

# Determinants of Turnover Intention: The Role of Organizational Commitment, Job Satisfaction, and Job Stress at PT JNE Padang

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Turnover intention is one of the human resource problems that are often faced by service companies, especially in the logistics industry which has a high level of work demands. This study aims to analyze the influence of organizational commitment, job satisfaction, and work stress on the turnover intention of PT JNE Padang employees. This study uses a quantitative approach with a survey method. Data was obtained through the distribution of questionnaires to 130 employees as research respondents. The data analysis technique used was multiple linear regression analysis with the help of SPSS software. The results of the study showed that partially organizational commitment had a negative and significant effect on turnover intention, while work stress had a positive and significant effect on turnover intention. Meanwhile, job satisfaction does not have a significant effect on turnover intention. Simultaneously, organizational commitment, job satisfaction, and work stress have a significant effect on the turnover intention of PT JNE Padang employees. These findings indicate that increasing organizational commitment and effective work stress management are important factors in reducing employee turnover intention. This research is expected to be a consideration for company management in formulating sustainable human resource management policies.

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

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## 1. Introduction

Employee turnover is one of the strategic problems in human resource management, especially in service companies that demand speed, accuracy, and consistency of services. Turnover intention refers to the tendency of employees to leave the organization before actual action occurs. [1]

It will be very serious if the desire to move in a company is high, it will cause several negative effects in the form of instability and confusion that can ultimately harm the company and its employees. The company will add certain costs, especially in terms of recruitment to the training of new prospective employees so that vacancies can be filled and production activities can run normally. However, if the company ignores the vacancy, it will have a direct impact on its employees. The increased workload and other factors can cause stress and discomfort for employees so that it interferes with their performance, if this happens continuously, the desire to move is even stronger.

A person's commitment to an organization or company is a very important issue in the world of work. This is so important, that some organizations dare to include an element of commitment as one of the requirements for holding a position or position offered in job advertisements. Unfortunately, even though this is very common, it is not uncommon for entrepreneurs and employees to still not understand the meaning of commitment seriously. Organizational commitment as a feeling of identification, loyalty, and involvement is expressed by workers towards the organization or unit within the organization. Organizational commitment is an important factor in maintaining workforce stability, as it reflects employees' level of identification, loyalty, and engagement with the organization [1], [2].

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Job satisfaction is one of the important factors in every job. Job satisfaction is an affective or emotional side. Job satisfaction reflects an individual's affective evaluation of his or her work, and has been shown to be associated with low turnover intention [3], [4]. However, it often happens that just getting a reward is not enough. They want to get satisfaction from their work.

Another factor that also affects turnover intention is work stress. Work stress arises when job demands exceed individual capacity and have been empirically proven to increase turnover intentions [5], [6]. Time pressure, excessive workload, and high target demands can increase work stress levels. If work stress is not managed properly, this condition can decrease employee well-being and increase the desire to leave the organization.

Based on this description, this study aims to analyze the influence of organizational commitment, job satisfaction, and work stress on the turnover intention of PT JNE Padang employees. The results of this research are expected to make a theoretical contribution to the development of human resource management studies and become practical considerations for company management in formulating policies oriented towards increasing employee retention.

## 2. Literature Review

Turnover intention is an important construct in human resource management because it is seen as the main predictor of actual turnover. Conceptually, turnover intention describes an employee's conscious tendency to leave the organization in response to the working conditions experienced. Recent empirical studies show that psychological factors such as organizational commitment, job satisfaction, and work stress have a significant role in shaping such intentions.

Organizational commitment has been shown to have a significant negative relationship with turnover intention. Kim and Park (2021) found that the higher the level of organizational commitment, the lower the tendency of employees to leave the organization, and that the relationship can be influenced by contextual factors such as job embeddedness [1]. Similar findings were confirmed by Liu, Zhao, and Chen (2022) who showed that in the service sector, organizational commitment serves as an effective retention mechanism in suppressing turnover intention [2]. These results reinforce the argument that increasing organizational commitment is an important strategy in maintaining workforce stability.

