Mandiri Bandung. This means that the greater the conflict a person feels, the greater their desire to leave their company. Li et.al. (2021) also found in their research that work-family conflict has a positive and significant effect on turnover intention among school teachers in China. This is also supported by research by Putra and Suwandana (2020), which found a positive and significant influence between work-family conflict and turnover intention. However, research by Sulistyowati (2019) showed different results, where work-family conflict did not affect turnover intention.

Another cause of turnover intention is job satisfaction. Dwiyanti et.al (2023) defines job satisfaction as a positive feeling about work from the results of an individual's evaluation of the characteristics of the job itself. Job satisfaction reflects a person's feelings towards work, which



are evident in the employee's positive attitude towards work and everything faced in the work environment. Emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). If emotionally satisfied, job satisfaction is achieved, and vice versa, if emotionally dissatisfied, job satisfaction is not achieved (Fauzi et.al, 2022). Job satisfaction at Ibah Luxury Villa in Ubud can be seen from one indicator, namely job promotion. From the results of interviews with several employees, many employees feel dissatisfied because at Ibah Luxury Villa in Ubud, there are no job promotions for employees. Job satisfaction has a negative and significant effect on turnover intention. If the value of job satisfaction increases, the value of turnover intention will decrease, and vice versa. If the value of job satisfaction decreases, the value of turnover intention will increase (Rizki and Juhaet, 2022). Pistariasih & Adnyani (2022) stated that job satisfaction has a negative and significant effect on turnover intention. This is supported by the results of previous research, namely Rokhayati et.al. (2023), which proved that job satisfaction has a negative effect on turnover intention, indicating that the higher the employee's job satisfaction, the lower the turnover intention. However, different results were presented by Gatiningtyas and Primadineska (2022), who proved a positive and significant effect between job satisfaction and turnover intention among employees of PT Mataram Tunggal Garment. This means that even though employee job satisfaction is sufficient, it cannot reduce their intention to change jobs.

In addition to work-family conflict and job satisfaction, another factor suspected of influencing turnover intention is organizational commitment, which has an indirect influence. Jaelani (2021) stated that organizational commitment has a significant impact on high employee turnover rates. Furthermore, Dharsana & Wibawa (2020) successfully demonstrated organizational commitment as a mediator between the relationship between work-family conflict and job satisfaction and turnover intention. According to Human Resources at Ibah Luxury Villa in Ubud, a lack of organizational commitment can be seen in employees who display sullen faces when serving customers, arrive late, and dress sloppily.

The turnover intention of employees at Ibah Luxury Villa in Ubud, which results in their departure, negatively impacts the company because it can create instability and uncertainty regarding workforce conditions. Turnover intention must be viewed as a phenomenon and a highly significant amnesiac behavior within a company, from both an individual and a social perspective. This turnover intention will have a significant impact on the company and the employees involved. Gatiningtyas & Primadineska (2022), Atmajaya et.al (2021) and Nandytama (2024) in their research confirmed that work-family conflict, job satisfaction and organizational commitment are the causes of turnover intention, before employees decide to leave the organization. From this phenomenon and series of problems, the author draws on the background to re-examine the role of organizational commitment in mediating the influence of work-family conflict and job satisfaction on employee turnover intention at Ibah Luxury Villa in Ubud. Therefore, the author conducted a study with the title "The Role of Organizational Commitment in Mediating the Effect of Work-Family Conflict and Job Satisfaction on Employee Turnover Intention at Ibah Luxury Villa in Ubud".

Turnover Intention. Turnover intention is a condition in which employees have a conscious intention or tendency to seek alternative employment in a different organization (Tuwidjojo & Lumintang, 2024). Noermijati et.al. (2020) define turnover intention as an employee's tendency or intention to leave their job of their own choosing voluntarily.

According to Noermijati et al. (2020), several factors contribute to the desire to change jobs (turnover intention) as follows.

