

The Effect of Job Satisfaction, Organizational Commitment on Turnover Intention and Employee Performance At PT JJ Gloves Indo Company

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ABSTRACT

This study aims to determine the impact of job satisfaction and organizational commitment on turnover intention and its effect on employee performance in the context of PT. JJ Gloves Indo is a manufacturing company. No previous research has studied this relationship at PT JJ Gloves Indo. This research was conducted using quantitative methods. A questionnaire survey was conducted on 200 staff members working in the production department. Data was collected through a proportional sampling technique. Structural Equation Model (SEM) from the Partial Least Square (PLS) program package was used to analyze the data to determine whether there is a relationship between the research variables. The results of this study show that job satisfaction and organizational commitment have a significant direct effect on turnover intention and employee performance. However, turnover intention does not have a significant direct effect on employee performance and cannot mediate the effect of job satisfaction and organizational commitment on employee performance, this states that any change in turnover intention either in the condition of direct influence or as a mediator will not reduce or increase employee performance. This suggests that maintaining job satisfaction and organizational commitment can help reduce turnover intention and improve employee performance.

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1. INTRODUCTION

Currently, in Indonesia, there are frequent changes in rules and regulations. In the face of this, the Company must find efficient and productive ways to ensure compliance with applicable laws and regulations. In addition to complying with government regulations, companies must also comply with their own internal regulations and internal policies. These internal regulations are prone to change as the company must have the ability to adapt to the various challenges that exist. Therefore, if the implementation of corporate compliance is not done properly, it can cause problems such as high turnover intention rates, which can have an impact on employee performance and company operations.

Compliance in a company can take many forms, such as a combination of policies, procedures, documents, internal audits, third-party audits, security controls, and technology enforcement. As a result, if the implementation of compliance in a company is not done properly, there is the potential for problems to arise, such as high turnover intention that can impact employee performance and company operations.

High employee turnover attracts the attention of companies because it disrupts operations, causes morale problems for employees who stay, and increases recruitment and administrative costs for accepting new employees [1]. In order to reduce employee turnover intention, it is necessary to know the factors that affect turnover intention.

A desire to leave a job, a desire to find a new job, or a desire to leave a job in the near future are some examples of behavioural indicators that indicate a desire to leave [2], [3] Expressed intention to leave,

also known as turnover intention, can be divided into three categories: unpreventable turnover, desired turnover, and unwanted turnover.

According to [4], Employee performance greatly affects the success of a business. There are many ways to obtain effective and efficient employee performance. Management must gain employee commitment to their company to achieve it. This is because employee commitment indicates identification with the company's goals, the ability to direct all efforts for the benefit of the company, and the desire to remain part of the company. According to [5], Internal and external factors are included in performance factors. Internal factors are related to the nature of a person, while external factors are related to the environment, such as colleagues, subordinates, leaders, work facilities, and the company environment.

Successful human resource management (HRM) is a major factor in the success of an organisation. Organizational commitment, as one of the factors that influence human behaviour in organisations, has been a subject that has been widely discussed and researched in human resource management studies. The reason is very simple: whatever the vision, mission, and goals of the organisation, they will not be achieved if the members of the organisation are not committed [6]. How committed employees are to the company they work for determines the company's ability to achieve its goals. In job adverts, some companies dare to include the element of commitment as a condition for being hired. However, most of the people working for such companies do not really understand what commitment means. Some experts provide their understanding and perspective to help understand how employees contribute to the actual organisation.

In addition, a person's level of job satisfaction can influence their decision to leave a job. Ultimately, the evaluation of various job alternatives will lead to turnover because those who leave the company will expect a better job elsewhere. When you are not satisfied with your salary, you will probably look for another job. Individuals feel there is a sense of fairness in getting a salary that matches their work. When a person's perception of their salary and what they earn is in line with what is expected, they can say that they are satisfied with their salary.

In addition, there is a negative correlation between job satisfaction and the desire to leave the job. However, other factors, such as labour market conditions, the possibility of alternative employment, and length of employment, are the main barriers to leaving the current job. [7] stated that employee work behaviour is influenced by job satisfaction, and organizational performance is influenced by employee satisfaction itself. According to [8], Job satisfaction has a major influence on the desire to leave a job. The meta-analysis results show that the higher the job satisfaction, the lower the desire to leave.

[9] According to the Organizational Commitment Model, employees who are highly dedicated to their organisation tend to have lower turnover intention. Employees who are affective, normative, and consistently committed are more likely to feel attached to their organisation and more likely to stay. Found that commitment to the organisation has a significant influence on employees' desire to change jobs [9]. A strong commitment makes employees more likely to stay with the company rather than looking for opportunities elsewhere.