Job satisfaction has also been consistently proven to affect turnover intention. Based on a meta-analysis conducted by Chen, Wang, and Chen (2022), job satisfaction has a significant negative relationship with turnover intention [3]. This means that the higher the positive evaluation of the employee of his or her work, the lower their intention to leave. In addition, Khan et al. (2023) show that job satisfaction not only has a direct effect on turnover intention, but also mediates the relationship between work stress and turnover intention [4]. Thus, job satisfaction has a strategic role both as a direct determinant and as an intervening variable.

Work stress is a factor that is consistently associated with increased turnover intention. Wang, Liu, and Wang (2022) in their systematic review concluded that work stress has a positive relationship with turnover intention in various industry sectors [5]. High work pressure, excessive workload, and intense target demands can increase the psychological tension that drives exit intentions. These findings are reinforced by Al-Harbi (2023) who found that work pressure on logistics service employees significantly increases turnover intention [6]. These results show that the context of the service industry with high work intensity has vulnerability to increased intention to leave due to work stress.

Although recent studies have confirmed the relationship between organizational commitment, job satisfaction, and job stress to turnover intention, the strength and mechanisms of these relationships can vary depending on industry characteristics and organizational context. Therefore, empirical testing in the context of logistics services companies such as PT JNE Padang becomes relevant to gain a more contextual understanding of the factors that affect turnover intention.

### Problem Statement and Hypothesis

Based on theoretical studies and previous research findings, there are still inconsistencies in research results related to the influence of organizational commitment, job satisfaction, and work stress on turnover intention, especially in the logistics services sector which has the characteristics of high time pressure and workload. Therefore, this study formulates the following research questions:

1. Does organizational commitment affect turnover intention?
2. Does job satisfaction affect turnover intention?
3. Does work stress affect turnover intention?
4. Do organizational commitment, job satisfaction, and work stress simultaneously affect turnover intention?

Based on the research questions, the hypotheses proposed in this study are:

H1: It is suspected that organizational commitment has a negative and significant effect on turnover intention. H2: It is suspected that job satisfaction has a negative and significant effect on turnover intention. H3: It is suspected that work stress has a positive and significant effect on turnover intention. H4: It is suspected that organizational commitment, job satisfaction, and work stress simultaneously have a significant effect on turnover intention.

## 3. Methods

### Research Design and Approach

This study uses a quantitative approach with the type of explanatory research which aims to test the influence of independent variables on dependent variables through hypothesis testing. The quantitative approach was chosen because this study focused on empirically testing the causal relationship between organizational commitment, job satisfaction, and work stress on employee turnover intention.

The research design used is cross-sectional, that is, data collection is carried out at a certain time to describe the condition of the research variables and analyze the relationships between variables in the research period. Cross-sectional design is widely used in survey-based quantitative research to test relationships between variables simultaneously at a single time of measurement [7].

### Population and Sample

The population in this study is all employees of PT JNE Padang which is 193 people. The sampling technique uses probability sampling, so that each member of the population has an equal chance of being selected as a respondent. The number of samples was determined using the Slovin formula with an error rate (e) of 10%, as follows:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{193}{1 + 193(0.10)^2}$$
$$n = 130$$

Based on this calculation, the number of samples used was 130 respondents. A total of 30 respondents were used for instrument trials (pilot tests), while 100 respondents were used in the main study.

### Data Collection Sources and Techniques

#### Data Sources

1. Primary Data was obtained directly from respondents through the distribution of questionnaires to employees of PT JNE Padang.
2. Secondary Data is obtained from reputable scientific journals, research articles, and academic literature sources relevant to the research variable.

#### Data Collection Techniques

1. Questionnaire (Questionnaire) Used to measure organizational commitment, job satisfaction, work stress, and turnover intention using the Likert scale.
2. Library Research Used to obtain theoretical and empirical foundations from scientific journals and literature.
3. Field Research is conducted through observation and supporting interviews to strengthen the understanding of the research context.

