

The Influence of Organizational Commitment, Work-Family Conflict and Job Satisfaction on Turnover Intention at PT. XYZ

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ABSTRACT: This research aims to determine employee responses regarding organizational commitment, work-family conflict, and job satisfaction and turnover intention and knowing the influence of organizational commitment, work-family conflict, and job satisfaction and turnover intention at PT. XYZ. The method used in this research is quantitative descriptive and verification. The sample used in the research was 90 employees in distributing the questionnaire. The data analysis technique uses an ordinal scale to analyze multiple regression, multiple correlation analysis, coefficient of determination analysis and hypothesis testing. Employee responses to organizational commitment are quite high, work-family conflict is high, job satisfaction is quite satisfied and turnover intention is quite high. The research results show that organizational commitment, work-family conflict and job satisfaction simultaneously have a significant effect on turnover intention. Meanwhile, partially organizational commitment and job satisfaction have a negative and significant effect on turnover intention and work-family conflict has a positive and significant effect on turnover intention PT.XYZ.

KEYWORDS: Turnover Intention, Organizational Commitment, Work Conflict, Job Satisfaction

INTRODUCTION

As global development accelerates across different industries, industry plays a central role in a country's economic growth due to its ability to generate added value through the processing of resources. In Indonesia, industry is regulated under Law No. 3 of 2014 and encompasses all forms of economic activity that transform raw materials into higher-value products, including services. The garment industry, one of Indonesia's leading commodities, holds significant potential in the global market amid continuously increasing demand. West Java, as an industrial region, has become a hub for the growth of the garment industry, capable of competing internationally. This success encourages the garment industry to continuously improve quality, competitiveness, design creativity, and quality control to meet market demands and adapt to global fashion trends.

Sukabumi Regency in West Java holds significant potential in the small-scale industry sector due to the abundance of raw materials and a sufficient workforce. According to BPMPT data (2017), there are 121 industries employing 30,001 workers, along with 18,778 small and home industries employing 61,061 workers. As market demand continues to rise, companies are required to maintain product availability and quality, as well as remain competitive in terms of pricing. Therefore, production planning and control are crucial to prevent delays or excessive accumulation of raw materials. Effective human resource management is key to operational success, as a well-managed workforce supports the achievement of company goals. Conversely, poor HR management can lower employee morale and trigger turnover intention, negatively affecting both productivity and company stability.

Turnover intention refers to an employee's desire or tendency to voluntarily leave their current job or switch to another position on their own initiative (Mobley, 2011). This intention typically arises when an individual decides to leave the organization, either voluntarily or involuntarily, and is often influenced by their level of comfort in the current job and the availability of better job opportunities (Robbins, 2018). Turnover intention can be evaluated through several indicators, including the desire to resign, actively seeking other job opportunities, and the intention to leave the current position (Mobley, 2011).

PT. XYZ is located in Benda Village, Cicurug District, Sukabumi Regency, and operates in the garment manufacturing industry. The quality of human resources is a critical factor needed to achieve company targets and adapt to the current competitive business environment. Recently, some employees have left the company due to HR-related issues and expressed a desire to move elsewhere. According to Mobley (2011), turnover refers to an employee's tendency or intention to voluntarily leave their job or move to another position.

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Table 1. Employee Turnover at PT. XYZ (2021–2023)

Information	Employees (Number)		
	Year 2021	Year 2022	Year 2023
Employees Hired	32	24	13
Employees Resigned	143	154	149
Employees at the Beginning of the Year	972	950	934
Employees at the end of the Year	950	934	919
Turnover Rate	11,55%	13,80%	14,68%

Source: HR Department, PT. XYZ, 2022

Based on the table, it is evident that the turnover rate at PT. XYZ in 2022 was relatively high. The turnover percentage was 11.55% in 2021, 13.80% in 2022, and 14.68% in 2023. This indicates that the turnover rate exceeded the company's standard of 5% per year and approached the ideal benchmark of 5–10% annually. The company is experiencing employee turnover, which is influenced by several factors, including job satisfaction, work-family conflict, and organizational commitment.