In a study by [10] found that turnover intention is significantly negatively correlated with employee performance. They pointed out that employees with intention to leave tend to show lower performance than employees who do not. Therefore, it is clear that turnover will have a negative impact on the company as it leads to unstable labour conditions, decreased employee productivity, unpleasant working atmosphere, and increased human resource costs.

The link between job satisfaction and employee performance is also stated by [11], They found in their research that job satisfaction and employee performance are positively correlated. Employees who are satisfied with their jobs tend to be more productive than dissatisfied employees. [12], examined the relationship between job satisfaction, engagement, and employee performance. They found that job satisfaction is positively correlated with employee performance, and high levels of job satisfaction benefit the organisation as a whole. If employees are satisfied with their jobs, they are more likely to help achieve organizational goals.

[13] shows that employee performance can be improved by high commitment to the organisation. Employees who feel strongly attached to the organisation tend to be more motivated to put extra effort into their work. [14] emphasises the importance of organizational commitment as a predictor of employee performance. The results of this study suggest that organisations should understand how organizational commitment improves employee performance. They should also understand how transformational leaders control this relationship.

Turnover Intention can serve as a mediator between job satisfaction and employee performance. They show that job satisfaction can affect employee performance as it impacts the desire to stay in the company. [15] showed that turnover intention has a significant mediating role in linking employee satisfaction with their performance at work. The meta-analysis results suggest that job satisfaction and performance can be improved with low turnover intention levels.

[16] found that turnover intention serves as a link between employee performance and organizational commitment. According to this study, high commitment to the organisation can lead to lower turnover intention, which in turn positively affects employee performance. [17] confirmed that turnover intention has a significant mediating role in linking organizational commitment with employee performance.

These findings suggest the importance of understanding the role of turnover intention in optimising organizational commitment and performance.

PT JJ Gloves Indo, a company in the manufacturing industry, has implemented compliance by conducting compliance audits with third parties. This research refers to the employees of PT JJ Gloves Indo in the production department, which consists of generation Z and millennials. This research chose the production field as the subject because of its larger number of employees at 93.57% compared to the number of other employees which is only 6.43%. In addition, based on the findings of field research, the employee turnover of PT JJ Gloves Indo reached 32.46% in 2022.

As there is still room for a better understanding of how these variables interact with each other, especially in terms of manufacturing firms, this research is highly relevant to recent advances in job satisfaction, organizational commitment, turnover intention, and employee performance. Previous research findings, as stated by [4], emphasises that employee performance greatly affects the success of the company, which is influenced by job satisfaction and commitment to the organisation. Furthermore, studies [1] shows that high turnover intention can disrupt business stability, employee productivity, and recruitment costs. Taking into account the latest circumstances in the world of business and human resource management, this research will provide a broader understanding of the elements that influence job satisfaction, organizational commitment, and turnover intention and their impact on employee performance. This is done in today's dynamic era, where regulations and business environments change frequently [4, 1].

This study fills some important gaps in the literature on the relationship between job satisfaction, organizational commitment, turnover intention, and employee performance. This is especially true for manufacturing companies such as PT JJ Gloves Indo. First, this study is one of the few studies that attempt to thoroughly analyse the effect of organizational commitment and job satisfaction on turnover intention, and employee performance. Secondly, this research aims to study the relationship between these variables in the context of PT JJ Gloves Indo, so that we can gain a more specialised understanding of the components that influence employees' turnover intention and their performance in manufacturing companies. This is important because the internal dynamics of each organisation are different, so this research provides specific and relevant insights for that company.

2. RESEARCH METHOD

This research is categorised as survey research based on the type of research conducted. Survey studies involve large or small populations, but the data studied comes from a sample of the population. Survey research is usually conducted to produce generalisations from observations that lack depth. If the sample is representative, the generalisation is strong. Judging from the source of the data, this research is categorised as primary research. Data obtained through or from the first data source is referred to as research with primary data sources. According to the data collection method, this research is categorised as questionnaire research. Questionnaire is a primary data collection technique that uses a number of question items arranged systematically or with a set question format. By considering the research objectives, this research is categorised as a correlational study. Correlational studies are conducted with the aim of determining whether or not there is a relationship between the variables studied [18].

In this study, the selection of variables is based on a conceptual framework that considers key factors that are considered to have a significant role in terms of job satisfaction, organizational commitment, turnover intention, and employee performance. The concepts of job satisfaction and organizational commitment are taken as independent variables, while turnover intention is used as a mediator variable that is expected to affect employee performance. This approach is in line with recent theories that emphasise the importance of the relationship between job satisfaction, organizational commitment, and their effects on employee performance [4]. This research adapts several theoretical models such as Attachment Theory and Decision Making Theory that have proven relevant in understanding the internal dynamics of organisations related to these variables [1]. By utilising these recent theories, it is hoped that this study can make a significant contribution in broadening our understanding of the dynamics of the relationship between these variables in the context of manufacturing firms [4, 1].

