



## The Role of Mediation in Job Satisfaction in Relation to Work-Family Conflict and Organizational Commitment: A Study at PT. Ganesh International Filterindo

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### ARTICLE INFO

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

*Received :* 07, December

*Revised :* 12, January

*Accepted:* 17, February

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### ABSTRACT

This research aims to analyze the role of job satisfaction in the relationship between work-family conflict and Organizational Commitment in relation to turnover intention. This quantitative study involves 112 employees as the population, and sampling was conducted using full sampling. Data collection was done through a survey using a questionnaire as the survey instrument. Data analysis was carried out using Structural Equation Model - Partial Least Square (SEM-PLS). The results showed that work-family conflict has a positive and significant effect on turnover intention, Organizational Commitment has a negative and significant effect on turnover intention, job satisfaction has a positive and significant effect on turnover intention, work-family conflict has a positive and insignificant effect on job satisfaction, Organizational Commitment has a positive and significant effect on job satisfaction, job satisfaction does not mediate the relationship between work-family conflict and turnover intention, and job satisfaction can mediate the relationship between Organizational Commitment and turnover intention.

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## **INTRODUCTION**

Human resources (HR) are the most important asset for a company as without the presence of its human resources, the resources owned by the company cannot be processed into products or services that generate profits and add value to the company itself. This becomes increasingly important for service-oriented companies, where the quality of human resources becomes a determining factor for the success of the company. Therefore, companies should prioritize highly in matters of recruitment, motivation, training, and development of desired employees, as well as paying special attention to employees with good qualities.

PT. Ganesh International Filterindo is currently experiencing a situation where some employees tend to leave their jobs in the near future. The research conducted an interview with the HR Manager, who stated that there is a high turnover intention within the organization and its causes include several factors such as low job satisfaction, conflicts between work and family life, lack of commitment towards the organization, dissatisfaction with the work environment, insufficient opportunities for career advancement, lack of recognition or appreciation for their performance, and other factors affecting job satisfaction.

Employees tend to leave their jobs at a relatively short notice. This can happen due to various reasons such as low job satisfaction, low perception of salary and benefits, or mismatch with the values and culture of the organization (Faridah et al., 2022). Based on the high turnover rate at PT. Ganesh International Filterindo, which exceeds acceptable levels, the company has faced significant challenges in the past five years with a disproportionately high number of departures and new hires. Analysis of the data shows that employee turnover reached 23.40% annually, while new hires reached 28.33% annually. This highlights a problem that needs to be addressed in retaining employees and reducing turnover intention. In the introduction of this study, the researcher will explore internal factors that may contribute to this increase.

In a preliminary survey, the researcher identified significant findings related to factors affecting employee turnover intention. Work-family Conflict, Organizational Commitment, and Job Satisfaction were the main focuses in analyzing the intention to leave. With a highest percentage of 76.65%, Work-family Conflict emerged as a dominant factor influencing employee decisions to seek employment elsewhere. The data from the preliminary survey also revealed that approximately 83.3% of employees experience conflict between work demands and family needs, which increases their intention to leave.

Organizational Commitment and Job Satisfaction also play a crucial role, with average percentages of 63.33% and 61.7%, respectively. Further analysis of the four dimensions of Turnover Intention revealed that approximately 66.7% of employees feel that the organization does not provide adequate career opportunities, while 60% feel dissatisfied with their salary and benefits.

Work-family Conflict showed that approximately 70% of employees experience conflict between work demands and family needs, which can affect performance and increase turnover intention by 83.3%. Factors such as

workload and insufficient time for family matters also emerged as potential causes.

Organizational Commitment is also important, with approximately 60% of employees feeling restricted in career development and less committed to the organization's values and culture. The data also revealed that approximately 70% of employees feel less recognized and appreciated by the organization.

Job Satisfaction, with an average percentage of 61.7%, indicates that approximately 56.7% of employees experience a mismatch between benefits received and job requirements. The study also highlighted a lack of recognition for employee contributions and dissatisfaction with career prospects within the organization.

Based on these findings, it is clear that there is a high level of employee turnover intention at PT. Ganesh International Filterindo, which requires further investigation into "The Role of Mediation in Job Satisfaction in Relation to Work-family Conflict and Organizational Commitment: A Study at PT. Ganesh International Filterindo".