### Variable Operational Definition

Variabel	Operational Definition
Organizational Commitment (X <sub>1</sub> )	The level of employee attachment and loyalty to the organization.
Job Satisfaction (X <sub>2</sub> )	Positive affective evaluation of employees towards their work.
Work Stress (X <sub>3</sub> )	The level of tension due to job demands that exceed the capacity of the individual.
Turnover Intention (Y)	An employee's tendency or intention to leave the organization voluntarily.

### Test Research Instruments

The research instrument was tested through a Validity Test to ensure that the questionnaire item was able to measure the construct being studied. Reliability test to test the internal consistency of the instrument using Cronbach's Alpha. Normality Test as part of regression assumption testing. Validity, reliability, and normality testing in survey-based quantitative research with SPSS is methodologically described [8].

#### Data Analysis Techniques

Data analysis was carried out using SPSS version 23.0 with the following stages:

1. Classic Assumption Test
2. Normality Test
3. Multicollinearity Test
4. Heteroscedasticity Test

Classical assumption testing is required to ensure the regression model meets the BLUE (Best Linear Unbiased Estimator) criteria.

Simple Regression Analysis. [9] Simple linear regression is a statistical analysis method used to test the influence of one independent variable on one dependent variable assuming a linear relationship between the two. Simple regression aims to predict the value of dependent variables based on changes in independent variables.

The formula of simple regression is:

$$Y = a + bX + e$$

Description:

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Y = Bound variable  
 X<sub>1</sub> = Independent variable  
 a = Intercept value (constant)  
 b = Regression coefficient  
 e = error term

### Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of organizational commitment (X<sub>1</sub>), job satisfaction (X<sub>2</sub>), and work stress (X<sub>3</sub>) on turnover intention (Y).

Regression models used:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y= Turnover Intention  
 X<sub>1</sub>= Organizational Commitment  
 X<sub>2</sub>= Job Satisfaction  
 X<sub>3</sub>= Work Stress  
 a= Konstanta  
 b<sub>1</sub>,b<sub>2</sub>,b<sub>3</sub>= Regression coefficient  
 e = Error term

### Hypothesis Testing

1. A t-test (partial) to determine the influence of each independent variable.
2. F test (simultaneous) to determine the influence of independent variables together.
3. Coefficient of Determination (R<sup>2</sup>) to determine the contribution of independent variables to dependent variables.

The use of regression analysis in cross-sectional quantitative research is widely used in the study of organizational behavior and human resource management. [4]

## 4. Results and Discussion

### Validity Test

Validity test is to find out the level of validity and the questionnaire instrument used in collecting data This validity test is carried out to find out whether the items presented in the questionnaire are really able to reveal exactly what will be researched. After processing data using the SPSS *for window system version* 23.0, the results of the validity test can be obtained as follows.

**Table 1.** Validity Test Results Variabel *Turnover Intention* (Y)

Variabel	No.Item	r_Hitung	r_tabel 5%	Status
		N=30	Df=30-2=28	
<i>Turnover Intention</i> (Y)	1	,412	0,3610	Valid
	2	,414	0,3610	Valid
	3	,558	0,3610	Valid
	4	,727	0,3610	Valid
	5	,765	0,3610	Valid

Source: SPSS 23.0 and Primary Data processed

From table 1, it can be seen that each item of each variable as a whole shows a value (calculation) greater than the value (table) of *Product moment*, at a significant level (P) of 5% and df = 30 which shows the

number 0.3610 of the comparison, then the question items of the Job Satisfaction variable are declared "Valid".

**Table 2.** Validity Test Results Organizational Commitment Variable (X1)

Variabel	No. Butir	r_hitung	r_tabel 5%	Status
		N=30	Df=30-2=28	
Organizational Commitment(X1)	1	,548	0,3610	Valid
	2	,612	0,3610	Valid
	3	,589	0,3610	Valid
	4	,473	0,3610	Valid
	5	,624	0,3610	Valid
	6	,438	0,3610	Valid
	7	,571	0,3610	Valid
	8	,487	0,3610	Valid

Source: SPSS 23.0 and Primary Data processed

From table 2, it can be seen that each item of each variable as a whole shows a value (calculation) greater than the value (table) of *Product moment*, at a significant level (P) of 5% and df = 30 which shows the number 0.3610 of the comparison, then the question items of the Organizational Commitment variable are declared "Valid".