- 1) Job Satisfaction, Job satisfaction is a factor that influences turnover intention. Aspects of job satisfaction found to be related to an individual's desire to leave an organization include satisfaction with pay, promotions, supervisors, coworkers, and satisfaction with the job itself.
- 2) Organizational Commitment, Organizational commitment is the degree to which employees identify with a particular organization and its goals, and desire to maintain membership in the organization. The higher an individual's commitment, the lower the desire to leave the organization.
- 3) Perceived Organizational Justice, The fairness of decision-making within the organization is also a factor that influences turnover intention. If employees perceive the decision-making process as unfair, they are more likely to form an intention to leave.
- 4) Perceived Organizational Support, One factor influencing turnover intention is organizational support. An employee who perceives their organization as less supportive will use this as an excuse to leave their workplace. According to Gatinigtyas & Primadineska (2022), indicators of turnover intention include:
 - 1) Thinking of quitting.
 - 2) Intention to search for alternatives.
 - 3) Intention to quit.

According to Atmajaya et al. (2021), indicators of turnover intention include:

- 1) Absenteeism, the absence of employees who intend to leave their jobs, is usually characterized by increased absenteeism. The employee's level of responsibility during this phase is significantly lower than before.
- 2) Becoming lazy at work, Employees who want to find other jobs will be lazy at work because their orientation is to work elsewhere, which is perceived as better able to fulfill all their desires.
- 3) Increased violations of work regulations. Various violations of work regulations are often committed by employees who are about to turn over. Employees are more likely to leave the workplace during working hours and engage in various other forms of violations.
- 4) Increased protests against superiors, Employees who want to change jobs often protest company policies to their superiors. The topic of the protests usually concerns compensation or other regulations that disagree with the employee's wishes.

Work-Family Conflict. Work-family conflict is a two-way role conflict in which work demands interfere with family demands or responsibilities. For example, family care responsibilities interfere with work-related responsibilities, creating several undesirable outcomes such as stress, poor health, work-related conflict, absenteeism, and turnover (Suardhika et al., 2023). Employee turnover arises because employees find it difficult to cope with work-family conflict, which is a dual role conflict that requires individuals to divide their roles between family and work. This dual role conflict triggers employees to focus on one role and ultimately decide to resign from the organization.

Previous research conducted by Noermijati et al. (2020) found that work-family conflict among employees has a significant positive effect on turnover intention. Kumar et al. (2018) also found that work-family conflict has a positive and significant effect on turnover intention. Research conducted by Ganingtyas and Primadineska (2022) showed that work-family conflict has a positive and significant effect on turnover intention. Research conducted by Razaki and Rozana (2022) found that work-family conflict had a positive and significant effect on turnover intention. Furthermore, research conducted by Suardhika et al. (2023) also found that work-family conflict had a positive and significant effect on turnover intention.



Job satisfaction is a crucial aspect of an individual's work. Individuals exhibit different behaviors, leading to varying levels of satisfaction. Job satisfaction is an employee's perception of their job, whether it is enjoyable or unpleasant (Dewi et al., 2023). Job satisfaction is negatively related to employee turnover intention. Employees who are satisfied with their jobs are more likely to remain with the organization, while those who are dissatisfied are more likely to leave. Research by Zhang et al. (2024) demonstrated a negative and significant effect of job satisfaction on turnover intention. Similar research findings were also found by Rizki and Juhaeti (2022), who found job satisfaction to have a negative and significant effect on turnover intention. Similar research findings were also found by Sastrawan et al. (2022), Masyhuni (2023), and Dwiyantri et al. (2023), who found that job satisfaction had a negative and significant effect on turnover intention. Based on theory and several previous researchers, the following hypotheses are formulated:

- H1: Work-family conflict has a positive and significant effect on turnover intention
- H2: Job satisfaction has a negative and significant effect on turnover intention.

Organizational Commitment. Robbins and Judge (2019) state that organizational commitment is a state in which an employee sides with the organization's goals and desires to maintain their membership in that organization. Robbins and Judge (2019) define organizational commitment as a state in which an employee sides with a particular company and its goals, and intends to maintain their membership in that company.

According to Atmajaya et al. (2021), the indicators of organizational commitment are as follows:

- 1) Affective Commitment: This commitment relates to an employee's emotional connection to the organization. This indicator is measured by respondents' perceptions of their enjoyment of spending their careers in the organization and their sense of belonging to the organization.
- 2) Continuance Commitment: This commitment relates to employees' awareness of the potential losses associated with leaving the organization. This indicator is measured by respondents' perceptions of the difficulty of leaving the organization and the significant disruption to their lives.
- 3) Normative Commitment: This commitment reflects a feeling of attachment to remaining with the organization. This indicator is measured by respondents' perceptions of the value of being loyal to the organization and the perceived unethical nature of moving to another organization.