## **THEORETICAL REVIEW**

### ***Social Exchange Theory***

The Social Exchange Theory, developed by Homan in 1958, suggests that social behavior can be explained through social exchange, where the satisfaction of relationships depends on the perceived fairness and mutual benefits of the exchange. Cropanzano et al., (2017) expanded on this concept by viewing social relationships as economic exchanges, quantifying contributions and rewards. Huang et al., (2016) and Wong & Oh, (2023) further explored the impact of Social Exchange Theory. Huang et al., (2016) found that perceived safety climate is related to job satisfaction, involvement, and turnover intention. Wong & Oh, (2023) applied the theory to the context of international education. While these studies provided valuable insights, Cropanzano et al., (2017) criticized Social Exchange Theory for its lack of theoretical rigor and limited predictive power, particularly in organizational settings. They highlighted issues such as ambiguous concepts, lack of recognition of hedonic values, bipolarity assumptions, and theoretical inconsistencies. As a response, Cropanzano et al., (2017) proposed adding an activity dimension to address the shortcomings of the one-dimensional theory, opening up new avenues for understanding social exchange.

### ***Turnover Intention***

Kasmir (2016) defines turnover intention as the movement of employees into and out of an organization during a specific period, reflecting recruitment and separation based on various reasons. Job dissatisfaction is identified as a potential influencing factor, driving dissatisfied employees to seek opportunities elsewhere, as explained by (Robbins & Judge, 2018). Turnover intention, whether voluntary or involuntary, is indicated by an employee's potential to leave the organization due to unattractive aspects of the current job or the availability of alternative employment opportunities, as described by

Hom et al., (2017). According Mobeley to Tsani & Farlianto (2016), there are three factors that influence turnover intention: personal factors, organizational factors, and economic factors. Yucel et al., (2023) state that there are five factors that affect turnover intention, including job satisfaction, organizational commitment, alternative job opportunities, perceived fairness, and organizational support. Dewi & Nurhayati (2021) suggest that turnover intention has three dimensions: thinking of quitting, intention to search for alternative, and the intention to quit.

### ***Work-Family Conflict***

Work-family conflict refers to the incompatibility between the demands of work and family that cause individuals to experience difficulties in fulfilling both roles ((Amaliya, 2015). Work-family conflict is considered as one type of conflict that arises between the roles that an individual holds. This conflict occurs when the requirements of one role contradict those of another role, leading to difficulties in effectively fulfilling both roles simultaneously. In such situations, efforts to meet the demands of one role may compromise the fulfillment of demands in another role, resulting in inappropriate behavior (Susanti et al., 2017). According to Roboth (2015), factors that influence work-family conflict include high workload, insufficient organizational policies supporting work-family balance, insufficient support, family conflicts, and personal factors. Alternatively, Ahmad (2008) suggests that factors contributing to work-family conflict can be categorized into three dimensions: work-related factors, family-related factors, and individual factors. Zheng & Wu (2018) state that work-family conflict exists in three dimensions: time-based conflict, tension-based conflict, and behavior-based conflict.

### ***Organizational Commitment***

Organizational commitment refers to the emotional bond and connection that develops between employees and management, which fosters trust and confidence in the organization's goals and values (Yasin et al., 2023). Organizational commitment is a characteristic of the relationship between an individual and an organization that allows for high levels of commitment, which can be observed through several features, including a strong desire to remain a member of the organization, a strong motivation to work hard for the benefit of the organization, trust, and a strong sense of belonging (Robbins & Judge, 2018). According to Marufi & Anam (2019) factors that influence organizational commitment include personal characteristics, job characteristics, organizational structure, work experience, and social support. Faridah et al., (2022) state that organizational commitment can be measured through three dimensions: affective commitment, continuance commitment, and normative commitment.

### ***Job Satisfaction***

Job satisfaction refers to the emotional state that arises in employees when there is a match between their expectations and the rewards provided by the organization, whether in terms of material or non-material benefits

(Indrasari, 2017). Job satisfaction is the hope that each employee has for feeling satisfied with their work within the organization. Each individual has a different level of satisfaction, depending on their varying expectations. Job satisfaction is influenced by the contributions made by employees within the organization where they work (Pratama et al., 2022). According to Priansa (2018), some of these factors include need fulfillment, job characteristics, job enrichment, fairness, genetic components, and psychological, social, physical, and financial aspects. The dimensions of job satisfaction include the job itself, compensation, supervisory promotion, work group, and work environment.

#### ***Work-Family Conflict and Turnover Intention***

According to Li et al., (2022) suggests that work-family conflict has a positive and significant effect on turnover intention. This indicates that job-family satisfaction, which serves as the psychological foundation, significantly influences employees' intention to stay or leave the organization.

H1: Work-family conflict has a significant effect on turnover intention.

#### ***Organizational Commitment and Turnover Intention***

Hakim et al. (2022) state that organizational commitment has a negative effect on turnover intention, while Faridah et al. (2022) suggest that organizational commitment has a positive and significant effect on turnover intention.