**Table 3.** Validity Test Results Job Satisfaction Variable (X2)

Variabel	No. Butir	r_hitung	r_tabel 5%	Status
		N=30	Df=30-2=28	
Job Satisfaction (X2)	1	,547	0,3610	Valid
	2	,641	0,3610	Valid
	3	,680	0,3610	Valid
	4	,468	0,3610	Valid
	5	,378	0,3610	Valid
	6	,438	0,3610	Valid
	7	,612	0,3610	Valid
	8	,484	0,3610	Valid

Sumber: SPSS 23.0 dan Data Primer diolah

From table 3, it can be seen that each item of each variable as a whole shows a value (calculation) greater than the value (table) of *Product moment*, at a significant level (P) of 5% and df = 30 which shows the number 0.3610 of the comparison, then the question items of the Job Satisfaction variable are declared "Valid".

**Table 4.** Validity Test Results Work Stress Variables (X3)

Variabel	No. Butir	r_hitung	r_tabel 5%	Status
		N=30	Df=30-2=28	
Work Stress (X <sub>3</sub> )	1	,679	0,3610	Valid
	2	,612	0,3610	Valid
	3	,375	0,3610	Valid
	4	,485	0,3610	Valid
	5	,608	0,3610	Valid
	6	,512	0,3610	Valid

Source: SPSS 23.0 and Primary Data processed

From table 4, it can be seen that each item of each variable as a whole shows a value (calculation) greater than the value ( $r_{tables}$ ) of *Product moment* at a significant level (P) of 5% and  $df = 30$  which shows the number 0.3610 of the comparison, then the question items of the Work Stress variable are declared "Valid".

### Reliability Test

The reliability test was conducted to determine the level of internal consistency of the research instrument in measuring research variables, namely Turnover Intention (Y), Organizational Commitment (X<sub>1</sub>), Job Satisfaction (X<sub>2</sub>), and Work Stress (X<sub>3</sub>). Reliability testing was carried out using Cronbach's Alpha method with the help of the SPSS program. The research instrument is declared reliable if Cronbach's Alpha value > 0.60 (rule of thumb).

**Table 5.** Reliability Turnover Intention (Y), Organizational Commitment (X<sub>1</sub>), Job Satisfaction (X<sub>2</sub>), and Work Stress (X<sub>3</sub>)

Variabel	N=30		Rulle of Thumb	Verdict
	Number of Question Items	Cronbach Alpha		
Turnover Intention (Y)	6	,829	0,6	Reliabel
Organizational Commitment (X <sub>1</sub> )	7	,824	0,6	Reliabel
Job Satisfaction (X <sub>2</sub> )	8	,801	0,6	Reliabel
Work Stress (X <sub>3</sub> )	6	,790	0,6	Reliabel

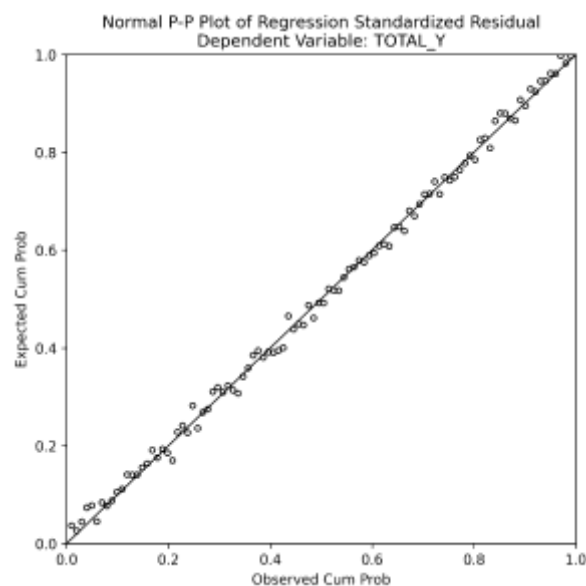
Source: SPSS 23.0 and Primary Data processed

From Table 5 above, it can be seen that all *instruments* based on the reliability analysis of the research variables show that *the Cronbach's alpha* value for all variables is above 0.6, for that all variables can be said to be *realistic* (reliable) from the results of this study producing the same data.