A sample is a portion of the overall population carefully selected to represent the population. Therefore, samples taken from the population must be representative or representative of the overall population. Gen Z and millennial employees of PT JJ Gloves Indo are the population of this study. To determine how many samples should be taken from the population for Structural Equation Modeling (SEM) analysis, use the number of indicators multiplied by five to ten method [19].

Next [19], Hair found that a sample size between 100 and 200 is appropriate for SEM. Taking Hair's opinion into consideration, the sample size used in this study was 200. Stratified random sampling with proportional sampling technique was used for sampling. Sample members were selected based on the significant number of production workers in the company. The proportional sampling method allows for a more accurate representation of the group of employees who are the subject of the study. This method is very important to ensure that the sample taken can represent the wider population of PT. JJ Gloves Indo workers.

In this study, questionnaires were used to collect data from individuals. The advantages of the questionnaire method are that it is easy to use and relatively inexpensive. Several important factors contributed to the choice of the questionnaire survey method used in this study. The questionnaire survey was chosen because it can collect data from many people in a short period of time. This method allows employees of PT JJ Gloves Indo to participate widely in providing their comments on the variables tested in the study. In the questionnaire, a Likert scale was used to measure the variables, which is an approach to measuring respondents' attitudes by indicating the extent to which they agree or disagree with a particular subject or object.

This research uses the Structural Equation Modeling (SEM) method and the analytical tool used in this method is Smart PLS 3.2.9 (PLS) software. PLS allows researchers to find latent variable values for prediction purposes. The focus of PLS analysis has changed from testing causality/theory models to component-based predictor models. A latent variable is defined as the sum of its indicators. The PLS algorithm wants to get the best weight estimate for each indicator block of each latent variable. The resulting component score for each latent variable is based on the estimated indicator weight that maximises the variance explained for the dependent variable (latent, observed, or both). Because it is not based on many assumptions, Partial Least Square (PLS) is an effective analysis technique. Not only can PLS be used to confirm theories, but it can also be used to determine whether there is a relationship between latent variables or not. Model specification does not affect parameter estimation as it is more data-focused and has limited estimation procedures.

To evaluate the relationships between complex variables in a framework, Structural Equation Modeling (SEM) data analysis is a complex and powerful statistical technique. Its ability to examine multiple relationships between latent or observed variables at once is its main advantage. Researchers can test complex models, both directly and indirectly, with SEM. This allows them to discover and evaluate the various components that can influence worker performance. Moreover, this method allows testing direct and indirect effects between variables. In addition, this method can examine moderation and mediation. Therefore, SEM is a powerful tool for evaluating various elements that affect worker performance, such as job satisfaction and commitment to the company. It also makes it possible to discover how these variables interact and impact each other. This can improve our understanding of the complexity of the relationships between variables at PT JJ Gloves Indo.

According to [20], The PLS SEM multivariate statistical method is used to examine the set of influences between variables estimated simultaneously. This is done for the purpose of conducting predictive, exploratory, or structural model development studies. Some reasons why PLS SEM is used are as follows: this analysis does not require certain distribution assumptions (normal distribution), can be used with complex models, and the purpose of the study is to test the theory of the model that focuses on prediction, exploration, or development of structural model theory [20]. [21], Evaluation in SEM PLS includes 3 (three) things, namely measurement model evaluation, structural model evaluation and goodness of fit evaluation.

The following is a theoretical framework created by researchers based on literature analysis and previous research:

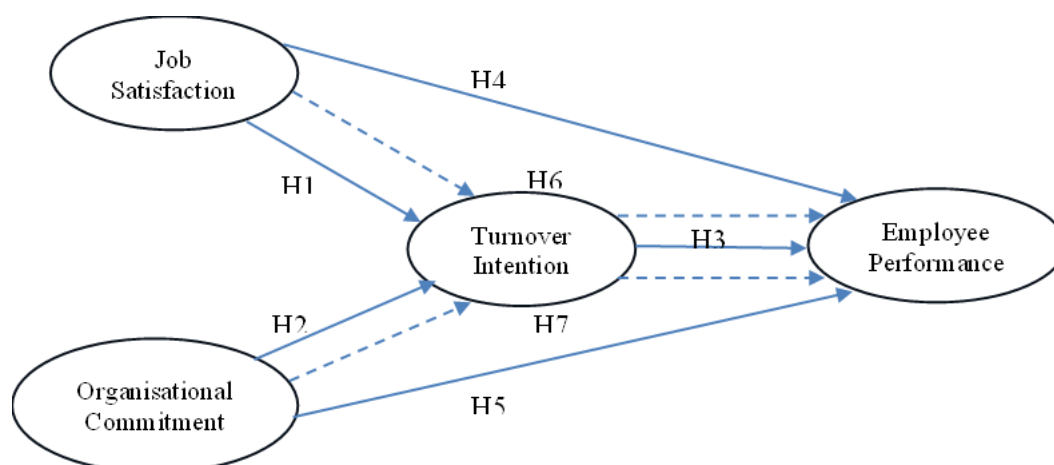


Figure 1. Conceptual Framework

Based on the above framework, the hypothesis of this study is as follows:

- H1 : Job satisfaction negatively affects Turnover Intention
- H2 : Organizational Commitment has a negative effect on Turnover Intention
- H3 : Turnover Intention has a negative effect on Employee Performance
- H4 : Job satisfaction has a positive effect on employee performance
- H5 : Organizational commitment has a positive effect on employee performance
- H6 : Turnover Intention can act as a mediator on the effect of job satisfaction on employee performance

H7 : Turnover Intention can act as a mediator on the effect of organizational commitment on employee performance

3. RESULTS AND ANALYSIS

SEM-PLS analysis is a multivariate statistical analysis that estimates the influence between variables simultaneously for the purpose of predictive, exploratory, or structural model development studies [20]. Model evaluation in PLS consists of evaluating the measurement model (Outer Model), evaluating the structural model (Inner Model) and evaluating the goodness and fit of the model (Goodness of Fit).

3.1. Outer Model Evaluation Results

This data processing shows the shape of the model, significant loading factors on each latent variable. Convergent Validity, Discriminant Validity, and Composite Reliability are three measurement criteria used to assess the outer model.

3.1.1. Convergent Validity

One way to determine convergent validity with reflective indicators is to see how the correlation between each indicator and its construct value. If the filling factor value exceeds 0.7, the indicator is considered valid or reliable [22]. However, if the value is less than 0.7, the indicator is considered invalid and must be removed from the model, so that the data processing (running data) must be done again.

The results of Phase 1 data processing show that there are invalid indicators that have a low loading factor value which shows a small contribution and has a value below 0.7. Therefore, these indicators must be removed and data processing is carried out again. Table 1 shows the results of stage 1 data processing, and figure 2 shows the data modelling of the data processing again.

Table 1. Outer Loading value in SEM-PLS data processing stage 1

	Employee Performance	Job Satisfaction	Organizational Commitment	Turnover intention
K1	0.803			
K2	0.738			
K3	0.737			
K4	0.793			
K5	0.727			
K6	0.839			
KK1		0.759		
KK2		0.787		
KK3		0.741		
KK4		0.620		
KK5		0.634		
KK6		0.764		
KO1			0.614	
KO2			0.733	
KO3			0.786	
KO4			0.841	
KO5			0.758	
KO6			0.812	
TI1				0.644
TI2				0.817
TI3				0.783
TI4				0.853
TI5				0.754
TI6				0.764

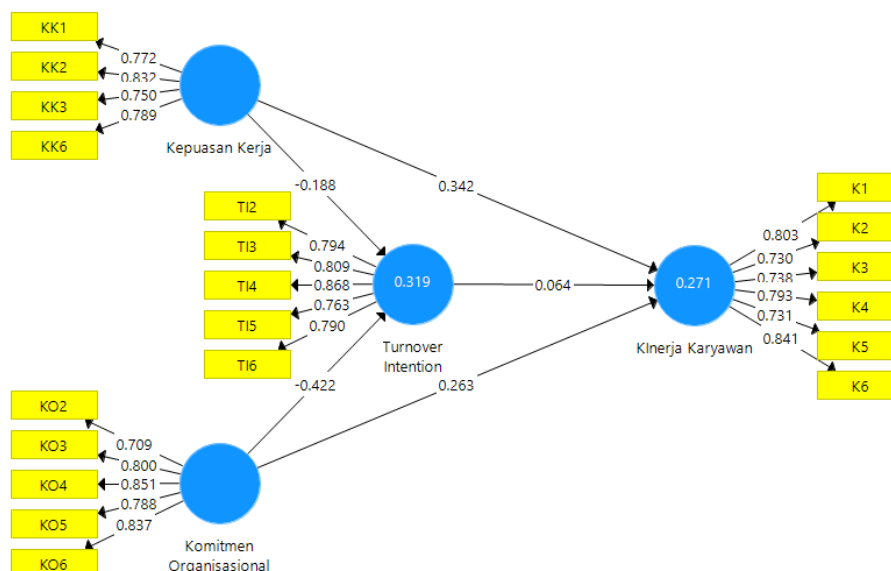


Figure 2. Diagram of SEM-PLS Stage 2 Data Processing Results

All indicators are valid or fulfil factor loading values of more than 0.7, as shown by the results of SEM-PLS Stage 2 data processing, shown in Figure 2 above.

