

# An Analysis of the Relationship Between Job Satisfaction and Organizational Commitment and Its Effect on Employee Turnover Intention at Universitas Amikom Yogyakarta

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**Abstract:** *This study aims to analyze the relationship between job satisfaction and organizational commitment, as well as their influence on turnover intention among employees at Universitas Amikom Yogyakarta. The study uses a quantitative approach with the survey method, involving 38 respondents selected through simple random sampling. Hypothesis testing uses correlation and linear regression analysis techniques, which are processed with SPSS 22. The results show that job satisfaction has a positive yet weak influence on organizational commitment, with a coefficient determination ( $R^2$ ) of 29.8%. This indicates that job satisfaction explains only a small portion of the variance in organizational commitment. Furthermore, job satisfaction has been found to have a negative but insignificant effect on turnover intention, indicating that the level of employee job satisfaction is not a strong factor in reducing employees' intention to leave the organization. Similarly, organizational commitment also exhibited a negative but insignificant effect on turnover intention. Simultaneously, the influence of job satisfaction and organizational commitment on turnover intention produced a coefficient of determination ( $R^2$ ) of 0.127, indicating that both variables explain only 12.7% of the variation in turnover intention. These findings indicate the need to consider other, more dominant factors related to employee turnover intention at Universitas Amikom Yogyakarta.*

**Keywords:** *Job Satisfaction, Organizational Commitment, Turnover Intention*

## 1. Introduction

The phenomenon of human resources in the era of globalization and technological disruption increasingly requires organizations, including higher education institutions, to pay attention to the psychological and behavioral aspects of employees. Universities not only play a role as institutions that provide education, research, and community service, but also as organizations that are supported by a professional workforce, both lecturers and educational staff. The sustainability of higher education organizations is greatly influenced by the quality of their employees, their loyalty, and their desire to continue working at the institution. One of the crucial issues faced by organizations is the high rate of turnover intention or the desire to leave the job.

Turnover intention represents an employee's tendency or intention to voluntarily leave an organization within a certain period. In many studies, turnover intention is seen as a strong predictor of actual turnover. High turnover intention has negative implications for organizations, such as increased recruitment and training costs, loss of institutional knowledge, and decreased team productivity (Chen et al., 2021). In the context of higher education, employee turnover intention can lead to a decline in the quality of academic services, obstacles in achieving the vision and mission, and a decrease in the competitiveness of universities amid global competition in higher education.

One important factor that influences turnover intention is job satisfaction. Job satisfaction is defined as the level of positive feelings that employees have towards their work, which reflects the extent to which individual expectations match the reality received from the organization (Aziri, 2011). Employees who have high job satisfaction tend to show loyalty, optimal

performance, and a desire to stay longer in the organization. Conversely, job dissatisfaction triggers stress, absenteeism, and turnover (Msengeti & Obwogi, 2015). In the context of universities, job satisfaction is not limited to financial compensation but also includes non-financial aspects such as academic recognition, career development, support from superiors, and a conducive work climate.

In addition to job satisfaction, another factor that strongly influences turnover intention is organizational commitment. Organizational commitment refers to the level of emotional attachment, identification, and involvement of individuals with their organization (Meyer & Allen, 1991). Employees with high organizational commitment will feel that they are an important part of the university, making them more loyal and reluctant to leave their jobs. Conversely, low organizational commitment is often associated with increased turnover intention (Jain et al., 2019). In higher education institutions, organizational commitment is crucial because the long-term success of a university is largely determined by the consistent contribution of its employees.

Several empirical studies confirm a significant relationship between job satisfaction, organizational commitment, and turnover intention. For example, research by Tnay et al. (2013) found that job satisfaction has a negative effect on turnover intention, while organizational commitment is an important mediator in this relationship. Another study by Kwenin et al. (2013) showed that employees with high job satisfaction tend to have stronger organizational commitment, which ultimately reduces their intention to leave. In other words, job satisfaction and organizational commitment do not stand alone, but interact with each other in influencing turnover intention.

Although this relationship has been extensively studied in the context of manufacturing companies, banks, and hospitals, research in the higher education sector, particularly in Indonesia, is still relatively limited. In fact, employee dynamics in higher education institutions have different characteristics from those in the business sector. University employees face academic pressures, administrative demands, and the need to maintain the quality of student services. This makes the analysis of psychological factors such as job satisfaction and organizational commitment increasingly relevant to research in the university context.