### Normality Test

The normality test was performed to determine whether the residual data in the regression model was normally distributed. The normality test in this study was carried out using the Normal P-P Plot of Regression Standardized Residual with the help of the SPSS program.

**Figure 1.** Chart of Normality Test Results



Source: SPSS 23.0 and Primary Data processed

From the graph above, it can be seen that the data is spread around the diagram and follows the regression model so that it can be concluded that the data is distributed normally so that the normality test is met.

**Multicollinearity Test**

The multicollinearity test was performed to determine whether there was a high correlation between independent variables in the regression model. The test was carried out by looking at the Tolerance and Variance Inflation Factor (VIF) values using the help of the SPSS program.

**Table 6.** Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
TOTAL_X1	.985	1.016
TOT_X2	.978	1.023
TOT_X3	.989	1.012

a. Dependent Variabel: TOTAL\_Y

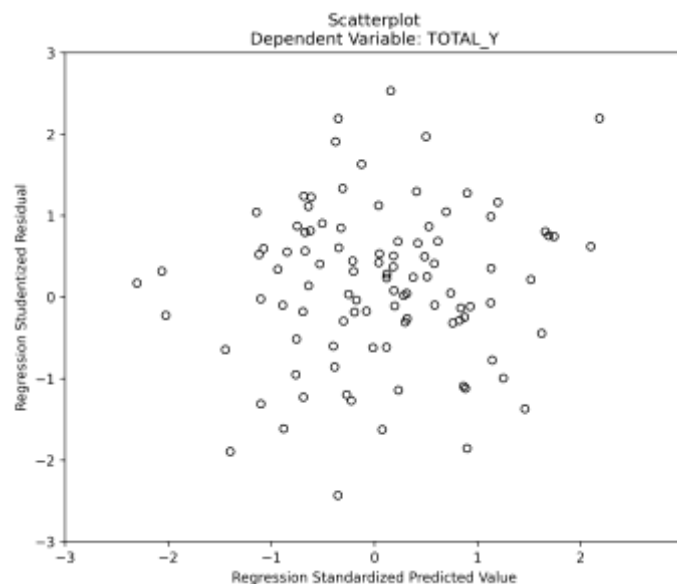
Source: SPSS 23.0 and Primary Data processed

Based on table 6 above, it can be seen that the VIF value is < 10 and the tolerance value > 0.1, so it can be concluded that this regression model does not have a multicollinearity problem.

**Hetercodesicity Test**

Heteroscedasticity tests were performed to find out whether residual variance inequality occurred in the regression model. A good regression model should not experience heteroscedasticity. The heteroscedasticity test in this study was carried out using a Scatterplot graph between the Regression Standardized Residual and the Regression Standardized Predicted Value value with the help of the SPSS program.

**Figure 2** Heteroscedasticity Test Results



From the graph above, it is known that heteroscedasticity does not occur in the regression model because there is no clear pattern and the points are spread above and below the number 0 on the Y axis.

### Simple Linear Regression Analysis

Simple linear regression analysis was used to see the influence of independent variables, namely Organizational Commitment, Job Satisfaction and Work Stress partially on dependent variables, namely *Turnover Intention*, assuming other independent variables are considered constant.