Commitment refers to an individual's attachment to the goals, values, and objectives of the company. It not only reflects formal membership status but also indicates a positive attitude toward the organization and a willingness to contribute optimally to achieving shared goals. According to Robbins (2016), commitment is defined as a form of support for the organization accompanied by a desire to remain part of it. When employees are satisfied with their jobs and work in an environment that supports the development of their knowledge, skills, and competencies, their work motivation tends to increase. To measure the level of employee commitment to the organization, several indicators can be used, including affective commitment, continuance commitment, and normative commitment (Robbins, 2016). However, preliminary survey results from 20 employees indicate low employee engagement, which contributes to the intention to leave the company.

In working life, individuals must also balance their roles in both family and work. An imbalance can lead to work-family conflict, which negatively affects organizational commitment (Greenhaus & Beutell, 1985). This conflict reflects a role clash faced by employees who are expected to fulfill job responsibilities while also performing family roles optimally. Greenhaus (1985) identified three main forms of work-family conflict: time-based conflict, strain-based conflict, and behavior-based conflict, each arising from the competing demands and expectations in the work and family domains. The pre-survey findings in the company show that this conflict also contributes to employees' intentions to resign in order to prioritize family.

Meanwhile, job satisfaction reflects an emotional response to various aspects of work, including the comparison between received and expected rewards (Afandi, 2018). Job satisfaction explains the factors that influence an individual's level of satisfaction with their job in comparison to others. This concept illustrates how individuals perceive and evaluate their satisfaction at work. Job satisfaction itself is a person's overall attitude toward their job, reflected in the gap between the rewards they receive and the expectations they hold regarding those rewards (Afandi, 2018). According to Afandi (2018), the indicators of job satisfaction include the nature of the work itself, salary, opportunities for promotion, relationships with supervisors, and interactions with coworkers. Low satisfaction indicates dissatisfaction with the company and leads to a decreased sense of belonging and loyalty. According to the pre-survey, job satisfaction is considered low because the company does not meet employee expectations, prompting many to consider resignation.

Survey results indicate that employee job satisfaction remains low, particularly in aspects related to job roles, promotion opportunities, and coworker relationships. Although satisfaction with salary is relatively high, dissatisfaction stemming from unfair promotions, lack of guidance from supervisors, and poor workplace relationships has the potential to increase turnover intention. The preliminary survey also suggests that employees' intention to resign is influenced by low organizational commitment, high work-family conflict, and limited job satisfaction.

Turnover intention is a critical issue for companies due to the high costs associated with recruiting and training new employees. To reduce turnover rates, it is essential for organizations to understand the underlying factors, such as low organizational commitment, high work-family conflict, and low job satisfaction. Previous studies by Gatiningtyas (2022), Koviliana (2018), and Lestari (2018) have shown that these three factors significantly influence turnover intention. Based on this phenomenon, the author is interested in conducting a study titled "The Influence of Organizational Commitment, Work-Family Conflict, and Job Satisfaction on Turnover Intention at PT. XYZ."

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Hypothesis Development

Turnover intention refers to an employee's desire to leave or resign from their current job in a company. The stronger this intention, the greater the risk of the company losing its human resources. Several factors contribute to an increased intention to resign, including job satisfaction, conflicts between work and family demands, and the level of commitment to the organization. This is in line with the findings of Gatiningtyas (2022), who revealed that job satisfaction, organizational commitment, and work-family conflict positively influence turnover intention. Meanwhile, studies by Koviliana and Aris (2018) and Lestari and Prahawana (2018) found that organizational commitment and job satisfaction had no significant effect on turnover, while work-family conflict had a positive effect.

H1: Organizational commitment, work-family conflict, and job satisfaction have a significant effect on turnover intention.

Organizational commitment is an individual's psychological state that reflects loyalty to the organization's goals and values, as well as the desire to remain a part of the organization (Robbins, 2016). The higher the level of organizational commitment, the lower the employee's tendency to leave the company (turnover intention), as they feel an emotional attachment and a sense of responsibility toward the organization. Conversely, employees with low commitment tend to view their jobs merely as a means to meet personal needs and are more open to exploring other job opportunities. This view aligns with the perspective of Porter et al. (1974) and is supported by studies conducted by Lestari (2018), Widianara (2020), and Laksana (2017), which indicate that organizational commitment has a significant negative effect on turnover intention.

H2: Organizational commitment has a negative effect on turnover intention.