Universitas Amikom Yogyakarta, as one of the rapidly growing private universities based on information technology, faces similar challenges. The significant growth in the number of students each year demands optimal performance from employees, both lecturers and educational staff. However, organizational dynamics such as high workloads, performance appraisal systems, and limited career paths have the potential to affect employee job satisfaction and organizational commitment. If these factors are not managed properly, they can trigger an increase in turnover intention, which ultimately affects the quality of educational services. In addition, the phenomenon of brain drain in the higher education sector is also a concern. Many employees with superior competencies choose to move to other institutions or even to industrial sectors that offer higher compensation. This condition reinforces the urgency of research on the determinants of turnover intention among university employees, including at Universitas Amikom Yogyakarta.

Conceptually, this study is expected to contribute theoretically by strengthening the model of the relationship between job satisfaction, organizational commitment, and turnover intention in the context of higher education. From a practical standpoint, the results of this study can serve as a basis for the management of Universitas Amikom Yogyakarta in designing human resource management strategies, such as increasing job satisfaction through fair compensation schemes, creating a conducive work climate, and strengthening organizational commitment through employee engagement programs.

## 2. Literature Review and Hypotheses

### 2.1. Definitions of Job Satisfaction, Organizational Commitment, and Turnover Intention

*Job satisfaction* is an effective and cognitive condition in which an employee assesses their overall job (including aspects such as tasks, working conditions, and rewards) against their expectations. Job satisfaction encompasses positive feelings about the job as a whole and specific components (e.g., salary, relationships with colleagues, recognition, opportunities for development). This concept is seen as the result of an individual's evaluation of the extent to which their needs, values, and expectations are met (Hora et al., 2018; Karaferis & Tzounis,

2022). The main dimensions of job satisfaction, which are often used in quantitative research, are (Hora et al., 2018; Penconek & Colleagues., 2021; Karaferis & Tzounis 2022): (1) Intrinsic components (nature of work) are satisfaction with the content of the job, intellectual challenges, autonomy, and meaning of work. (2) Compensation and rewards (salary/benefits) are satisfaction with salary, facilities, and non-salary benefits. (3) Career development/promotion opportunities are related to promotion opportunities, training, and competency development. (4) Interpersonal relationships & coworker support (coworker support/social relations) describe the quality of relationships with coworkers and the team atmosphere. (5) Supervision/leadership support encompasses leadership style, feedback, recognition, and managerial support. (6) Working conditions and organizational communication.

*Organizational commitment* refers to a definition that describes an employee's psychological attachment to an organization, which includes feelings of emotional attachment, a moral obligation to stay, and a cost-benefit calculation related to staying or leaving. The most widely used model in modern research is the three-component model: affective commitment, continuance commitment, and normative commitment, although recent studies also highlight multi-target commitment profiles (e.g., commitment to the organization vs. profession) and commitment shaped by cognitive and social factors (Oh, Hwang & Kim 2019). The main dimensions of organizational commitment are (Oh, Hwang & Kim, 2019): (1) Affective commitment, which is emotional attachment: employees stay because they “want” to remain in the organization (identification, pride, emotional attachment). Affective commitment is strongly related to intrinsic motivation and positive outcomes such as performance and workforce retention. (2) Continuance commitment is a calculation-based commitment: staying because of perceived costs (loss of benefits, difficulty finding alternatives). Continuance commitment is often related to economic motivation or the risk of changing jobs. (3) Normative commitment is a normative commitment: staying because one feels “obligated” or has a moral duty (e.g., responsibility or loyalty that has been taught).

*Turnover intention* dapat diartikan sebagai kecenderungan kognitif seorang pegawai untuk meninggalkan organisasi dalam waktu tertentu, yaitu sebuah prediktor psikologis dari turnover aktual. Turnover intention mengukur intensitas niat berpindah yang dipengaruhi oleh faktor individu (kepuasan kerja, burnout), organisasional (komitmen, keadilan organisasi), dan eksternal (peluang pasar kerja). Karena realisasi niat menjadi perilaku actual dipengaruhi oleh banyak variabel, turnover intention sering digunakan sebagai outcome utama dalam studi retensi (Callado et al. (2023). Adapun dimensi (indikator) turnover intention biasanya diukur sebagai konstruk unidimensional melalui beberapa item self-report yang menanyakan: (1) keinginan atau rencana untuk mencari pekerjaan lain; (2) frekuensi berpikir tentang meninggalkan organisasi; (3) kemungkinan mencari pekerjaan dalam jangka waktu tertentu; dan (4) niat untuk benar-benar keluar bila peluang muncul (Callado et al. (2023).