**Table 7.** Simple Regression Results of Organizational Commitment Variables (X1)  
 Against *Turnover Intention* (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std, Error	Beta		
1 (Constant)	30.156	2.288		13.181	.000
TOTAL_X1	-.408	.091	-.368	-4.477	.000

b. Dependent Variabel: TOTAL\_Y

Source: SPSS 23.0 and Primary Data processed

Based on table 7 above, a simple linear regression equation can be made as follows:

$$Y = 30,156 - 0.408 X_1$$

From the simple linear regression equation above, it can be concluded that the constant value of 30.156 means that if Job Satisfaction and work stress are ignored (0), then *the Turnover Intention* value is 30.156 while the Organizational Commitment coefficient is -0.408 meaning that if the Organizational Commitment is increased by one unit of weight, then *the Turnover Intention* decreases by -0.408 units of weight.

**Table 8** Simple Regression Results of Job Satisfaction Variable (X2) Against  
 Employee Performance (Y) Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std, Error	Beta		
1 (Constant)	25.836	2.970		8.700	.000
TOT_X2	-.190	.091	-.171	-1.960	.052

a. Dependent Variabel: TOTAL\_Y

Source: SPSS 23.0 and Primary Data processed

Based on table 8 above, a simple linear regression equation can be made as follows:

$$Y = 25,836 - 0,190 X_2$$

From the simple linear regression equation above, it can be concluded that a constant value of 25.836 means that Organizational Commitment and Work Stress are ignored (0), then *Turnover Intention* is a value of 25.836 while the Job Satisfaction coefficient is -0.190 which means that if Job Satisfaction is increased by one unit of weight, then *Turnover Intention* increases by -0.190 units of weight.

**Table 9.** Simple Regression Results of Work Stress Variable (X3) on Performance  
 Employee (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std, Error	Beta		
1 (Constant)	15.115	2.195		6.885	.000
TOT_X3	.252	.109	.200	2.304	.023

a. Dependent Variabel: TOTAL\_Y

Source: SPSS 23.0 and Primary Data processed

Based on table 9 above, a simple linear regression equation is made as follows:

$$Y = 15,115 + 0,252 X_3$$

From the simple linear regression equation above, it can be concluded that a constant value of 15.115 means that if Organizational Commitment and Job Satisfaction are ignored (0), then *the Turnover Intention*

value is 15.115 while the Work Stress coefficient is 0.252, meaning that if Work Stress is increased by one (1) unit, the Turnover *Intention* value will increase by 0.252 per unit.

**Table 10.** Variables of Organizational Commitment (X1), Job Satisfaction (X2), and Work Stress (x3) Against *Turnover Intention* (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistic	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	29.139	4.097		7.113	.000		
TOT.X1	-.383	.090	-.346	-4.256	.000	.985	1.016
TOT_X2	-.126	.091	-.113	-1.390	.167	.978	1.023
TOT_X3	.215	.102	.170	2.101	.038	.989	1.012

a. Dependent Variabel: TOTAL\_Y

Source: SPSS 23.0 and Primary Data processed

Based on table 10 above, the regression equation can be seen, namely:

$$Y = 29,139 - 0,383X_1 - 0,126X_2 + 0,215 X_3$$

From the regression equation mentioned above, it can be concluded that:

1. A constant of 29.139 means that if Organizational Commitment (X1), Job Satisfaction (X2) and Work Stress (X3) are 0, then *the Turnover Intention* (Y) value is 29.139.
2. The regression coefficient of Organizational Commitment is negative -0.383. This shows that every increase in Organizational Commitment by 1 unit will decrease the Turnover Intention by 0.383 units, assuming other variables are constant.
3. The regression coefficient of Organizational Commitment is negative -0.126. This shows that any increase in Organizational Commitment by 1 unit will decrease the Turnover Intention by 0.126 units, assuming other variables are constant
4. A positive regression coefficient of 0.215 means that if Work Stress is increased by one unit, assuming Organizational Commitment and Job Satisfaction are ignored, it will result in an increase in *Turnover Intention* by 0.215 per unit.