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

#### ***Job Satisfaction and Turnover Intention***

Faridah et al. (2022) assert that job satisfaction has a positive and significant effect on turnover intention. Therefore, it can be inferred that the higher the job satisfaction, the lower the turnover intention, and vice versa, the lower the job satisfaction, the higher the turnover intention.

H3: Job satisfaction has a significant effect on turnover intention.

#### ***Work-Family Conflict and Job Satisfaction***

Li et al., (2022) suggest that work-family conflict has a negative and significant effect on job satisfaction among employees. The greater the work-family conflict experienced by employees, the lower their job satisfaction.

H4: Work-family conflict has a significant effect on job satisfaction.

#### ***Organizational Commitment and Job Satisfaction***

Pratama et al. (2022) indicate that organizational commitment has a positive effect on job satisfaction among employees. When employees have high organizational commitment, they tend to feel more satisfied with their work.

H5: Organizational commitment has a significant effect on job satisfaction.

### ***Work-Family Conflict and Turnover Intention Through Job Satisfaction***

According to Li et al., (2022), job satisfaction mediates the relationship between work-family conflict and turnover intention. On the other hand, Elian et al., (2020) assert that work-family conflict does not affect turnover intention when mediated by job satisfaction.

H6: Work-family conflict through job satisfaction has a significant effect on turnover intention.

### ***Organizational Commitment and Turnover Intention Through Job Satisfaction***

Kee & Chung (2021) suggest that job satisfaction serves as a mediator between organizational commitment and turnover intention. In other words, job satisfaction does not only influence the relationship between organizational commitment and intent to leave but also functions as an intermediary directing the dynamics between them.

H7: Organizational commitment through job satisfaction has a significant effect on turnover intention

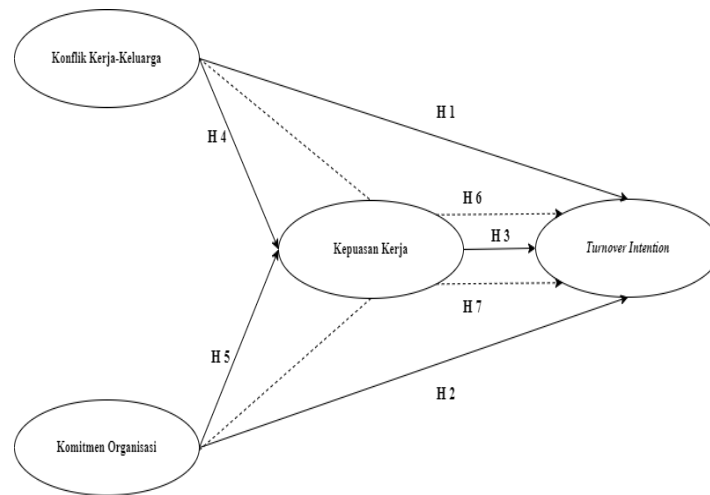


Figure 1. Conceptual Framework

## **METHODOLOGY**

This study employs a quantitative research design using a causal-comparative approach (Sugiyono, 2013), which adheres to the positivist philosophy and requires the collection of data from populations or samples using measurement instruments and the use of quantitative data analysis techniques to test hypotheses. The main focus of this study is on the causal relationship between independent variables, such as Work-Family Conflict and Organizational Commitment, dependent variables, such as Turnover Intention, and intervening variables, such as Job Satisfaction. This study uses a Likert scale for measurement and takes a population of 112 employees from PT. Ganesh International Filterindo in May 2023. The sampling method used is non-probability sampling, specifically, the full sampling technique. Additionally, this study applies Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to test the complex relationships between variables, where PLS is

used to support the SEM process that involves both measurement models (Outer Model) and structural models (Inner Model) (Santoso, 2014).

## RESULTS

### *Description of Respondent*

Based on the information gathered from the questionnaire completed by 112 respondents, the following characteristics of the respondents can be identified: gender, age, highest level of education, and length of employment.