## **2.2. The Relationship between Job Satisfaction and Organizational Commitment**

Job satisfaction and organizational commitment are two key variables in organizational behavior studies. Conceptually, job satisfaction reflects the extent to which individuals feel satisfied with their work, both intrinsically and extrinsically. Meanwhile, organizational commitment describes employees' psychological attachment to their organization, which can take the form of affective commitment, continuance commitment, or normative commitment. Many recent studies confirm a positive and significant relationship between job satisfaction and organizational commitment, whereby high levels of satisfaction strengthen employees' loyalty and attachment to the organization (Culibrk et al., 2018).

According to social exchange theory, the relationship between job satisfaction and organizational commitment can be explained through the principle of reciprocity. Employees who feel satisfied with the rewards, support, and work environment provided by the organization tend to respond with greater loyalty and commitment (Kim & Fernandez, 2017). In other words, job satisfaction acts as a significant antecedent to the formation of long-term organizational commitment (Yücel, 2016). Several meta-analytic studies even show that job satisfaction has a direct and strong effect on affective commitment, which is the emotional bond between employees and the organization. Satisfied employees are usually more willing to contribute, feel

happy to be part of the organization, and want to stay for the long term (Meyer & Maltin, 2010). Conversely, dissatisfied employees tend to have low commitment and may even increase their intention to leave the organization (Joo et al., 2017).

In addition, the relationship between job satisfaction and organizational commitment applies not only to the commercial sector, but also to higher education organizations. In the context of universities, the satisfaction of lecturers and educational staff with their workload, academic autonomy, and professional recognition plays an important role in increasing their commitment to the institution (Riza et al., 2024). Research in the education sector shows that intrinsic satisfaction factors, such as opportunities for self-development and leadership support, have a greater influence on affective commitment than extrinsic factors alone (Dube & Ngulube, 2024). Furthermore, job satisfaction is also related to the dimension of continuance commitment. Employees who are satisfied with compensation and benefits will assess the cost of leaving the organization as higher than the benefits, so they tend to stay (Yildiz et al., 2023). At the same time, job satisfaction influences normative commitment by strengthening the moral obligation to remain in the organization (Vieira et al., 2023). However, research also shows that the relationship between job satisfaction and organizational commitment is not entirely linear. Mediating variables such as job involvement and perceived organizational support often strengthen or weaken this influence (Hngoi et al., 2024). For example, job satisfaction will have a greater impact on commitment if employees feel fully involved in their work and receive tangible support from the organization.

In contextual conditions, such as the employment sector and organizational culture, it also influences the strength of this relationship. Cross-cultural studies have found that in organizations with a collectivist climate, job satisfaction has a stronger influence on commitment than in organizations with an individualistic culture (Akar, 2018). This confirms that the social and cultural context must be considered in the analysis of the relationship between variables. Empirical evidence in the public service sector also shows that employees who are satisfied with their work environment are more committed to providing quality public services, which in turn improves overall organizational performance (Wang et al., 2022). Similarly, in project-based or temporary organizations, job satisfaction has been shown to remain a key factor in shaping commitment (Goetz et al., 2022).

Therefore, it can be concluded that job satisfaction is an important predictor of organizational commitment. Improving job satisfaction through improvements in the compensation system, leadership support, career development opportunities, and a conducive work environment will encourage employees to have emotional attachment, feel obligated, and be committed to their organization in the long term (Morais et al., 2024). Without adequate job satisfaction, employee commitment will be difficult to establish and may result in high turnover intention (Jung, 2024). Hypothesis 1: *Job satisfaction has a positive effect on organizational commitment.*

### **2.3. The Relationship Between Job Satisfaction and Turnover Intention**

Job satisfaction is an important factor that influences employee behavior in an organization. One crucial outcome of job satisfaction is turnover intention, which is an employee's tendency or intention to leave the organization where they work. This intention is an early predictor of actual behavior in the form of resignation, so it is important to understand the role of job satisfaction in controlling turnover rates in organizations (Zhang et al., 2020). In general, mobility and push-pull theories explain that low job satisfaction acts as a push factor for employees to seek alternative employment. Conversely, high satisfaction will retain employees in the organization, even if there are external opportunities (Kim & Kao, 2020). In other words, there is a significant negative relationship between job satisfaction and turnover intention: the more satisfied an employee is, the less desire they have to leave the organization (Ryu, 2016). Empirical studies also show that dimensions of job satisfaction, both intrinsic (e.g., recognition, meaning of work, opportunities for development) and extrinsic (e.g., compensation, job security, environmental conditions), have a significant effect on reducing turnover intention. Employees who feel that these aspects are fulfilled tend to have higher loyalty (Chen et al., 2021). Conversely, dissatisfaction with compensation, job security, and working conditions leads to increased turnover intention. Employees who feel dissatisfied with these aspects are more likely to have lower job satisfaction

and higher turnover intention (Chen et al., 2021). Conversely, dissatisfaction with compensation, lack of organizational justice, or poor relationships with superiors strengthen employees' intention to leave (Al Zefeiti & Mohamad, 2017).