### Partial Hypothesis Test (t-test)

The t-test is intended to test the significance of the influence of independent and partially bound variables, where this test compares between a significant probability with an alpha of 0.05. From the results of this test, if the significant probability is less than alpha 0.05, then Ho is rejected and Ha is accepted, meaning there is an influence between X and Y. If the significant probability is greater than 0.05, then Ho is accepted and Ha is rejected, meaning there is no relationship, as shown in the following table:

**Table 11.** Partial Hypothesis Testing of All Variables (t-Test)

Variabel	T Count	Signifikan
Organizational Commitment (X1)	-4.256	.000
Job Satisfaction (X2)	-1.390	.167
Work Stress (X3)	2.101	.038

Sumber: SPSS 23.0 dan Data Primer diolah

1. The Effect of Organizational Commitment (X1) on *Turnover Intention* (Y)

Based on the results of SPSS 23.0 where the value of t calculates the variable (X1) is smaller than the t table (-4.256 < 1.656) with a small significant level of 0.05 which is 0.000. The Organizational Commitment variable partially has a negative and significant effect on *Turnover Intention*. Therefore,

it can be concluded that Organizational Commitment has a negative but significant effect on *Turnover Intention*. Thus H0 is rejected and Ha is accepted.

2. Effect of Job Satisfaction (X2) on *Turnover Intention* (Y)

Based on the results of SPSS 23.0 where the value of t calculates variables (X2) is smaller than in the t table (-1.390 < 1.656) with a small significant level of 0.05 which is 0.167. The Job Satisfaction variable partially has a negative and significant effect on *Turnover Intention*. Therefore, it can be concluded that Organizational Commitment has a negative but significant effect on *Turnover Intention*. Thus H0 is accepted and Ha is rejected.

3. Effect of Work Stress (X3) on *Turnover Intention* (Y)

Based on the results of SPSS 23.0 where the value of t calculated variable (X3) is smaller than the t table (2.101 > 1.656) with a small significant level of 0.05 which is 0.038. Work Stress Variables partially have a negative and significant effect on *Turnover Intention*. Therefore, it can be concluded that Organizational Commitment has a negative but significant effect on *Turnover Intention*. Thus H0 is rejected and Ha is accepted.

**Simultaneous Hypothesis Test (F test)**

The F test is intended to test the hypothesis of the study that states that the variables of Organizational Commitment, Job Satisfaction, and Work Stress have a significant influence on *Turnover Intention*. The results of the hypothesis testing together can be seen in the following table:

**Table 12.** Simultaneous Hypothesis Testing of All Variables (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	571.702	3	190.567	9.258	.000 <sup>b</sup>
	Residual	2593.529	126	20.584		
	Total	3165.231	129			

a. Dependent Variabel: TOTAL\_Y

b. Predictors: (Constant), TOT\_X3, TOT.X1, TOT\_X2

Source: SPSS 23.0 and Primary Data processed

Based on table 12 above, sig is 0.000 < 0.05 this number shows that 9,258 > table 2.68 then it can be concluded that Organizational Commitment, Job Satisfaction and Work Stress have a significant influence on *Turnover Intention*. Because from the results of the  $f_{cal}$  test, it is known that the  $f_{cal}$  value obtained is 9,258 >  $f_{table}$  is 2.68. Therefore, H0 is rejected, Ha is accepted.

**Coefficient of Determination (R2)**

**Table 13.** Coefficient of Determination of Organizational Commitment Variables (X1), Job Satisfaction (X2) and Work Stress (X3) Against *Turnover Intention* (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,751 <sup>a</sup>	,608	,502	5,29714

Source: SPSS 23.0 and Primary Data processed

Based on table 13 above, the R2 (Adjusted R Square) number is 0.502 or 50.2%, this shows that the percentage of contribution of the variables *Independent* Organizational Commitment (X1), Work Decision (X2) and Work Stress (X3), to the dependent variable *Turnover Intention* (Y) is 0.502 or 50.2%. While the remaining 49.8% was influenced by other variables outside of this study, such as mutations, organizational culture, work environment, achievements, and others.