Table 1. Description of Respondent

Gender	Amount	Percentage (%)
Male	70	62.5
Female	42	37.5
<b>Total</b>	112	100
Age	Amount	Percentage (%)
20 - 30 years	33	29.5
31 - 40 years	51	45.5
41 - 50 years	25	22.3
51 - 55 years	3	2.7
> 55 tahun	-	-
<b>Total</b>	112	100
Highest level of education	Amount	Percentage (%)
SMA/ SMK	50	44.6
D III/ D IV	23	20.5
S1	35	31.3
S2	4	3.6
<b>Total</b>	112	100
Length of employment	Amount	Percentage (%)
1 > 5 years	41	36.61%
6 > 10 years	44	39.29%
11 > 15 years	23	20.54%
16 > 20 years	4	3.57%
> 20 years	-	-
<b>Total</b>	112	100%

Source: Primary data processed by the researchers (2023)

Based on the data obtained, there are 70 male respondents, which is equivalent to 62.5%, and 42 female respondents, which is equivalent to 37.5%. The majority of respondents, which is approximately 45.5%, fall into the age range of 31 to 40 years old. The age group of 51 to 55 years old has the lowest percentage, which is approximately 3% of the total respondents. Some respondents are not included in the age group over 55 years old. In terms of education level, approximately 44.6% of respondents have a background in SMA/SMK, while only approximately 3.6% have a master's degree (S2). In terms of work experience, the majority of respondents, which is approximately

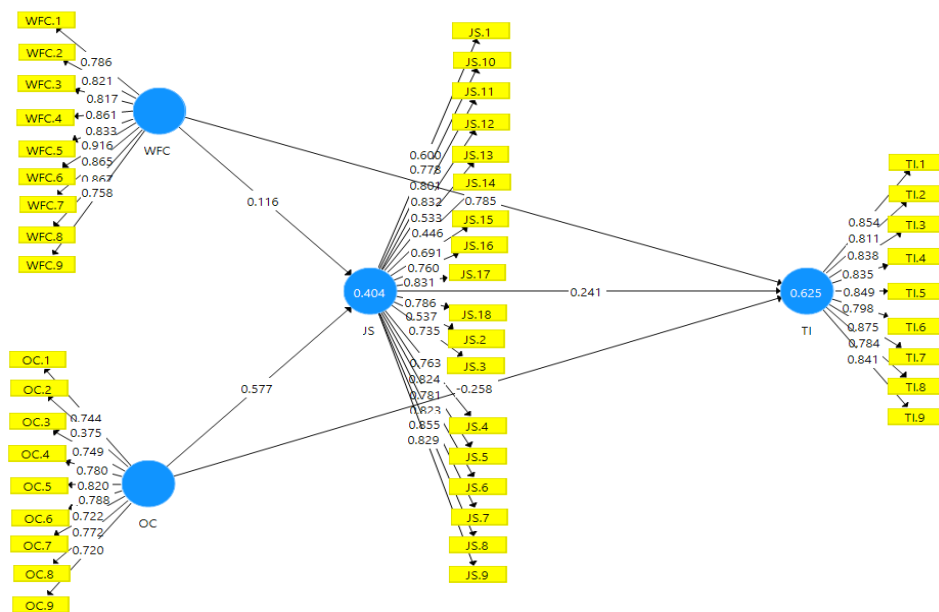
39.29%, have a work experience of 6 to 10 years, while the group with a work experience of 16 to 20 years has the lowest percentage, which is approximately 3.57%.

**Results of Data Analysis**

*Results of Validity Tests (Outer Model)*

The evaluation of validity will be conducted in two phases, namely the evaluation of convergent validity and discriminant validity. In this study, the loading factor for evaluating validity will use a threshold of 0.7, and any loading factor less than 0.7 in the calculation results will be removed from the model.

Figure 2. Invalid loading factor



Source: Primary data processed by the researchers (2023)

From the figure above, it can be seen that several items have loading factors below 0.7 on the Organizational Commitment (OC) variable, particularly OC.2 indicator. On the other hand, for the Job Satisfaction (JS) variable, there are indicators JS.1, JS.2, JS.13, JS.14, and JS.15 that have values below 0.7, indicating that these indicators are not valid and will be removed from the model. Below is the figure with the loading factor values that have been eliminated.

Table 2. Valid loading factor

Variable	Item Code	Outer Landing Value	Criteria	Description
Work - Family Conflict	WFC.1	0.787	0.7	Valid
	WFC.2	0.821	0.7	Valid
	WFC.3	0.816	0.7	Valid
	WFC.4	0.861	0.7	Valid
	WFC.5	0.833	0.7	Valid