In the context of educational organizations, particularly universities, this phenomenon is highly relevant. Lecturers and educational staff who are dissatisfied with their workload, reward system, or management support show a higher tendency to leave the institution (Dube & Ngulube, 2024). Other research in the health sector has found similar results: healthcare workers with low satisfaction are at greater risk of having high turnover intentions (Wang et al., 2022). This relationship can also be explained through the theory of job embeddedness, which states that job satisfaction increases employee attachment to the organization and its environment. When satisfaction is high, employees feel more embedded and find it difficult to detach themselves, thereby reducing turnover intention (Holtom & Darabi, 2018). Conversely, low satisfaction weakens these bonds and makes the decision to leave easier (Memon et al., 2016). In addition, research has found a mediating role for psychological variables. For example, work stress, emotional exhaustion, and organizational commitment have been found to be mediating mechanisms between job satisfaction and turnover intention (Jung, 2024). This means that low job satisfaction can cause stress and emotional exhaustion, which in turn increases turnover intention (Karatepe & Aga, 2016).

In the modern business sector, this correlation is also reinforced by an increasingly mobile workforce. Millennials and Gen Z tend to be quicker to decide to change jobs if their job satisfaction is not met (Park & Johnson, 2019). Thus, organizations are required to design retention strategies that can increase job satisfaction in order to reduce turnover intention. Meta-analytic evidence confirms the consistency of these findings: job satisfaction is one of the strongest predictors of turnover intention compared to other variables such as work stress and work-life balance (Yücel, 2016). Furthermore, in a global work environment, research shows that the negative correlation between job satisfaction and turnover intention is universal, although its strength may vary depending on culture and employment systems (Akar, 2018).

Thus, it can be concluded that job satisfaction plays a central role in reducing employee turnover intention. Increasing job satisfaction through fair compensation, career development opportunities, support from superiors, and a conducive work environment will help organizations, including universities, reduce turnover rates. Without these efforts, the risk of losing potential employees will be even higher (Morais et al., 2024).

*Hypothesis 2: Job satisfaction has a negative effect on turnover intention.*

#### **2.4. The Relationship between Organizational Commitment and Turnover Intention**

Organizational commitment is defined as the level of psychological attachment, loyalty, and identification of employees to the organization where they work. Meyer and Allen (1991) mention three main dimensions of organizational commitment, namely affective commitment (emotional attachment), continuance commitment (consideration of the costs and benefits of leaving the organization), and normative commitment (moral obligation to continue working). Many modern studies confirm that organizational commitment is one of the main factors that influence turnover intention, which is the intention of employees to leave their jobs (Ćulibrk et al., 2018). Employees with high levels of organizational commitment tend to have a lower desire to leave because they feel emotionally and morally attached to the organization (Yücel, 2016). Conversely, low organizational commitment is often associated with increased turnover intention, especially when employees no longer feel emotionally attached or believe that staying does not provide meaningful benefits (Jung, 2024).

Empirical studies prove that affective commitment has the strongest influence in reducing turnover intention. Employees who have positive emotional ties to their organization feel satisfied, comfortable, and proud to work at the institution, so they are reluctant to move (Kim & Kao, 2020). On the other hand, continuance commitment can retain employees due to financial considerations and the risk of losing certain benefits if they leave (Vieira et al., 2023). Meanwhile, normative commitment reduces turnover intention because employees feel a moral obligation to continue working at the organization (Wang et al., 2022). In the higher education sector, research shows that lecturers and educational staff with high commitment are more loyal and contribute to

the sustainability of the organization. When commitment weakens, turnover intention increases, especially among younger generations who tend to be more mobile (Dube & Ngulube, 2024). Similar research in the health sector shows that organizational commitment is one of the main factors that suppresses turnover intention among medical personnel (Goetz et al., 2022).