Work-family conflict (conflict between work and family) can impact organizational commitment. Work-family conflict occurs when the demands of work and family conflict, making it difficult for an individual to fulfill both effectively. This can lead to stress, fatigue, and job dissatisfaction, which in turn can reduce organizational commitment.

This research is supported by Fintahiasari et al. (2020), who found that work-family conflict has a negative and significant effect on organizational commitment. Dharsana and Wibawa (2020) also found that work-family conflict has a negative and significant effect on employee organizational commitment. Similar results were found by Hidayati et al. (2021), who found that work-family conflict had a negative and significant effect on organizational commitment. This is also supported by research by Sidimantra and Netra (2020), which found that work-family conflict had a negative and significant effect on organizational commitment. Similarly, research by Az-Zahra (2023) found that work-family conflict had a negative and significant effect on organizational commitment in female employees.

Employee job satisfaction occurs when individual needs are met and is related to the degree of likes and dislikes associated with employees. This is a general attitude held by employees that is closely related to the rewards they will receive after making sacrifices. When their job satisfaction is met, they tend to be highly motivated at work, and employees will have a high level of organizational commitment.

Similar research results from Herawati et al. (2022) on Grand Rohan Jogja employees demonstrated that job satisfaction has a positive and significant effect on organizational commitment. Manobawa (2022) also successfully demonstrated that job satisfaction has a positive and significant effect on employee organizational commitment. This is also supported by the research results of Sastrawan et al. (2022) at Auto 2000 in the Sanur Denpasar Branch, which stated that job satisfaction has a significant positive effect on organizational commitment. Based on theory and several previous researchers, the following hypotheses are formulated:

- H3: Work-family conflict has a negative and significant effect on organizational commitment
- H4: Job satisfaction has a positive and significant effect on organizational commitment

Organizational commitment encompasses loyalty and a sense of belonging. When employees feel a strong sense of loyalty and belonging to a company, they are willing to sacrifice their interests for the company, even without expecting commensurate rewards. If employee loyalty is low, they are more likely to resign and seek other employment. A strong commitment to the organization will be a factor in employees' decisions to leave the organization.

Research by Abet et al. (2024) found that organizational commitment has a negative and significant effect on turnover intention. Therefore, this study found that high organizational commitment influences auditors' desire to change jobs. Rizki and Juhaeti (2022) found that organizational commitment has a negative and significant effect on turnover intention among employees at Sidomulyo Selaras Tbk. Jakarta. Therefore, the higher the perceived organizational commitment, the lower their intention to leave the company.

Work-family conflict can influence employee intention to leave the organization, also known as turnover intention. However, organizational commitment can act as a mediator in the relationship between work-family conflict and turnover intention. Therefore, organizational commitment can influence employees' intention to leave the organization, even when they experience high levels of work-family conflict. This suggests that organizational commitment plays a significant role in mediating the relationship between work-family conflict and turnover intention.

This is supported by research conducted by Bayraka et al. (2021), which demonstrated that organizational commitment can mediate the relationship between work-family conflict and turnover intention. This is in line with research by Firmanzah et al. (2020), Finthariasari et al. (2020), and Hermawati et al. (2022), which also demonstrated that organizational commitment can mediate the relationship between work-family conflict and turnover intention.

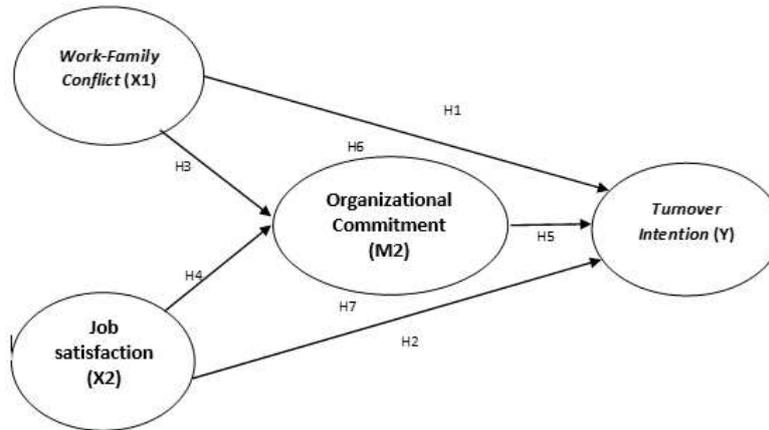
The tendency for commitment before entering the organization is positively related to initial commitment (before entering the organization), and subsequent commitment (after entering the organization) is negatively related to voluntary turnover. Therefore, employee job satisfaction is influenced by commitment at the initial stage of entering the organization (Goetz & Wald, 2022).