According to Greenhaus and Beutell (1985), work-family conflict arises when the demands of work and family roles are incompatible, making it difficult for individuals to balance both responsibilities. This conflict can lead to stress and reduced life balance, prompting employees to consider leaving the company in search of a job that offers better work-life balance. The higher the level of perceived conflict, the stronger the employee's intention to resign, and vice versa. Frone et al. (1992) stated that work-family conflict is directly related to stress, depression, and burnout, which significantly reinforce turnover intention. Widianara (2020) found that work-family conflict has a positive and significant effect on turnover intention, while organizational commitment has a negative effect. However, Yuliana (2017) found that work-family conflict had no significant effect, whereas job satisfaction had a negative and significant effect on turnover intention. These findings are consistent with Finthariasari (2020), who also reported a positive and significant influence of work-family conflict on the intention to leave.

H3: Work-family conflict has a positive effect on turnover intention.

Job satisfaction is an individual's general attitude toward their job, reflected in work morale, discipline, and performance, both within and beyond the workplace (Robbins, 2018). When employees are satisfied with aspects such as salary, work relationships, and recognition, they tend to exhibit a positive attitude, improve their performance, and show a lower intention to leave the company. Conversely, dissatisfaction with these aspects may lead to a desire to seek employment elsewhere. As stated by Mobley (2011), dissatisfaction is the initial stage of the turnover process. The higher the job satisfaction, the lower the turnover intention. This is supported by studies conducted by Febriany (2021), Yuliana (2017), and Tarore & Palandeng (2023), which consistently show that job satisfaction has a negative and significant effect on turnover intention.

H4: Job satisfaction has a negative effect on turnover intention.

METHODS

In this study, a total of 90 individuals served as research subjects. The sampling method used was purposive sampling, selecting participants based on specific considerations. The types of data used included both primary and secondary data. Data collection methods consisted of literature review and field research, conducted through the distribution of pre-designed questionnaires, interviews, and observations.

Instrument testing was carried out through validity and reliability tests, which confirmed that the questionnaire items used in this study were valid and that all variables were reliable. In addition, classical assumption tests were performed to ensure that the regression model met the assumptions of normal distribution, was free from multicollinearity, and did not exhibit heteroscedasticity.

Table 2. Normality Test Using Kolmogorov-Smirnov

		Unstandardized Residual
N		90
	Mean	,0000000

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Normal Parameters ^{a,b}	Std. Deviation	1,95421248
Most Extreme Differences	Absolute	,062
	Positive	,062
	Negative	-,061
Test Statistic		,062
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Based on Table 1, the study data is normally distributed, as indicated by the significance value of 0.200, which is greater than the threshold of 0.05.

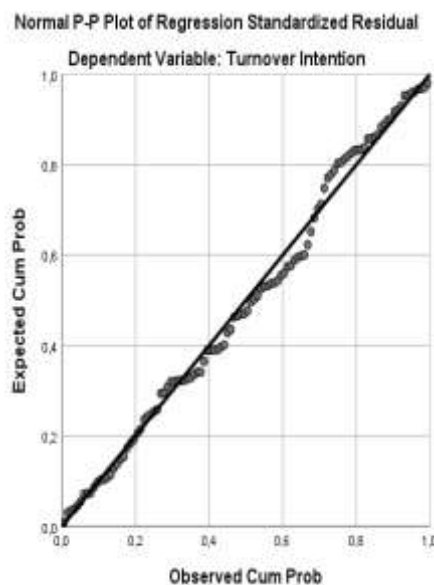


Figure 2. P-Plot of Normality Test

Figure 2 shows that the data points are distributed around the diagonal line and follow its direction, indicating that the normality assumption in the regression model has been met.

Table 3. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
	Organizational Commitment	,662	1,511
	Work-Family Conflict	,670	1,492
	Job Satisfaction	,982	1,019

a. Dependent Variable: Turnover Intention

Referring to Table 2, it is evident that the VIF values are below 5 and the tolerance values exceed 0.05. Therefore, it can be concluded that the regression model involving organizational commitment, work-family conflict, and job satisfaction does not exhibit symptoms of multicollinearity.