Furthermore, social exchange theory explains this relationship: when organizations treat employees fairly and provide support, employees will respond with high commitment. This commitment ultimately suppresses their desire to leave (Morais et al., 2024). Similarly, psychological contract theory states that commitment will remain strong as long as employees perceive the organization to be fulfilling its expected promises; if the psychological contract is violated, turnover intention will increase (Park & Johnson, 2019). Several recent studies also emphasize the mediating and moderating roles in this relationship. For example, job satisfaction, job involvement, and organizational justice have been shown to strengthen the influence of commitment on turnover intention (Hngoi et al., 2024). This means that high commitment is more effective in reducing turnover intention when supported by other organizational factors. Other contextual factors such as organizational culture and work systems also influence this relationship. Cross-cultural studies have found that in countries with a collectivist culture, organizational commitment has a greater impact on reducing turnover intention than in countries with an individualist culture (Akar, 2018).

High turnover intention not only harms organizations in terms of recruitment costs, training, and loss of tacit knowledge, but also disrupts team stability. Therefore, increasing organizational commitment is an important strategy for employee retention (Al Zefeiti & Mohamad, 2017). Meta-analytic evidence confirms that organizational commitment is one of the strongest predictors of turnover intention, even stronger than compensation factors alone (Zhang et al., 2020). Thus, organizations must focus on strategies to improve the three dimensions of commitment to reduce turnover intention (Karatepe & Aga, 2016).

Hypothesis 3: *Organizational commitment has a negative effect on turnover intention.*

### 3. Research Method

The population of this study was all permanent employees of Universitas Amikom Yogyakarta, including lecturers and educational staff. The study was conducted in 2025 using a survey method, which was chosen because it is effective for obtaining large amounts of data in a relatively short time (Burns & Bush, 2014), and primary data collection can be cross-sectional. A sample of 38 people was taken. Sample members were selected using simple random sampling. Meanwhile, the research approach used quantitative methods because it sought to test the relationship and influence between variables in a measurable and objective manner through statistical analysis (supported by SPSS 22 tool). Quantitative methods were chosen to determine the relationship between job satisfaction and organizational commitment and the influence of both on employee turnover intention (Creswell, 2018). This approach allows for the formulation of findings based on empirical data that can be generalized to the research population (Neuman, 2014). Data analysis used Pearson's correlation and multiple linear regression to test the relationship and influence between variables.

The main research instrument was a questionnaire using a 1–5 Likert scale. Questionnaires were used because they can capture respondents' perceptions efficiently (Dillman et al., 2014). In this study, the job satisfaction variable was measured using a 20-item questionnaire, organizational commitment using a 15-item questionnaire, and turnover intention using a 5-item questionnaire. The operational definition of job satisfaction is an employee's positive feelings toward their job, covering various aspects such as tasks, coworkers, superiors, compensation, and development opportunities (Spector, 2019). The indicators used refer to the Job Satisfaction Survey (JSS). Meanwhile, organizational commitment is defined as the level of psychological attachment of employees to the organization, which consists of three dimensions: affective continuance, and normative commitment (Meyer & Allen, 1997). This variable is measured using the Organizational Commitment Scale. Furthermore, turnover intention is the intention or tendency of employees to consciously leave the organization soon (Mobley, 2011). The indicator is adapted from Mobley's three-item scale.

## 4. Results and Discussion

### 4.1. Respondent Demographics

This study took a sample of 38 employees of Universitas Amikom Yogyakarta, consisting of 58.1% men and 41.9% women. The status of employees was 82% lecturers and 18% educational staff. The distribution of employees by age was under 31 years old 29.0%, 31-40 years old 22.6%, 41-50 years old 16.2%, and 51 years old and above 32.2%. According to marital status: 87.1% are married, 9.7% are unmarried, and 3.2% are widowed. According to the number of family members they support less than 3 people 64.5%, 3-4 people 32.3%, more than 4 people 3.2%.

Next, the distribution of respondents according to education level: doctorate (S3) 12.9%, master's (S2) 74.2%, bachelor's (S1) 6.5%, diploma (D3) 6.5%. According to length of service at Universitas Amikom Yogyakarta: less than 11 years 67.8%, between 11-20 years 16.1%, 21-30 years 13.0%, over 30 years 3.2%. According to position or rank: teaching staff 40.7%, assistant experts 18.5%, lecturers 33.3%, senior lecturers 7.4%. According to income or salary received: less than 2 million rupiah 6.5%, between 2-3.99 million 51.6%, 4-5.99 million 26.6%, 6-7.99 million 12.9%, 8-9.99 million 6.5%, 10-11.99 million 6.5%, 12 million and above 3.2%.