	WFC.6	0.916	0.7	Valid
	WFC.7	0.865	0.7	Valid
	WFC.8	0.867	0.7	Valid
	WFC.9	0.758	0.7	Valid
<b>Organizational Commitment</b>	OC.1	0.737	0.7	Valid
	OC.3	0.746	0.7	Valid
	OC.4	0.782	0.7	Valid
	OC.5	0.817	0.7	Valid
	OC.6	0.792	0.7	Valid
	OC.7	0.714	0.7	Valid
	OC.8	0.783	0.7	Valid
	OC.9	0.727	0.7	Valid
	<b>Job Satisfaction</b>	JS.3	0.702	0.7
JS.4		0.784	0.7	Valid
JS.5		0.839	0.7	Valid
JS.6		0.798	0.7	Valid
JS.7		0.853	0.7	Valid
JS.8		0.891	0.7	Valid
JS.9		0.862	0.7	Valid
JS.10		0.791	0.7	Valid
JS.11		0.808	0.7	Valid
JS.12		0.830	0.7	Valid
JS.16		0.746	0.7	Valid
JS.17		0.823	0.7	Valid
<b>Turnover Intention</b>	TI.1	0.854	0.7	Valid
	TI.2	0.811	0.7	Valid
	TI.3	0.837	0.7	Valid
	TI.4	0.836	0.7	Valid
	TI.5	0.848	0.7	Valid
	TI.6	0.796	0.7	Valid
	TI.7	0.876	0.7	Valid
	TI.8	0.786	0.7	Valid
	TI.9	0.840	0.7	Valid

Source: Measurement using Smart-PLS 3 (2023)

Based on the table above, it can be seen that the loading factor values for all variables and indicators are  $> 0.7$ , indicating that all indicators for each variable are considered valid.

Table 3. Results of Average Variance Extracted (AVE) Measurement

Variable	AVE	Description
Work -Family Conflict	0.701	Valid
Organizational Commitment	0.582	Valid

<b>Job Satisfaction</b>	0.656	Valid
<b>Turnover Intention</b>	0.692	Valid

Source: Measurement using Smart-PLS 3 (2023)

According to Table 3, it can be inferred that the Average Variance Extracted (AVE) values for all variables being studied exceed 0.5, indicating that all variables in this study are considered valid. Discriminant validity is used to evaluate how distinct a construct is from other constructs in the structural model empirically (Hair et al., 2021:78). Cross loading measurement is the initial approach to assess discriminant validity for each indicator. Discriminant validity is considered good when the loading of an indicator on its related construct is higher than its loading on other constructs (correlation) (Hair et al., 2022:122). The results of cross loading measurement are depicted in the following table:

Table 4. Results of Cross Loading Measurement

	<b>Work - Family Conflict</b>	<b>Organizational Commitment</b>	<b>Job Satisfaction</b>	<b>Turnover Intention</b>
<b>WFC.1</b>	<b>0.787</b>	0.310	0.271	0.649
<b>WFC.2</b>	<b>0.821</b>	0.317	0.231	0.619
<b>WFC.3</b>	<b>0.816</b>	0.270	0.200	0.572
<b>WFC.4</b>	<b>0.861</b>	0.359	0.185	0.606
<b>WFC.5</b>	<b>0.833</b>	0.298	0.211	0.655
<b>WFC.6</b>	<b>0.916</b>	0.419	0.295	0.625
<b>WFC.7</b>	<b>0.865</b>	0.382	0.269	0.684
<b>WFC.8</b>	<b>0.867</b>	0.425	0.308	0.710
<b>WFC.9</b>	<b>0.758</b>	0.431	0.452	0.586
<b>OC.1</b>	0.462	<b>0.737</b>	0.454	0.337
<b>OC.3</b>	0.230	<b>0.746</b>	0.433	0.092
<b>OC.4</b>	0.311	<b>0.782</b>	0.511	0.161
<b>OC.5</b>	0.351	<b>0.817</b>	0.595	0.285
<b>OC.6</b>	0.310	<b>0.792</b>	0.511	0.089
<b>OC.7</b>	0.394	<b>0.714</b>	0.340	0.187
<b>OC.8</b>	0.246	<b>0.783</b>	0.527	0.028
<b>OC.9</b>	0.318	<b>0.727</b>	0.490	0.182
<b>JS.3</b>	0.257	0.447	<b>0.702</b>	0.215
<b>JS.4</b>	0.262	0.560	<b>0.784</b>	0.323
<b>JS.5</b>	0.308	0.518	<b>0.839</b>	0.342
<b>JS.6</b>	0.326	0.517	<b>0.798</b>	0.306
<b>JS.7</b>	0.274	0.622	<b>0.853</b>	0.285
<b>JS.8</b>	0.296	0.610	<b>0.891</b>	0.277
<b>JS.9</b>	0.246	0.589	<b>0.862</b>	0.230
<b>JS.10</b>	0.216	0.443	<b>0.791</b>	0.280
<b>JS.11</b>	0.193	0.432	<b>0.808</b>	0.201