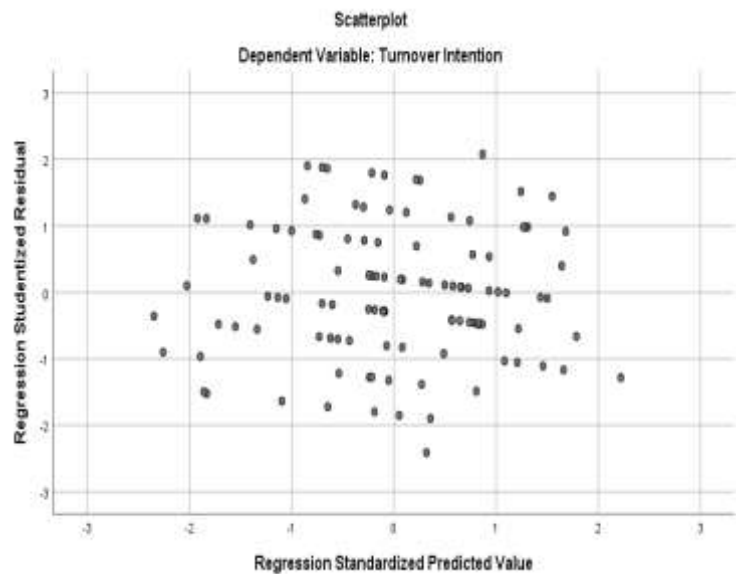


Figure 2. Scatterplot Graph

Based on the figure, the points in the Scatterplot are randomly distributed without forming any specific pattern and are spread above and below zero on the Y-axis. Therefore, it can be concluded that the regression model does not indicate the presence of heteroscedasticity and is suitable for predicting the variables in this study.

RESULTS

Employee Responses on Organizational Commitment, Work-Family Conflict, Job Satisfaction, and Turnover Intention

The research findings and discussion are based on employee responses regarding organizational commitment, work-family conflict, job satisfaction, and turnover intention. The results were measured using an ordinal Likert scale model.

Table 4. Summary of Responses

Variable	Average Score	Description
Organizational Commitment	3,16	Moderate
Work-Family Conflict	3,70	High
Job Satisfaction	3,06	Moderately Satisfied
Turnover Intention	3,03	Fairly High

Based on Table 2, the level of organizational commitment among employees falls into the fairly high category (3.16), indicating that most employees have a reasonably strong attachment to the organization’s goals and values. Meanwhile, work-family conflict is categorized as high (3.70), suggesting that employees often struggle to balance work demands with family responsibilities. Job satisfaction is rated as moderately satisfied (3.06); although employees are somewhat content with their jobs, there is still room for improvement in fostering a more supportive work environment. Turnover intention is categorized as fairly high (3.03), reflecting a noticeable tendency among some employees to consider leaving the company. These findings highlight the need for management to pay greater attention to work-life balance in order to reduce employee turnover intention.

The Influence of Organizational Commitment, Work-Family Conflict, and Job Satisfaction on Turnover Intention

To analyze the impact of organizational commitment, work-family conflict, and job satisfaction on turnover intention, multiple regression analysis is used as follows:

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Table 5. Results of Multiple Regression Analysis

Model	Unstandardized Coefficients			Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
	(Constant)	25,311	2,502		10,537	,000
	Komitmen organisasi (X ₁)	-,026	,056	-,071	-1,688	,010
	Konflik kerja keluarga (X ₂)	,035	,075	,063	2,721	,012
	Kepuasan kerja (X ₃)	-,119	,063	-,183	-1,891	,024
	t _{tabel}	1,663				
	F _{hitung}	3,386				
	Sig	0,021				
	F _{tabel}	3,10				
	R	,794				
	R ²	,630				
	Adjusted R ²	,011				
	Alpha (a)	5%				

The estimated multiple regression equation is:

$$Y = 25.311 - 0.026X_1 + 0.035X_2 - 0.119X_3 + e,$$

Which indicates that the constant value of 25.311 suggests a positive turnover intention even when organizational commitment, work-family conflict, and job satisfaction are zero. The coefficients for organizational commitment (X₁) and job satisfaction (X₃) are negative, meaning both variables negatively influence turnover intention—an increase in either variable is likely to reduce turnover intention, assuming other variables remain constant. On the other hand, the positive coefficient for work-family conflict (X₂) implies a positive effect—higher conflict leads to increased turnover intention.

The multiple correlation coefficient (R) is 0.794, indicating a strong relationship between the independent variables and turnover intention. The R² value is 0.630, meaning that 63% of the variance in turnover intention is explained by organizational commitment, work-family conflict, and job satisfaction. The remaining 37% is influenced by other variables not included in the model, such as individual characteristics and work environment (Mobley, 2011).