This is supported by research by Surya and Utama (2020), which demonstrated that organizational commitment can mediate employee job satisfaction and turnover intention. This is in line with research conducted by Sastrawan et al. (2022), Manobawa (2022), Utami and Rahmawati (2022), and Suwiningtyas et al. (2023), which states that job satisfaction influences turnover intention, with organizational commitment acting as a mediator.



- H5: Organizational commitment has a negative and significant effect on turnover intention.
- H6: Organizational commitment mediates the effect of work-family conflict on turnover intention.
- H7: Organizational commitment mediates the effect of job satisfaction on turnover intention.

Figure 1. Research Framework



METHODS

This research will be conducted at Ibah Luxury Villa in Ubud. The population in this study is all employees at Ibah Luxury Villa in Ubud, totaling 62 people. Considering the population in this study is only 62 people, all members of the population are used as respondents; in other words, this research is a census study. The data collection method used is a survey method using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study, namely work-family conflict, job satisfaction, organizational commitment and turnover intention.

RESULT AND DISCUSSION

Validity and Reliability Test. Based on Table 1, it shows that the correlation value of the scores for each statement is greater than > 0.22 (r table) and has a significance standard of 0.05, which means that each statement item used in the study is valid.

Table 2. Validity Test Results

Konstruk	Indicator	Correlation	Significance	Infomation
Work-Family Conflict (X ₁)	X1.1	0,760	Signifikan	Valid
	X1.2	0,836	Signifikan	Valid
	X1.3	0,847	Signifikan	Valid
	X1.4	0,848	Signifikan	Valid
	X2.1	0,638	Signifikan	Valid
	X2.2	0,511	Signifikan	Valid
Job Satisfaction (X ₂)	X2.3	0,588	Signifikan	Valid
	X2.4	0,709	Signifikan	Valid
	X2.5	0,566	Signifikan	Valid
Organizational Commitment (Z)	Z1.1	0,696	Signifikan	Valid
	Z1.2	0,782	Signifikan	Valid



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	Z1.3	0,754	Signifikan	Valid
Turnover Intention Karyawan (Y)	Y1.1	0,877	Signifikan	Valid
	Y1.2	0,908	Signifikan	Valid
	Y1.3	0,871	Signifikan	Valid

The reliability test results in Table 2 show the Cronbach's Alpha values. The results indicate that the CR value for each construct is equal to or above 0.6. This indicates that all indicators consistently reflect the same latent construct.

Table 3. Reliability Test Results

Konstruk	Cronbach Alpha	Description
Work-Family Conflict (X ₁)	0,835	Very Reliable
Job Satisfaction (X ₂)	0,639	Reliable
Organizational Commitment (Z)	0,697	Reliable
Turnover Intention Karyawan (Y)	0,859	Very Reliable

Hypothesis Testing. The relationship between Job Satisfaction and Organizational Commitment shows significant results with a coefficient value of 0.548, a T-statistic of 3.698, and a P-value of 0.000. This means that the higher the level of job satisfaction felt by employees, the higher their commitment to the organization. This relationship is positive and statistically proven to be significant. The relationship between Job Satisfaction and Turnover Intention shows negative and insignificant results, with a coefficient of -0.052, a T-statistic of 0.155, and a P-value of 0.877. This means that job satisfaction does not have a negative and insignificant effect on employees' intention to leave the organization. Interestingly, although the direction of the relationship is negative, which in theory means that the more satisfied a person is, the less likely they are to leave the organization, this influence was not strongly proven in this study. This insignificance can be explained by considering the demographic characteristics of the respondents, where the majority of respondents are employees with a relatively more mature age or with a family status, who are satisfied with the compensation received and do not consider promotion as a factor in job satisfaction. Thus, even if they feel quite satisfied with their current job, this may not be strong enough to keep them in the organization in the long term.