<b>JS.12</b>	0.312	0.526	<b>0.830</b>	0.254
<b>JS.16</b>	0.312	0.402	<b>0.746</b>	0.369
<b>JS.17</b>	0.242	0.516	<b>0.823</b>	0.268
<b>JS.18</b>	0.165	0.514	<b>0.786</b>	0.218
<b>TI.1</b>	0.665	0.269	0.356	<b>0.854</b>
<b>TI.2</b>	0.682	0.160	0.210	<b>0.811</b>
<b>TI.3</b>	0.647	0.198	0.307	<b>0.837</b>
<b>TI.4</b>	0.600	0.242	0.445	<b>0.836</b>
<b>TI.5</b>	0.626	0.129	0.197	<b>0.848</b>
<b>TI.6</b>	0.604	0.178	0.209	<b>0.796</b>
<b>TI.7</b>	0.646	0.214	0.288	<b>0.876</b>
<b>TI.8</b>	0.575	0.151	0.332	<b>0.786</b>
<b>TI.9</b>	0.646	0.174	0.199	<b>0.840</b>

Source: Measurement using Smart-PLS 3 (2023)

According to Table 4, the cross loadings for the outer loadings of indicators on related constructs are higher than their corresponding cross loadings (correlations) with other constructs. This indicates that there is no issue with discriminant validity.

Table 5. *Discriminant Validity* Fornell-Lacker Criterion

	<b>Job Satisfaction</b>	<b>Organizational Commitment</b>	<b>Turnover Intention</b>	<b>Work-family Conflict</b>
<b>Job Satisfaction</b>	0.810			
<b>Organizational Commitment</b>	0.642	0.763		
<b>Turnover Intention</b>	0.340	0.230	0.832	
<b>Work-family Conflict</b>	0.326	0.430	0.761	0.837

Source: Measurement using Smart-PLS 3 (2023)

According to Table 5, each variable has a higher correlation with itself than with other variables. Therefore, the evidence for validity related to the research model has been established, indicating that the research model can be considered valid.

Table 6. Results of HTMT Measurement

	<b>Job Satisfaction</b>	<b>Organizational Commitment</b>	<b>Turnover Intention</b>	<b>Work-family Conflict</b>
<b>Job Satisfaction</b>				
<b>Organizational Commitment</b>	0.677			
<b>Turnover Intention</b>	0.356	0.251		
<b>Work-family Conflict</b>	0.337	0.463	0.801	

Source: Measurement using Smart-PLS 3 (2023)

In Table 6, each variable's reliability measurement (Cronbach's alpha) is below 0.90, indicating that there is no issue with discriminant validity.

Table 7. Composite Reliability dan Cronbach's Alpha

Variable	Cronbach's Alpha	Syarat	Composite Reliability	Syarat	Keterangan
Job Satisfaction	0.956	0.6	0.961	0.7	Valid
Organizational Commitment	0.898	0.6	0.918	0.7	Valid
Turnover Intention	0.944	0.6	0.953	0.7	Valid
Work-family Conflict	0.946	0.6	0.955	0.7	Valid

Source: Measurement using Smart-PLS 3 (2023)

According to Table 7, the Cronbach's Alpha and Composite Reliability values for the variables being studied, such as Work-Family Conflict, Organizational Commitment, Job Satisfaction, and Turnover Intention, exceed 0.60 and even approach 1. The Composite Reliability also exceeds 0.7. Therefore, the internal consistency of the variables in this study is considered valid.

#### *Results of Structural Measurement (Inner Model)*

The inner model, also known as the structural model, explains and depicts the causal relationship between latent variables constructed based on the model. The inner model is used as a structure to predict the causal relationship between latent variables. By performing bootstrapping, T-statistics parameters are used to estimate the causal relationship (Abdillah & Hartono, 2015). Structural equation modeling (SEM) is used to analyze the internal model or structural model to verify that the constructed model has validity and reliability. Evaluation of the internal model can be done by checking several indicators, including:

Table 8. R Square ( $R^2$ )

Variable	R Square	R Square Adjusted
Job Satisfaction	0.415	0.405
Turnover Intention	0.630	0.620

Source: Measurement using Smart-PLS 3 (2023)

The R-squared value ( $R^2$ ) in Table 8 indicates that the independent variables in this study have a moderate impact of 63% on Turnover Intention. Conflict at Work-Family, Organizational Commitment, and Job Satisfaction collectively have a combined impact of 63% on Turnover Intention, while the remaining 37% is explained by variables not included in this study. Additionally, the independent variables in this study also have a weak impact of 41.5% on Job Satisfaction. Conflict at Work-Family and Organizational Commitment collectively have a combined impact of 41.5%, while the remaining 58.5% is explained by variables outside the scope of this study.