With an F-calculated value of 3.386 and F-table value of 3.101 (3.386 > 3.101), it can be concluded that H₀ is rejected and H_a is accepted. This means, at a 95% confidence level, organizational commitment, work-family conflict, and job satisfaction jointly have a significant effect on turnover intention.

For individual (partial) hypothesis testing:

1. Organizational commitment has a t-calculated value of -1.688 compared to a t-table of -1.663. Since -1.688 < -1.663, H₀ is rejected and H_a is accepted, indicating a significant negative effect on turnover intention.
2. Work-family conflict has a t-calculated value of 2.721 > 1.663, so H₀ is rejected and H_a is accepted, meaning it has a significant positive effect on turnover intention.
3. Job satisfaction has a t-calculated value of -1.891, which is smaller than the t-table value of -1.663. Despite this, H₀ is rejected and H_a is accepted, suggesting a significant negative effect on turnover intention.

Based on partial hypothesis testing, work-family conflict is identified as the most dominant factor driving employees' intention to leave the company.

DISCUSSION

Employee Responses on Organizational Commitment, Work-Family Conflict, Job Satisfaction, and Turnover Intention

The recap results show that the average employee response to organizational commitment at PT. XYZ is 3.16, categorized as moderate, indicating that, in general, employees have a moderate level of attachment to the company. According to Becker (1960), commitment arises from the accumulation of investments made by individuals during their tenure, and leaving the organization would result in the loss of those investments. The average score for work-family conflict is 3.70, categorized as high, suggesting that employees struggle to balance their work and family roles, which can cause stress and increase the risk of turnover. Greenhaus and Beutell (2002) emphasized that work-family conflict arises when the demands of work and family clash in terms of time, stress, and behavior. Employee responses regarding job satisfaction averaged at 3.06, considered moderately satisfied,

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meaning that while employees are generally content, there is still room for improvement in the work environment. Meanwhile, turnover intention is in the fairly high category (3.03), indicating a considerable tendency among employees to consider leaving the company. The relatively high turnover intention is suspected to be driven by low employee commitment, high levels of work-family conflict, and insufficient job satisfaction.

Effect Organizational Commitment, Work-Family Conflict and Job Satisfaction on Turnover Intention

Based on the results of the simultaneous hypothesis test, organizational commitment, work-family conflict, and job satisfaction are proven to have a positive and significant effect on turnover intention. This indicates that these factors collectively influence employees' intention to leave the company, due to insufficient commitment, elevated work-family conflict, and dissatisfaction at work. According to Porter and Steers (2009) in their theory of Organizational Commitment, low levels of organizational commitment tend to increase employees' intention to leave the company. Greenhaus and Beutell (2002) assert that conflicts between work and family roles contribute to heightened stress and job dissatisfaction, which in turn raise the likelihood of turnover intention. Similarly, Mobley (2020) emphasizes that job satisfaction plays a critical role in turnover models, where dissatisfied employees are more inclined to seek alternative employment opportunities and eventually resign.

This is consistent with the findings of Gatiningtyas (2022), Koviliana and Aris (2018), and Lestari and Prahiawan (2018), who concluded that organizational commitment, work-family conflict, and job satisfaction significantly and positively influence turnover intention. Furthermore, an international study by Humayra and Mahendra (2019) supports the notion that employees with strong commitment are less likely to leave, while those with low or no commitment tend to have higher turnover intention. In line with these findings, Atmajaya et al. (2024) also confirmed that work-family conflict and job satisfaction both significantly affect turnover intention.

Effect Organizational Commitment on Turnover Intention

The results of the partial hypothesis testing indicate that organizational commitment has a negative and significant effect on turnover intention. This suggests that the higher an employee's commitment to their organization, the lower their desire to leave the company. Employees with strong organizational commitment tend to view the company as an integral part of their identity, fostering a sense of loyalty, responsibility, and emotional attachment that motivates them to stay and contribute. According to Allen and Meyer (2013), highly committed employees are more resilient to work-related stress, more satisfied with their jobs, and more motivated to remain with the organization. Similarly, Mowday et al. (2015) state that employees with high commitment levels perceive themselves as a vital part of the organization, which encourages them to stay even in the face of workplace dissatisfaction. Griffeth et al. (2000) also emphasize that employees who feel a stronger attachment to the organization tend to experience greater job satisfaction, thereby reducing their turnover intention.