### 4.2. Hypothesis Testing

Hypothesis 1. Using a simple linear correlation and regression model, the following statistical parameters were obtained: coefficient  $\beta = 0.579$  (t-value = 3.856; sig.= 0.000),  $R = 0.546$ , and  $R^2 = 0.298$ . The results of hypothesis testing prove that job satisfaction has a significant positive effect (Table 1). The correlation coefficient of 0.546 indicates a positive and significant relationship, but it is in the moderate to weak category. According to Cohen, correlation values between 0.50 and 0.69 are classified as medium effect (Cohen, 2013). Thus, job satisfaction does affect organizational commitment, but the relationship is not very strong. The influence of job satisfaction of 29.8% on the variability of organizational commitment is considered low. The dominant value of 70% is more influenced by variables outside the regression equation model. Thus, job satisfaction is indeed an important factor in shaping employee commitment, but it is not the only dominant factor.

**Table 1. Simple Linear Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.761	5.497		2.867	.007
	JS	0.579	0.150	0.546	3.856	.000

a. Dependent Variable: OC

The results of the study prove that job satisfaction (JS) has a significant positive influence, but is relatively weak, on the organizational commitment (OC) of employees at Universitas Amikom Yogyakarta, with a coefficient value of  $R^2 = 0.298$ . These findings indicate that although job satisfaction can increase employee commitment, the magnitude of this influence is not very strong. In other words, there are other factors beyond job satisfaction that also influence the strength of employee commitment to the institution.

The positive relationship indicates that the higher the job satisfaction, the more likely employees are to increase their organizational commitment. This finding is consistent with conceptual models in the literature that state that satisfied employees are more likely to be committed to the organization (Luthans, 2011). Although the strength is weak, the relationship is still statistically significant. This means that the influence is not accidental. This shows that job satisfaction remains an important factor in building organizational commitment, especially in the context of higher education institutions that depend on the dedication of their employees. Factors such as autonomy, task variety, and feedback affect intrinsic motivation, which ultimately impacts commitment (Hackman & Oldham, 2010). If some dimensions of work are not optimal, commitment may decline even if job satisfaction is quite high. Furthermore, in a number of organizational behavior studies, the relationship between job satisfaction and organizational commitment is one of the most researched topics. Theoretically, employees who feel satisfied in

their work tend to develop feelings of attachment, loyalty, and willingness to remain in the organization (Meyer & Maltin, 2010). However, the level of influence can vary between institutions, including in the context of universities such as Universitas Amikom Yogyakarta.

Hypothesis 2. From the results of statistical analysis, namely using a multiple linear regression model, the equation  $TI = 35.62 - 0.084 JS - 0.212 OC$  was obtained. The estimated parameter value  $\beta_1 = -0.084$  (t-value = -0.559; sig.=0.580).  $\beta_2 = -0.212$  (t-value = -1.497; sig. = 0.144).  $R=0.356$ ;  $R^2 = 0.127$ ; standard error (SE) = 3.54281.

**Table 2. Multiple Linear Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.762	5.116		6.990	.000
	JS	-.084	.150	-.107	-.559	.580
	OC	-.212	.142	-.286	-1.497	.144

a. Dependent Variable: TI

Consistent with hypothesis 2, it was proven that job satisfaction (JS) had a negative but insignificant effect on employee turnover intention (TI) at Universitas Amikom Yogyakarta. The study shows that the Pearson correlation coefficient between job satisfaction and turnover intention is  $r = -0.107$ . Furthermore, the causal effect is reinforced by the  $\beta_1$  coefficient = -0.084 (thitung = -0.559; sig.=0.580). The negative direction is consistent with the theoretical hypothesis that the higher the job satisfaction, the lower the employees' intention to leave the organization. However, this value is relatively weak and, according to the statistical test results obtained, does not reach the significant level. Practically, this means that although there is a general tendency for a negative relationship, the empirical evidence from this sample is not strong enough to state that job satisfaction consistently reduces the intention to leave among employees of Universitas Amikom Yogyakarta at the conventional confidence level (Zhang, Wu, & Mirkovski, 2020). The coefficient value is determined to be  $r^2 = 0.0114$ , meaning that only about 1.14% of the variation in turnover intention can be explained linearly by the variation in job satisfaction in this sample. This relatively small proportion of variation confirms that other factors (such as personal, organizational, and external labor market factors) likely play a much greater role in shaping turnover intention (Chen, Li, & Lin, 2021).