Table 9. F Square ( $f^2$ )

Variabel	Job Satisfaction	Turnover Intention
Job Satisfaction		0.107
Organizational Commitment	0.529	0.113

<b>Work-family Conflict</b>	0.005	1.392
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Source: Measurement using Smart-PLS 3 (2023)

According to Table 9, the effect size for Job Satisfaction's impact on Turnover Intention is small with a value of 0.107. Organizational Commitment's impact on Turnover Intention is also small with a value of 0.113. Organizational Commitment's impact on Job Satisfaction is large with a value of 0.529. Conflict at Work-Family's impact on Turnover Intention is large with an effect size of 1.392. Conflict at Work-Family's impact on Job Satisfaction has an effect size of 0.005, indicating no effect size due to being less than 0.02.

Table 10. *Q Square (Q<sup>2</sup>)*

Variabel	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
<b>Organizational Commitment</b>	896.000	896.000	
<b>Work-family Conflict</b>	1.008.000	1.008.000	
<b>Job Satisfaction</b>	1.456.000	1.071.033	0.264
<b>Turnover Intention</b>	1.008.000	577.466	0.427

Source: Measurement using Smart-PLS 3 (2023)

Based on the Q-square (Q<sup>2</sup>) values in Table 9, values greater than 0 indicate relevant predictive power for the model. The values for Job Satisfaction and Turnover Intention are above 0.25 but below 0.50, indicating that the predictive power falls into the moderate category.

Table 11. Result Fit Model

No	Parameter	Saturated Model	Estimated Model
1	SRMR	0.077	0.077
2	NFI	0.696	0.696

Source: Measurement using Smart-PLS 3 (2023)

Based on Table 11, the Standardized Root Mean Squared Residual (SRMR) value is 0.077, which is less than 0.08, indicating a good fit for the model. The Normed Fit Index (NFI) value is 0.696, which is greater than 0.5, indicating a good fit (fit model) for the model (Hair et al., 2022:306).

Hypothesis testing and modeling were performed using bootstrapping techniques in SmartPLS. Bootstrapping is used to measure standard error coefficients without assuming distribution (Hair et al., 2022:306). Significance of the relationship between variables is measured using t-statistics values that should exceed the values in the t table. In this study, the level of confidence is 95%, so the values in the t table are 1.96. For significant results, it is expected that t-statistics > 1.96. In addition to t-statistics, probability (p value) is also important; a p value < 0.05 indicates significant relationships with a research significance level of 5% (Hair et al., 2022:156). The results of bootstrapping in SmartPLS are used to evaluate the existence of mediation relationships between variables and determine the type of mediation. From the bootstrapping results, as shown in the table below:

Table 12. Results Bootstrapping Hypothesis Test

Correlation between Constructs	Original Sample	T Statistics	P Values	Description
<b>Work-Family Conflict &gt; Turnover Intention</b>	0.796	15.184	0.000	Significant effect
<b>Organizational Commitment &gt; Turnover Intention</b>	-0.279	2.767	0.006	Significant effect
<b>Job Satisfaction &gt; Turnover Intention</b>	0.261	2.839	0.005	Significant effect
<b>Work - Family Conflict &gt; Job Satisfaction</b>	0.061	0.631	0.529	Insignificant effect
<b>Organizational Commitment &gt; Job Sastisfaction</b>	0.616	9.008	0.000	Significant effect
<b>Work - Family Conflict &gt; Job Sastisfaction &gt; Turnover Intention</b>	0.016	0.540	0.590	Insignificant effect
<b>Organizational Commitment &gt; Job Sastisfaction &gt; Turnover Intention</b>	0.160	2.848	0.005	Significant effect

Source: Measurement using Smart-PLS 3 (2023)

According to Table 12, the hypothesis H1 is accepted with a T-statistic value of 15.184 ( $>1.96$ ), a P-value of 0.000 ( $<0.05$ ), and an Original Sample (O) value of 0.796. From this result, it can be inferred that Conflict at Work-Family has a positive and significant effect on Turnover Intention.

The hypothesis H2 is also accepted with a T-statistic value of 2.767 ( $>1.96$ ), a P-value of 0.006 ( $<0.05$ ), and an Original Sample (O) value of -0.279. This indicates that Organizational Commitment has a negative and significant effect on Turnover Intention.

The hypothesis H3 is also accepted with a T-statistic value of 2.839 ( $>1.96$ ), a P-value of 0.005 ( $<0.05$ ), and an Original Sample (O) value of 0.261. This implies that Job Satisfaction has a positive and significant effect on Turnover Intention.