These findings are supported by previous studies conducted by Laksana (2017), Widianlara (2020), and Fintariasari (2020), which consistently demonstrate a negative and significant relationship between organizational commitment and turnover intention. Additionally, a study by Guzeller and Celiker (2019) in the international tourism and hospitality industry revealed a moderate negative correlation between organizational commitment and turnover intention, indicating that individuals with strong emotional ties to their organization are less likely to consider leaving compared to those with weaker commitment.

Effect Work-Family Conflict on Turnover Intention

The results of the partial hypothesis testing reveal that work-family conflict has a positive and significant effect on turnover intention. This indicates that when employees face tension or conflict between job demands and family responsibilities, they are more likely to consider leaving the organization. Such conflict often arises when workplace obligations such as long working hours or heavy workloads—clash with family responsibilities, like childcare or caregiving. These situations can lead to stress, fatigue, and dissatisfaction with one's job.

Greenhaus and Beutell (1985) emphasized that work-family role conflict adversely affects individual well-being and, in turn, reduces job satisfaction. Employees who experience pressure from both domains frequently report feeling overwhelmed and dissatisfied with their work, which increases the likelihood of seeking alternative employment that better aligns with family needs. Furthermore, Frone et al. (1997) observed that work-family conflict is associated with lower job satisfaction, higher stress levels, and poorer mental health, all of which contribute to a greater intention to quit. Similarly, Sutrisno (2019) noted that when employees struggle to balance work demands with family obligations, this imbalance can lead to dissatisfaction and ultimately raise the desire to resign.

When employees perceive that their job disrupts their personal life balance, they are more inclined to pursue roles that offer greater flexibility or better accommodate their personal responsibilities. These findings are consistent with previous research

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by Gatiningtyas (2022) and Finthariasari (2020), which found that work-family conflict has a positive and significant impact on turnover intention. Supporting this, Li et al. (2022) also reported a direct and positive relationship between work-family conflict and the intention to leave the job.

Effect Job Satisfaction on Turnover Intention

Based on the results of partial hypothesis testing, job satisfaction was found to have a negative and significant influence on turnover intention. This indicates that employees who are satisfied with their work—whether in terms of work environment, compensation, relationships with colleagues, or career development opportunities—tend to exhibit a lower desire to leave the organization. The higher the level of job satisfaction experienced, the less likely employees are to seek alternative employment.

According to Locke (2002), job satisfaction is a positive emotional state resulting from an individual's evaluation of their job experience. When employees perceive that their jobs meet their expectations and personal needs, their sense of loyalty and emotional attachment to the company increases, thereby reducing their desire to resign. Mobley (2020) highlights job dissatisfaction as a primary driver of turnover intention. He argues that greater satisfaction lowers the tendency to consider leaving, thus acting as a buffer against turnover. Similarly, Handoko (2020) asserts that high job satisfaction decreases the likelihood that employees will want to leave their current positions.

These findings are consistent with previous studies by Febriany (2021), Koviliana (2018), and Yuliana (2017), all of which report a negative and significant relationship between job satisfaction and turnover intention. Additionally, Zumrah et al. (2022) found that job satisfaction significantly reduces turnover intention, particularly among executive-level employees in Malaysia's public sector organizations.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of data analysis, it can be concluded that employees of PT. XYZ perceived organizational commitment to be at a moderate level, work-family conflict at a high level, overall job satisfaction as moderately satisfied, and turnover intention as relatively high. Simultaneously, organizational commitment, work-family conflict, and job satisfaction have a significant influence on turnover intention. However, when examined partially, organizational commitment and job satisfaction show a negative effect on turnover intention, while work-family conflict has a positive effect on turnover intention within the company.

Suggestions

Based on the findings and discussion, several recommendations can be made. The company should enhance employees' normative commitment by providing rewards such as compensation or allowances for achievements, as well as motivating them through work support. Employees are encouraged to maintain open communication with their families, management, or work teams regarding any issues they face in order to sustain their dedication to the company. The company should also ensure fairness in promotions by offering equal opportunities and rewards based on employees' capabilities. Furthermore, a comfortable and supportive work environment should be established by providing recognition, upholding employee rights, offering clear career paths, and paying attention to employee needs.

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