In addition to assessing the factor loading value, construct validity can also be evaluated by looking at the AVE (Average Variance Extracted) value where the AVE value can show how well the latent variable values can represent the original data score; a larger AVE value indicates how well they explain the value on the indicator measuring the latent variable. The AVE value used must be greater than 0.50. An AVE value greater than 0.50 indicates a good measure of convergent validity, which means that the likelihood of an indicator in a construct entering another variable is lower (less than 0.50), so the likelihood of the indicator converging and entering the construct with a block value greater than 50% of the convergent validity value [22]. The AVE value resulting from the SEM-PLS stage 2 data processing process is shown here.

Table 2. AVE Value in Data Processing

	Average Variance Extracted (AVE)
Employee Performance	0.599
Job Satisfaction	0.618
Organizational Commitment	0.638
Turnover intention	0.649

3.1.2. Discriminant Validity

Furthermore, an evaluation of discriminant validity is conducted to ascertain whether indicators of a particular construct are not highly correlated with indicators of other constructs. If the square root value of AVE ($\sqrt{\text{AVE}}$) for each construct is greater than the value of the correlation between the construct and other constructs (latent variable correlation), the discriminant validity value of the measurement model with reflective indicators will be sufficient to show the Fornell and Lacker criteria. The Fornell and Lacker values from the results of stage 2 SEM-PLS data processing are presented here.

Table 3. Fornell-Larcker Value on Data Processing

	Employee Performance	Job Satisfaction	Organizational Commitment	Turnover intention
Employee Performance	0.774			
Job Satisfaction	0.488	0.786		
Organizational Commitment	0.457	0.671	0.799	
Turnover intention	-0.241	-0.471	-0.548	0.805

The Heterotrait Monotrait Ratio (HTMT) is the next evaluation related to discrimination validity. HTMT describes the heterotrait ratio, which is the mean correlation between items measuring different variables, and the root of the heterotrait geometric product, which is the correlation between items measuring the same variable. HTMT values from the results of SEM-PLS stage 2 data processing can be seen here.

Table 4. HTMT Value in Data Processing

	Employee Performance	Job Satisfaction	Organizational Commitment
Job Satisfaction	0.551		
Organizational Commitment	0.506	0.802	
Turnover intention	0.267	0.572	0.630

[20] Since this measure of discriminant validity is considered more sensitive or accurate in determining discriminant validity, the recommended value of HTMT is below 0.90, and the test results show that if the HTMT value is below 0.90 for each pair of variables, then discriminant validity is found. Variables have greater power to divide the variation of the measured item than other variable items.

To determine discriminant validity, reflective indicators evaluated through cross-loading the measurement with the structure are also used. If the correlation of the construct with the measurement items is greater than the other block measures, then the latent construct better predicts the block measures. If the loading factor of an indicator is greater than its cross loading value, the indicator can also be considered valid. The results of data processing show that the construct correlation for all load values has a value greater than the cross loading. The indicator shows better construct correlations for organizational commitment, turnover intention, job satisfaction, and better job performance. It also shows better construct correlation for job satisfaction than lower construct correlation for organizational commitment. This suggests that each construct predicts indicators in one block better than indicators in another block.

Table 5. Loading and Cross Loading Value

	Employee Performance	Job Satisfaction	Organizational Commitment	Turnover intention
K1	0.803	0.503	0.431	-0.272
K2	0.730	0.254	0.275	-0.162
K3	0.738	0.330	0.268	-0.109
K4	0.793	0.386	0.443	-0.188
K5	0.731	0.315	0.277	-0.166
K6	0.841	0.400	0.359	-0.183
KK1	0.279	0.772	0.471	-0.386
KK2	0.363	0.832	0.510	-0.402
KK3	0.312	0.750	0.573	-0.380
KK6	0.540	0.789	0.551	-0.323
KO2	0.402	0.605	0.709	-0.397
KO3	0.362	0.574	0.800	-0.522
KO4	0.362	0.572	0.851	-0.421
KO5	0.257	0.379	0.788	-0.382
KO6	0.417	0.514	0.837	-0.442
TI2	-0.219	-0.444	-0.429	0.794
TI3	-0.215	-0.365	-0.444	0.809
TI4	-0.218	-0.364	-0.492	0.868
TI5	-0.174	-0.329	-0.404	0.763
TI6	-0.138	-0.391	-0.433	0.790

3.1.3. Composite Reliability

Finally, in the outer model evaluation, the composite reliability test was conducted. The composite reliability test measures the reliability of a construct with two measures: Cronbach alpha value and internal consistency. The interpretation of composite reliability is the same as Cronbach's alpha where a value of > 0.7 is acceptable [22]. The following presents the results of composite reliability and Cronbach's alpha from SEM-PLS stage 2 data processing:

Table 6. Composity Reliability and Crombach Alpha values

	Cronbach's Alpha	Composite Reliability
Employee Performance	0.867	0.899
Job Satisfaction	0.794	0.866
Organizational Commitment	0.857	0.898
Turnover intention	0.864	0.902

All four variables fulfil the criteria of the composite reliability test and have Cronbach's alpha values above 0.7, which indicates that the research model is considered reliable, as shown in Table 6.