The hypothesis H4 is rejected with a T-statistic value of 0.631 ( $<1.96$ ), a P-value of 0.529 ( $>0.05$ ), and an Original Sample (O) value of 0.061. This suggests that Conflict at Work-Family has a positive effect on Job Satisfaction, but the effect is not significant.

The hypothesis H5 is accepted with a T-statistic value of 9.008 ( $>1.96$ ), a P-value of 0.000 ( $<0.05$ ), and an Original Sample (O) value of 0.616. This indicates that Organizational Commitment has a positive and significant effect on Job Satisfaction.

The hypothesis H6 is rejected with a T-statistic value of 0.540 ( $<1.96$ ), a P-value of 0.690 ( $>0.05$ ), and an Original Sample (O) value of 0.016. From this result, it can be inferred that there is no indirect effect of Conflict at Work-

Family on Turnover Intention through Job Satisfaction as mediated by Organizational Commitment, as the effect is not significant.

The hypothesis H7 is accepted with a T-statistic value of 2.848 ( $>1.96$ ), a P-value of 0.005 ( $<0.05$ ), and an Original Sample (O) value of 0.160, indicating that Organizational Commitment has a positive and significant indirect effect on Turnover Intention through Job Satisfaction as mediated by Organizational Commitment, as the effect is significant, while Job Satisfaction serves as full mediation between Organizational Commitment and Turnover Intention

## **DISCUSSION**

Based on the Partial Least Square (PLS) analysis, the results of hypothesis testing are discussed in the context of the impact of variables on the intention to reapply with destination image as an intervening variable. Firstly, there is a positive and significant effect of Work-Family Conflict on Turnover Intention. Secondly, Organizational Commitment has a negative and significant effect on Turnover Intention, indicating that high organizational commitment reduces the intention to leave. Thirdly, Job Satisfaction has a positive and significant effect on Turnover Intention, suggesting that high job satisfaction reduces the intention to leave. Fourthly, Work-Family Conflict has a positive effect but is not significant on Job Satisfaction, indicating that other factors also play a role. Fifthly, Organizational Commitment has a positive and significant effect on Job Satisfaction. Meanwhile, Job Satisfaction does not mediate significantly between Work-Family Conflict and Turnover Intention, but it fully mediates between Organizational Commitment and Turnover Intention. These findings are consistent with previous research, but there is inconsistency with some other findings.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study reveals significant findings regarding the relationship between Work-Family Conflict, Organizational Commitment, Job Satisfaction, and Turnover Intention at PT. Ganesh International Filterindo. Work-Family Conflict has a positive and significant effect on the intention to leave, while Organizational Commitment and Job Satisfaction have opposite effects, both having negative and significant effects on Turnover Intention. These findings indicate that both commitment and satisfaction play a role in employee retention in the organization. However, the study also shows a complex relationship among the variables, with some results not being statistically significant in influencing other variables. This highlights the importance of considering additional factors in explaining the dynamics of relationships in the workplace.

## **FURTHER STUDY**

Based on the findings regarding Turnover Intention, practical strategies can be implemented with a focus on enhancing professional commitment and improving communication to reduce turnover intention, increase job satisfaction, and motivate employees to avoid seeking alternative employment. In managing work-family conflict, implementing flexible work arrangements,

management training, and developing a balanced organizational culture can help minimize factors that lead to the intention to leave. Additionally, to strengthen organizational commitment, it is crucial to enhance interpersonal relationships among coworkers, provide clear understanding of the consequences of leaving the organization, and offer clear career development opportunities. By implementing these measures, organizations aim to create a supportive, motivating, and turnover-intention-reducing work environment.

This study reveals a complex relationship between Work-Family Conflict, Organizational Commitment, Job Satisfaction, and Turnover Intention, with Job Satisfaction serving as a mediator. Work-Family Conflict is found to be the primary driver of dissatisfaction that may lead to the intention to leave. Organizational Commitment plays a role as a mediator between Job Satisfaction and the intention to leave, and it is also expected to mediate the relationship between Work-Family Conflict and the intention to leave. The study suggests that Job Satisfaction can help mitigate the negative impact of Work-Family Conflict on the intention to leave. The study, although limited, indicates that 63% of the variation in Turnover Intention is influenced by Work-Family Conflict and Organizational Commitment, while other factors account for 37%. Similarly, 41.5% of Job Satisfaction is influenced by the variables studied, while the remaining 58.5% is affected by unstudied variables. Future research should consider additional factors such as motivation, stress, workload, leadership, organizational culture, and work environment that may impact Job Satisfaction and Turnover Intention. Increasing sample size and expanding the scope of research subjects are also recommended.

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