The relationship between Organizational Commitment and Turnover Intention is stated to have a negative and insignificant effect, with a coefficient of -0.028, a T-statistic of 0.135, and a P-value of 0.893. This is caused by the mindset of employees who are already adults and have families, where the decision to continue working is more influenced by economic responsibility and stability than by the level of emotional attachment to the organization.

The relationship between Work-Family Conflict and Organizational Commitment showed significant results, with a coefficient of 0.395, a T-statistic of 3.579, and a P-value of 0.000. Interestingly, this relationship is positive, meaning that the higher the conflict between work and family, the higher the commitment to the organization. This direction of the relationship may not be in line with theoretical expectations and may indicate special conditions or interpretations that require further study. The relationship between Work-Family Conflict and Turnover Intention was found to be positive and insignificant, with a coefficient of 0.314, a T-statistic of 1.793, and a P-value of 0.074. This indicates that conflict between work and family roles tends to increase the desire to leave the job, although the effect is not yet strongly significant at the 95% confidence level. However, at the 10% significance level, this relationship is quite significant.





The R^2 value for the Organizational Commitment (M) variable is 0.618 with an Adjusted R^2 value of 0.605. This indicates that the variables influencing organizational commitment are able to explain 61.8% of the variation that occurs in organizational commitment. This value is close to the limit of the strong model category according to Chin's criteria, so it can be concluded that the model for this variable has a high level of clarity. Meanwhile, the R^2 value for the Turnover Intention (Y) variable is only 0.081 with an Adjusted R^2 value of 0.034. This figure indicates that only about 8.1% of the variation in the intention to leave the job can be explained by the independent variables used in the model, while the remainder factors outside the model explain the remainder (91.9%) this model can be categorized as a weak model because its R^2 value is far below the minimum limit for a medium model (0.33). This indicates that further model development is needed by considering other, more relevant variables in order to improve the predictive ability of turnover intention. A Q^2 value of 0.649 indicates that the model has strong predictive relevance. The higher the Q^2 value (closer to 1), the better the model's ability to predict endogenous variables. Values above 0.35 are generally considered good in the context of social or management research (Hair et al., 2017).

Table 4. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job satisfaction (X2) -> Organizational commitment (M)	0.548	0.503	0.148	3.698	0.000
Job satisfaction (X2) -> Turnover Intention (Y)	-0.052	-0.080	0.339	0.155	0.877
Organizational commitment (M) -> Turnover Intention (Y)	-0.028	-0.043	0.208	0.135	0.893
Work Family Conflict (X1) -> Organizational commitment (M)	0.395	0.425	0.110	3.579	0.000
Work Family Conflict (X1) -> Turnover Intention (Y)	0.314	0.322	0.175	1.793	0.074
Job satisfaction (X2) -> Organizational commitment (M) -> Turnover Intention (Y)	-0.015	-0.023	0.113	0.136	0.892
Work Family Conflict (X1) -> Organizational commitment (M) -> Turnover Intention (Y)	-0.011	-0.017	0.091	0.122	0.903
<i>R² Organizational commitment:</i> 0.618					
<i>R² Turnover Intention:</i> 0.081					
<i>Q² :</i> 0.649					

The Influence of Work-Family Conflict on Turnover Intention. The relationship between Work-Family Conflict and Turnover Intention was found to be positive and insignificant, with a coefficient of 0.314, a T-statistic of 1.793, and a P-value of 0.074. This indicates that Work-Family Conflict tends to increase the desire to leave a job, although the effect is not significant because the respondents in this study were in the relatively mature age range, where the majority already have families and permanent financial responsibilities.



At this age, finding a new job is considered riskier, especially if opportunities in the job market are limited or do not guarantee the same security. Therefore, even though they experience work-family conflict, they tend to stay because of the need for income security and career stability.

The results of this study are not supported by previous research conducted by Noermijati et al. (2020), which stated that work-family conflict has a significant positive effect on turnover intention. Kumar et al. (2018) also found that work-family conflict has a positive and significant effect on employee turnover intention. Research conducted by Ganingtyas and Primadineska (2022) shows that work-family conflict has a positive and significant effect on turnover intention. This finding is supported by research conducted by Razaki and Rozana (2022), which found that work-family conflict has a positive and significant effect on turnover intention. Furthermore, research conducted by Suardhika et al. (2023) also found that work-family conflict has a positive and significant effect on turnover intention.