3.2. Structural Model Evaluation Results (Inner Model)

Structural model evaluation is related to testing hypotheses about the influence of research variables. Firstly, the evaluation of the structural model is examined in four stages. The absence of multicollinearity between variables with the Inner VIF (Variance Infated Factor) measure is the first check. There is no multicollinearity between variables if the Inner VIF value is below 5 [22].

Second, the t-statistic or p-value is used to test the hypothesis between variables. There is a significant influence between variables if the calculated t-statistic value is greater than 1.96 (t table) or the p-value of the test results is less than 0.05. Third, the results of the 95% confidence interval for the estimated path coefficient parameters must be given [22].

The fourth is the effect size value of f square (for direct influence), which is the impact of variables at the structure level with criteria (f square 0.02 low, 0.15 moderate and 0.35 high) [22]. Meanwhile, the f square (mediation effect) is known as the upsilon v statistic, which is calculated by squaring the mediation coefficient [23] which is interpreted in [24] are low mediation effect (0.01), medium mediation effect (0.075) and high mediation effect (0.175).

Next, the results and analyses of the study will be discussed. This is done to provide an overview of how the variables used in the study have an effect and how they relate to each other. In addition, the purpose of this discussion is to obtain scientific arguments for the results of hypothesis testing. The results of the study are discussed here based on table 7 and figure 3.

Table 7. Discussion of Hypothesis Testing

Hypothesis	Original Sample (Path Coeff)	P Values	95% Confidence Interval		F square
			Path Coefficient		
			Batas Bawah	Batas Atas	
Job Satisfaction -> Employee Performance	0.342	0.000	0.176	0.498	0.086
Job Satisfaction -> Turnover intention	-0.188	0.019	-0.350	-0.056	0.029
Organizational Commitment -> Employee Performance	0.263	0.001	0.160	0.414	0.046
Organizational Commitment -> Turnover intention	-0.422	0.000	-0.554	-0.305	0.144
Turnover intention -> Employee Performance	0.064	0.171	-0.028	0.193	0.004
Job Satisfaction -> Turnover intention -> Employee Performance	-0.012	0.227	-0.048	0.005	-
Organizational Commitment -> Turnover intention -> Employee Performance	-0.027	0.177	-0.084	0.011	-

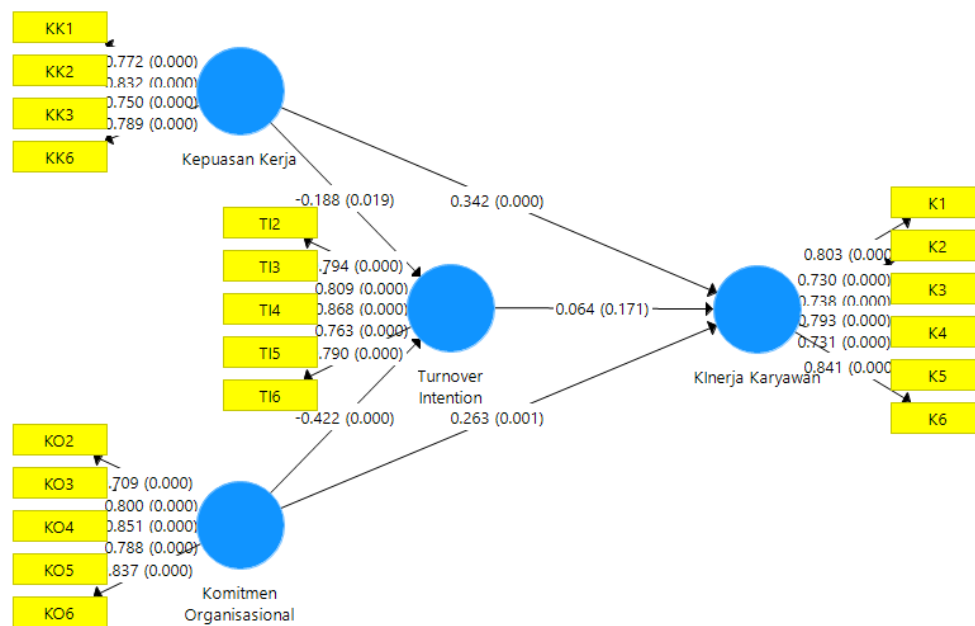


Figure 3. Path Coefficients and P-Value Diagram

3.2.1. Effect of Job Satisfaction on Turnover intention of Production Employees of PT. JJ Gloves Indo

With path coefficient (-0.188) and p-value ($0.019 < 0.05$), the results show that job satisfaction on turnover intention has a negative significant effect. Any change in job satisfaction will lead to a decrease in turnover rate. The effect of job satisfaction on reducing turnover intention lies between -0.350 and -0.056 within the 95% confidence interval. however, the presence of job satisfaction in reducing turnover intention has a weak effect at the structural level ($f \text{ square} = 0.029$). the need for a sense of satisfaction at work is considered very important where when there are certain conditions that increase job satisfaction, the decrease in turnover intention will decrease to -0.350.