Another factor that can cause turnover intention is the difference in job satisfaction dimensions and their relevance to the intention to leave. Job satisfaction is a multidimensional construct (intrinsic and extrinsic). Some dimensions, such as intrinsic satisfaction related to job meaning or autonomy, are often more related to affective outcomes, while extrinsic dimensions (salary, benefits) may be more determinative in the decision to move when economic factors are dominant. If the instrument measures satisfaction in aggregate, the effects of opposing dimensions or those that are irrelevant to the local context can obscure the overall relationship with turnover intention. Cross-sector studies show that the effect on turnover is stronger when satisfaction with aspects directly related to market opportunities (salary, job security) is explored separately (Wang, Zhang, & Li, 2022).

Similarly, opinions regarding the unique context of the higher education sector. Job mobility in academic environments is often influenced by unique variables, such as professional calling, research opportunities, academic status, and family and academic community considerations. Many lecturers may be willing to hold back even with moderate levels of satisfaction due to non-economic values (e.g., reputation, publication opportunities). Conversely, non-academic staff tend to be more responsive to compensation or career opportunities outside the campus. If the sample is heterogeneous (lecturers + educational staff), the aggregate effect may weaken. Several higher education studies have found weaker correlations compared to the private sector (Liu et al., 2020).

External job opportunities and favorable local labor market conditions will attract employees to consider leaving. If external job opportunities in Yogyakarta are relatively low at the time of the study (e.g., a weak labor market), employees may remain even if their satisfaction is low.

Thus, the correlation between satisfaction and intention to leave becomes weak. Conversely, when the job market is highly competitive, the effect of satisfaction on turnover intention is usually more pronounced. Studies of the younger generation also show sensitivity to market conditions and career culture (Park & Johnson, 2019).

Hypothesis 3. As shown in Table 2, the analysis results indicate that organizational commitment (OC) has a  $\beta_2$  coefficient of  $-0.286$  on turnover intention (TI) in the sample of Universitas Amikom Yogyakarta employees. The negative direction of the coefficient is consistent with theory and practical expectations, namely that the higher an employee's commitment to the organization, the lower their intention to leave. However, it is important to note that this coefficient does not reach statistical significance at the conventional level ( $\text{sig.} > 0.05$ ), so the empirical evidence from this data is not strong enough to state that there is a real effect in the population with high confidence (Zhang, Wu, & Mirkovski, 2020).

Interpretatively,  $\beta_2 = -0.286$  indicates the direction and magnitude of the measurable effect: there is a tendency for turnover intention to decrease as commitment increases, but the strength of this effect is relatively moderate. In organizational practice, this figure suggests that increasing organizational commitment alone, without considering other factors, is unlikely to be sufficient to significantly reduce turnover intention at Universitas Amikom Yogyakarta at the time of measurement (Wang, Zhang, & Li, 2022). Basically, the components of the organizational commitment dimension have different intensities of influence. Organizational commitment is not a single, homogeneous construct. The three-component model (affective, continuance, normative) describes different motives for staying. Affective commitment (emotional bond) is usually most effective in reducing turnover intention, while continuance commitment (staying because of costs) can retain employees even when engagement is low but does not reduce the intrinsic desire to leave when opportunities arise. If the instrument measures organizational commitment as an aggregate score without separating the dimensions, the protective effect of affective commitment may be masked by variability in other dimensions, resulting in a weak and insignificant total coefficient (Memon et al., 2016).

The organizational commitment variable can act as a mediator between other factors (e.g., job satisfaction, perceived organizational support) and turnover intention. If organizational commitment is largely the result of other variables that also directly influence turnover, then when tested simultaneously (in multivariate regression), the direct effect of organizational commitment on turnover may be reduced or become insignificant because some of the influence has already been captured by other variables in the model. Studies that test path models often find that the influence of organizational commitment on turnover is clearer in the presence or absence of certain mediators (Chen, Li, & Lin, 2021). In the context of academic work and the characteristics of educational personnel in higher education, the motive to stay is not always linearly related to organizational commitment. Lecturers or academic staff may value non-organizational aspects, such as professional reputation, publication opportunities, and academic networks, which influence their decision to stay or leave. Thus, organizational commitment to the institution may be weakly related to turnover intention when professional and external factors are more dominant (Dube & Ngulube, 2024). The results of this study also prove and reinforce the phenomenon that simultaneously, job satisfaction and organizational commitment as exogenous variables on turnover intention have a relatively small influence.