The Influence of Job Satisfaction on Turnover Intention. The relationship between Job Satisfaction and Turnover Intention showed negative and insignificant results, with a T-statistic of 0.155 and a P-value of 0.877. This means that job satisfaction does not significantly influence employees' intention to leave the organization. Interestingly, although the direction of the relationship is negative, which theoretically means that the more satisfied a person is, the less likely they are to resign from the company, this effect was not strongly proven in this study. This insignificance can be explained by considering the demographic characteristics of the respondents, particularly in terms of age and family responsibilities. Based on demographic data, the majority of respondents in this study were in the adult age group or approaching retirement. In this age range, individuals generally tend to job stability and financial security, rather than pursuing emotional satisfaction in work. This is in line with the work-life cycle theory, which states that in the final stages of a career, a person is more likely to stay in the workplace to maintain a steady income and avoid the risk of uncertainty due to job changes. Most respondents were also known to have family responsibilities, such as children's educational needs, household expenses, and retirement planning. This situation causes individuals to think more rationally and cautiously when making career decisions, including the decision to change jobs. Although they may experience dissatisfaction with some aspects of their job, the drive to stay is stronger than the desire to find a new one. Therefore, job satisfaction is not the primary determining factor in someone's decision to leave an organization. In the context of more mature employees, turnover intention is more influenced by external factors, such as family economic conditions, limited job opportunities at an older age, and conservative values regarding work loyalty.

The results of this study differ from those of Rizki and Juhaeti (2022), who examined maintenance employees at PT. Sidomulyo Selaras Tbk., which found that job satisfaction had a negative and significant effect on turnover intention. Similar research findings were also found by Sastrawan et al. (2022), Masyhuni (2023), and Dwiyantri et al. (2023), who found that job satisfaction had a negative and significant effect on turnover intention.

The Influence of Work-Family Conflict on Organizational Commitment. The relationship between Work-Family Conflict and Organizational Commitment showed a significant result, with a T-statistic of 3.579 and a P-value of 0.000. Interestingly, this relationship was positive, meaning the higher the conflict between work and family, the higher the commitment to the organization. This direction of the relationship may not align with theoretical expectations and may indicate specific conditions or interpretations that require further study.

The results of this study differ from those of Finthariasari et al. (2020), who found work-family conflict to have a negative and significant effect on organizational commitment. Dharsana and



Wibawa (2020) also found work-family conflict to have a negative and significant effect on organizational commitment. Similar results were also found by Hidayati et al. (2021), where work-family conflict had a negative and significant effect on organizational commitment. This is also supported by research by Sidimantra and Netra (2020), which found work-family conflict to have a negative and significant effect on organizational commitment. Likewise, research by Az-Zahra (2023) in his research found that work-family conflict had a negative and significant effect on organizational commitment.

The Influence of Job Satisfaction on Organizational Commitment. The relationship between job satisfaction and organizational commitment showed significant results with a T-statistic of 3.698 and a P-value of 0.000. This means that the higher the level of job satisfaction experienced by employees, the higher their commitment to the organization. This relationship is positive and statistically significant. Job satisfaction reflects the extent to which an individual feels happy, comfortable, and fulfilled in the work environment. Factors such as good relationships with coworkers, a fair compensation system, and a conducive work environment all contribute to increased job satisfaction. When employees feel their needs and expectations are met at work, they develop a sense of belonging to the organization. This feeling of satisfaction encourages employees to demonstrate organizational commitment, a positive attitude reflected in a desire to remain with the company, loyalty to company goals, and a willingness to contribute more. In other words, job satisfaction strengthens emotional commitment to the organization and a feeling of obligation to remain.

These research findings align with research by Herawati et al. (2022), which demonstrated a positive and significant effect of job satisfaction on organizational commitment. Manobawa (2022) also successfully demonstrated that job satisfaction has a positive and significant effect on organizational commitment. This is also supported by research by Sastrawan et al. (2022), which found that job satisfaction has a significant positive effect on organizational commitment. Those satisfied with salary, promotions, coworkers, and job security are more likely to remain with their current department.