The findings of this study are relevant to previous research conducted by [25] in this study, conducted using quantitative methods on 200 generation Z employees in manufacturing companies in China. The results showed that job satisfaction has a significant negative effect on turnover intention. That is, employees who are satisfied with their jobs tend to have lower turnover intention. This study provides empirical evidence supporting the negative relationship between job satisfaction and turnover intention.

3.2.2. The Effect of Organizational Commitment on Turnover Intention of Production Employees of PT. JJ Gloves Indo

The research findings show that there is a significant effect of organizational commitment on turnover intention negatively with path coefficient (-0.422) and p-value ($0.000 < 0.05$). any change in organizational commitment will reduce turnover intention. In the 95% confidence interval, the effect of organizational commitment in reducing turnover intention lies between -0.554 to -0.305. however, the existence of organizational commitment in reducing turnover intention has a weak effect at the structural level ($f \text{ square} = 0.144$). the need for organizational commitment at work is considered very important where when there are certain conditions that increase organizational commitment, the decrease in turnover intention will decrease to -0.554.

One of the relevant previous studies is research conducted by [4] in this study, was conducted using quantitative methods on 300 employees in China. The results showed that organizational commitment has a significant negative effect on turnover intention, even after controlling for demographic factors, such as gender, age, and education level.

3.2.3. Effect of Turnover intention on the Performance of Production Employees of PT. JJ Gloves Indo

From the research results, it is found that there is no significant effect of turnover intention on improving employee performance with path coefficient (0.064) and p-value ($0.171 > 0.05$). any change in turnover intention will not improve employee performance. In the 95% confidence interval, the effect of turnover intention in improving employee performance lies between -0.028 to 0.193. However, the existence of turnover intention in improving employee performance has no effect either weak, moderate or strong at the structural level ($f \text{ square} = 0.004$).

When the study did not find a significant effect of turnover intention on employee performance, it raises several points that need to be emphasised and explained further. Firstly, although turnover intention is considered an important indicator affecting employee retention, in the specific context of PT JJ Gloves Indo,

other factors may have a more significant role in determining employee performance. Second, it highlights the complexity of organizational dynamics where other factors, such as company policies, work environment, or personal factors, may have a greater influence on employee performance than simply the desire to leave the company. Thirdly, the findings suggest that the focus of management attention on reducing turnover intention may not necessarily align with directly improving employee performance, and that a more holistic approach may be needed in improving employee performance. Thus, although there is no significant direct effect of turnover intention, this study highlights the complexity of factors affecting employee performance that need to be considered by the management of PT JJ Gloves Indo.

The findings of this study are in line with research conducted by [26] This research was conducted in Malaysia. The results showed that turnover intention does not significantly affect employee performance, either directly or indirectly through organizational support.

3.2.4. The Effect of Job Satisfaction on the Performance of Production Employees of PT. JJ Gloves Indo

Testing the research hypothesis shows that there is a significant effect of job satisfaction on improving employee performance with path coefficient (0.342) and p-value ($0.000 < 0.05$). any change in job satisfaction will improve employee performance. In the 95% confidence interval, the effect of job satisfaction in improving employee performance lies between 0.176 to 0.498. however, the existence of job satisfaction in improving employee performance has a weak effect at the structural level ($f \text{ square} = 0.086$). the need for a sense of satisfaction at work is considered very important where when there is a company policy in increasing job satisfaction, the increase in employee performance will increase to 0.498.

The findings of this study are in line with previous research conducted by [27] This study was conducted using quantitative methods on 200 employees in an information technology company in Taiwan. The results showed that job satisfaction has a significant positive effect on employee performance. In other words, employees who are satisfied with their jobs tend to perform better. This study provides strong evidence of the positive relationship between job satisfaction and employee performance, which has become a theoretical and practical basis in human resource management.

3.2.5. The Effect of Organizational Commitment on the Performance of Production Employees of PT. JJ Gloves Indo

The research presents the results of hypothesis testing that there is a significant effect of organizational commitment on improving employee performance with path coefficient (0.263) and p-value ($0.001 < 0.05$). any change in organizational commitment will improve employee performance. In the 95% confidence interval, the effect of organizational commitment in improving employee performance lies between 0.160 to 0.414. however, the existence of organizational commitment in improving employee performance has a weak effect at the structural level ($f \text{ square} = 0.046$). the need for organizational commitment at work is considered very important where when there is a company policy in increasing organizational commitment, the increase in employee performance will increase to 0.414.