In this study, hypothesis testing shows that job satisfaction and organizational commitment simultaneously have a negative but insignificant effect on the turnover intention of Universitas Amikom Yogyakarta employees. This finding is indicated by a determined  $R^2$  value of 0.127, which means that the two variables can only explain 12.7% of the variability in turnover intention. Meanwhile, the remaining 87.3% is explained by other factors outside the research model. This low contribution value and insignificant effect raise a critical question: why do two variables that are theoretically closely related to turnover intention have no significant influence in the context of this organization at Universitas Amikom Yogyakarta.

The literature states that turnover intention is usually influenced by a combination of internal and external factors such as work stress, workload, career opportunities, labor market conditions, work-life balance, and leadership style (Giorgi, 2020). Therefore, the low contribution of these two variables in this study may indicate that the main determinants of employee turnover intention

may lie in other factors, not solely in job satisfaction or organizational commitment. In addition, in an educational organization environment, employees often have strong intrinsic motivations such as the desire to contribute to education, job stability, and a more humanistic organizational climate. These factors can weaken the effect of emotional compensation variables such as job satisfaction on turnover intention (Park & Johnson, 2019).

## 5. Conclusion

Based on the findings from analyzing how job satisfaction and organizational commitment are related, and how both factors affect employees' intentions to leave Universitas Amikom Yogyakarta, the following conclusions can be made:

- 1) There is a noticeable but not very strong correlation between job satisfaction and how committed employees are to their organization. The coefficient of determination is 29.80%, which means job satisfaction does have some impact on organizational commitment. However, this impact isn't very strong. So, only a small part of why employees are committed can be explained by their level of job satisfaction. That suggests there are many other factors, beyond just job satisfaction, that play a big role in shaping how committed employees are.
- 2) Job satisfaction has an insignificant negative effect on turnover intention. These results indicate that the level of employee job satisfaction, both from the aspects of salary, work environment, and relationship with superiors, is not an important determinant in reducing potential intentions to change jobs. In other words, both employees with low and high satisfaction show relatively the same level of turnover intention.
- 3) Organizational commitment has an insignificant negative effect on turnover intention. These findings indicate that employee commitment to the organization, including affective, normative and continuance commitment, is not strong enough to suppress employees' desire to leave. A few other external or psychological factors seem to play a more important role in shaping employee turnover intention.
- 4) Simultaneously, job satisfaction and organizational commitment have an insignificant negative effect on turnover intention. The R Square value of 0.127 indicates that these two variables are only able to explain 12.7% of the variation in turnover intention, while 87.3% is influenced by other variables not examined in this research, such as work stress, work-life balance, leadership, organizational culture, role conflict, and career opportunities outside the institution.

Based on the conclusions above, several managerial implications for Universitas Amikom Yogyakarta can be formulated. The research findings also offer strategic directions for the university's management. Accordingly, the key managerial implications are as follows:

- a) Enhance job satisfaction by improving the human resource management framework. It has been demonstrated that job satisfaction elevates organizational commitment, although the extent of its impact is not maximized. Consequently, universities should focus on enhancing elements that contribute to job satisfaction, including compensation systems, the quality of the work environment, and opportunities for career advancement. These initiatives aim to reinforce job satisfaction so that its impact on organizational commitment is more significant.
- b) Enhancing organizational commitment through retention strategies is essential. Since organizational commitment does not influence turnover intentions, management should broaden their strategies to strengthen employee commitment. Amikom Yogyakarta University can enhance the understanding of organizational values and culture, ensuring that employees are more familiar with the institution's vision, mission, and strategic goals; increasing opportunities for employee involvement in decision-making, especially concerning their responsibilities and workload; and fostering empathetic and transformational leadership, so that employees feel appreciated and supported by their superiors. These actions are crucial to cultivate enduring emotional connections and loyalty among employees.
- c) Prioritize retention strategies that focus on elements beyond satisfaction and organizational commitment. With an R-square of merely 12.7%, it is evident that employee turnover intentions are influenced by factors apart from job satisfaction and organizational commitment. Management should uncover these factors through internal surveys, interviews, or focus group discussions. Potential influencing factors may encompass compensation, off-

- campus career opportunities, workload, work-life balance, or role suitability. Once these critical factors are identified, universities can create more focused retention initiatives, such as enhanced welfare provisions, specific work flexibility, or talent development programs.
- d) Universitas Amikom Yogyakarta can begin making decisions based on real data by using evidence-based human resource management. By using actual findings, the university can start making choices that are supported by data. Setting up a human resources dashboard is a key step. This dashboard can help regularly check employee satisfaction, identify risks of staff leaving, and use an integrated system to assess performance. These steps can create a stronger, more measurable, and long-lasting way to manage employees.

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