**Table 14.** Hypothesis Testing Results

Hypothesis	Statement	Significance (P)	Verdict
H1	Regarding the significant influence of the Organization's Commitment to <i>Turnover Intention</i> at PT. JNE Kota Padang	0,000 < 0,05	Accepted
H2	There was no significant influence between Job Satisfaction and <i>Turnover Intention</i> at PT. JNE Kota Padang	0,167 > 0,05	Rejected
H3	There is a significant influence between Work Stress on <i>Turnover Intention</i> at PT. JNE Kota Padang	0,038 < 0,05	Accepted
H4	There is a significant influence between Organizational Commitment, Job Satisfaction and Work Stress on <i>Turnover Intention</i> at PT. JNE Kota Padang	0,000 < 0,05	Accepted

From the results of the study, the following things can be implied:

1. Based on the results of the first hypothesis of H1, it was found that Organizational Commitment had a negative but significant effect on *Turnover Intention* at PT. JNE Padang. Thus H0 is rejected and Ha is accepted. This research is in line with research conducted by [10] which states that the work environment has a negative and significant influence on *Turnover Intention*, This result proves that the Organizational Commitment given by the Company has been sufficient.
2. Based on the results of the second H2 hypothesis, it was found that Job Satisfaction had a negative and insignificant effect on *Turnover Intention* at PT. JNE Padang. Thus H0 is accepted and Ha is rejected. This research is in line with the research conducted by [11] which states that Job Satisfaction has no negative and insignificant effect on *Turnover Intention*. This proves that if the Job Satisfaction provided by the Company is sufficient.
3. Based on the results of the third hypothesis of H3, it was found that Work Stress had a positive and significant effect on *Turnover Intention* in PT. JNE Padang. Thus H0 is rejected Ha is accepted. This research is in line with research conducted by [12] which states that Work Stress has an effect if Work Stress can increase *Turnover Intention* in PT. JNE Padang.
4. Based on the results of the fourth hypothesis H4, it was found that when viewed together (test F) Organizational Commitment, Job Satisfaction and Work Stress had an effect on *Turnover Intention* at PT. JNE Padang. Thus H0 is rejected and Ha is accepted.

## 5. Conclusion

This study aims to analyze the influence of organizational commitment, job satisfaction, and work stress on turnover intention in employees of PT JNE Padang. The results of the analysis showed that organizational commitment had a negative and significant effect on turnover intention, which means that the higher the level of employee commitment to the organization, the lower their tendency to leave the company. These findings are in line with the theory of organizational commitment which states that emotional attachment and a sense of belonging to the organization are important factors in suppressing employee exit intentions. In addition, work stress has been shown to have a positive and significant effect on turnover intention, which suggests that high work pressure encourages an increase in the intention to seek alternative work. Meanwhile, job satisfaction in this study did not show a significant partial effect on turnover intention, although simultaneously with other variables it still contributed to the research model.

Theoretically, the results of this study strengthen the organizational behavior model that places organizational commitment and work stress as the main determinants of turnover intention. The finding that job satisfaction does not have a significant effect partially indicates that there is a possibility that in the

context of logistics services companies with high operational pressure, emotional factors and work pressure are more dominant than satisfaction with the aspect of the job itself. This shows a difference in context compared to several previous studies that found a significant effect of job satisfaction on turnover intention. This difference can be caused by the characteristics of the logistics industry that demands speed, punctuality, and high workload, so that work stress factors become a more decisive variable.

Practically, the results of this study provide important implications for the management of PT JNE Padang in formulating employee retention strategies. Increasing organizational commitment can be done through strengthening organizational culture, improving internal communication, and giving fair rewards. In addition, managing work stress is a priority through balanced workload management, managerial support, and a conducive work environment. By effectively managing both factors, companies can reduce turnover intentions and improve workforce stability.

This study has several limitations, including the use of cross-sectional research designs that do not allow longitudinal analysis of causal relationships, as well as limitations on one company so that the generalization of results is still limited. In addition, this study only tested three independent variables, so there is still a possibility that other variables such as leadership, organizational culture, or compensation also affect turnover intention. Therefore, further research is recommended to use a longitudinal approach, expand the research object on several logistics companies, and add mediation or moderation variables to obtain a more comprehensive understanding of the determinants of turnover intention.

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