The findings of this study are in line with the findings of research conducted by [28] This study was conducted using quantitative methods on 200 employees in financial companies in Nigeria. The results showed that organizational commitment has a significant positive influence on employee performance. The results of this study provide strong empirical support for the importance of organizational commitment in improving employee performance in various organizational contexts.

3.2.6. Turnover intention acts as a mediator on the effect of job satisfaction on employee performance

The research findings explain that there is no significant effect of job satisfaction on improving employee performance through turnover intention with path coefficient (-0.012) and p-value ($0.227 > 0.05$). any change in job satisfaction will not improve employee performance through turnover intention. In the 95% confidence interval, the effect of job satisfaction in improving employee performance through turnover intention lies between -0.048 to 0.005 .

When the effect of turnover intention as a mediator on the effect of job satisfaction on employee performance is not found, this indicates several important aspects that need to be clarified. Firstly, it highlights the complexity of the relationship between these variables. While high job satisfaction is expected to reduce turnover intention and in turn improve performance, sometimes this relationship does not always occur in a linear or sequential pattern. Second, it emphasises that there are other factors that may influence employee performance beyond turnover intention. It is likely that other variables not measured in this study, such as work environment factors, leadership, or market conditions, may play a significant role in influencing employee performance. Third, these findings emphasise the importance of further research or more in-depth analysis to holistically understand how these variables interact with each other in the context of PT JJ Gloves Indo. Thus, although there is no significant mediating role of turnover intention, this study provides a foundation for further, more in-depth and thorough research into the factors that influence employee performance in a company-specific context.

The findings of this study are relevant to research conducted by [29] This study was conducted using quantitative methods on 200 employees in companies in Iran. The results showed that job satisfaction has a positive effect on employee performance, but the effect is not statistically significant. In addition, turnover intention has no significant effect on the relationship between job satisfaction and employee performance.

3.2.7. Turnover intention acts as a mediator on the effect of Organizational Commitment on Employee Performance

There is no significant effect of organizational commitment on improving employee performance through turnover intention with path coefficient (-0.027) and p-value (0.177>0.05). any change in organizational commitment will not improve employee performance through turnover intention. In the 95% confidence interval, the effect of organizational commitment in improving employee performance through turnover intention lies between -0.084 to 0.011.

The absence of turnover intention as a mediating influence on the effect of organizational commitment on employee performance raises several implications that are important to consider. First, it suggests that the relationship between organizational commitment and employee performance is not entirely dependent on the level of turnover intention experienced by employees. There may be other more significant or complex mechanisms that can explain the relationship between these variables. Second, the main focus in maintaining and improving employee performance should be more emphasised on increasing organizational commitment rather than on reducing turnover intention. Third, further research may be needed to explore other variables or factors that could be the link between organizational commitment and employee performance at PT JJ Gloves Indo, which may not be covered in this study. Exploring these factors will enable a more thorough understanding of the dynamics of the relationship between organizational commitment, turnover intention, and employee performance within the company.

The findings of this study are in line with research conducted by [30] This study was conducted using quantitative methods on 200 employees in an information technology company in Taiwan. The results showed that organizational commitment has a positive influence on employee performance, but the influence is not statistically significant. In addition, turnover intention has no significant effect on the relationship between organizational commitment and employee performance. These findings suggest that there is variability in the way organizational commitment affects employee performance, and turnover intention may not always be the dominant mediator.

4. CONCLUSION

Based on the results of research and discussion related to the effect of job satisfaction, organizational commitment on turnover intention and employee performance, the authors can conclude that job satisfaction and organizational commitment have a significant direct effect on turnover intention and employee performance. However, turnover intention does not have a significant direct effect on employee performance and cannot mediate the effect of job satisfaction and organizational commitment on employee performance. This suggests that maintaining job satisfaction and organizational commitment can help reduce turnover intention and improve employee performance.

The management of PT JJ Gloves Indo should pay more attention to job satisfaction and organizational commitment of employees to avoid high turnover intention which is considered to affect employee performance, so that the performance of employees who are already good can be maintained while employees whose performance is not good can be further improved.

Some suggestions for future researchers who want to continue research on the influence of job satisfaction, organizational commitment, turnover intention, and employee performance are: Conducting comparative research between PT JJ Gloves Indo and other manufacturing companies can provide a deeper understanding of the factors that influence job satisfaction, organizational commitment, turnover intention, and employee performance in various contexts. Qualitative research can be used to gain deeper insights into employee perceptions and experiences related to the variables under study. This approach will help explain more complex phenomena. Expanding the scope of variables to include other factors that may influence the relationship between job satisfaction, organizational commitment, turnover intention, and employee performance. This will help in a more complete understanding of the factors that influence these dynamics, such as organizational climate, social support, organizational interventions, market conditions or other psychological factors.

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