The Influence of Organizational Commitment on Turnover Intention. The relationship between organizational commitment and turnover intention was found to be negative and insignificant. This is due to the characteristics of the majority of respondents in this study, who were in the adult age range between 30 and 50, namely the early adulthood age group moving towards middle adulthood. At this stage, individuals generally have greater responsibilities, both financially and in terms of family, as well as long-term planning. They are also entering a stable phase in their careers, where new job opportunities tend to be more difficult to obtain than at a younger age, especially amidst increasingly fierce competition in the labor market. Under these conditions, even though their organizational commitment is not particularly high, employees still choose to remain with the company for rational reasons, such as income stability. In other words, the decision not to leave is not solely due to a high emotional commitment to the organization, but also to external and situational factors, such as the difficulty of finding a new job of equal value and significant family responsibilities. This suggests that in certain age groups, organizational commitment is not a primary determinant of turnover intention, as the decision to leave or stay is more influenced by realistic considerations, rather than idealism or loyalty alone.

Hikmah and Nurweni (2022) also found similar results, stating that organizational commitment has a negative and significant effect on turnover intention. The higher the level of organizational commitment, the lower the employee's turnover intention. This is supported by



research from Manobawa (2022), which found that organizational commitment has a negative and significant effect on turnover intention..

The Role of Organizational Commitment in Mediating the Influence of Work-Family Conflict on Turnover Intention. The relationship between Work-Family Conflict mediated by Organizational Commitment on Turnover Intention also showed insignificant results, with a mediation coefficient of -0.011, a T-statistic of 0.122, and a P-value of 0.903. This means that organizational commitment does not act as a mediator in the influence of work-family conflict on employee turnover intention. Although theoretically, role conflict can affect commitment and ultimately trigger turnover intention, these results indicate that this pathway is not statistically proven in this study. The indirect effect of job satisfaction on employee performance through OCB showed a positive effect of 0.375 and was significant, so OCB mediates the effect of job satisfaction on employee performance. The main reason for the insignificance is that organizational commitment is not strong enough to offset the psychological and practical impacts of work-family conflict. In real-life contexts, especially for productive-age employees with family responsibilities, conflict between work and family roles is often a primary consideration in making career decisions, even when there is an emotional attachment to the organization. Therefore, even though employees are loyal and feel a sense of responsibility to the company, pressure from family can still trigger a desire to seek a more balanced work environment.

The results of this study are inconsistent with those of Bayraka et al. (2021), who found that organizational commitment mediates the relationship between work-family conflict and turnover intention. This is in line with research by Firmanzah et al. (2020), Finthariasari et al. (2020), and Hermawati et al. (2022), which also demonstrated that organizational commitment mediates the relationship between work-family conflict and turnover intention..

The Role of Organizational Commitment in Mediating the Influence of Job Satisfaction on Turnover Intention. The relationship between Job satisfaction mediated by Organizational Commitment and Turnover Intention showed insignificant results, with a coefficient value of -0.015, a T-statistic of 0.136, and a P-value of 0.892. This indicates that organizational commitment does not significantly mediate the effect of job satisfaction on employee turnover intention. Thus, the role of job satisfaction on turnover intention does not run through the organizational commitment pathway in this model, due to the demographic characteristics of the respondents, particularly in terms of adult age and the burden of family responsibilities. The majority of employees in this study were in the age range that has entered adulthood, which is generally in a phase of life where economic stability and job security are the main priorities. If employees feel dissatisfied with the main aspects of the job, such as income, work environment, or an unbalanced workload, then the desire to seek other work alternatives will arise directly, without considering the level of organizational commitment that has been formed. Although someone feels emotionally attached to their organization, the need to fulfill family obligations and maintain financial stability often plays a more decisive role in decisions regarding future employment. This study's findings contradict those of Surya and Utama (2020), who demonstrated that organizational commitment mediates job satisfaction and employee turnover intention. This is in line with research conducted by Sastrawan et al. (2022), Manobawa (2022), Utami and Rahmawati (2022), and Suwiningtyas et al. (2023), which found that job satisfaction influences turnover intention, with organizational commitment acting as a mediator.

CONCLUSION



Research shows that work-family conflict has a positive and significant effect on turnover intention, while job satisfaction has no significant effect. Work-family conflict and job satisfaction both have a positive and significant effect on organizational commitment. However, organizational commitment does not significantly influence turnover intention and is unable to mediate the relationship between work-family conflict and job satisfaction on turnover intention. This means that the intention to leave the organization is more directly influenced by work-family conflict, rather than commitment or job satisfaction.

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