



ORGANIZATIONAL FACTORS AND TURNOVER INTENTION: THE MEDIATING ROLE OF COMMITMENT

Muhamad Fajar Pratama^{*1}, Justine Tanuwijaya², B. Medina Nilasari³

^{1,2,3}Faculty Of Economics and Business, Universitas Trisakti

Correspondence^{*1}: 122012411059@std.trisakti.ac.id

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Abstract

This study investigates the mediating role of organizational commitment in the relationships of organizational culture, transformational leadership, and job resources with turnover intention among local employees in a multinational electronics manufacturing company in Cibitung, Indonesia. A quantitative explanatory design was employed using survey data from 262 employees selected through probability sampling. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling with AMOS. The findings show that job resources significantly reduce turnover intention and strengthen organizational commitment. Organizational culture and transformational leadership do not have significant direct effects on turnover intention, while transformational leadership also does not significantly predict organizational commitment. Organizational culture significantly affects organizational commitment, but in a negative direction. Unexpectedly, organizational commitment shows a significant positive association with turnover intention, contrary to mainstream theory. Mediation analysis further indicates that organizational commitment significantly mediates the effect of organizational culture on turnover intention, but does not mediate the effects of transformational leadership or job resources. These findings suggest that, in multinational manufacturing settings, organizational commitment may not uniformly serve as a retention mechanism and should be understood as contingent on the form of commitment and the organizational conditions experienced by employees.

Keywords: Organizational Culture, Transformational Leadership, Job Resources, Organizational Commitment, Turnover Intention

A. INTRODUCTION

Globalization and the evolving dynamics of the manufacturing industry have intensified labor mobility, making turnover intention a strategic challenge for multinational companies (Wenyan et al., 2024). Turnover intention reflects employees' conscious intention to leave the organization and contributes to rising recruitment costs, the loss of organizational knowledge, and disruptions to organizational operational stability (Haque, 2020; Masood, 2024). In the context of multinational companies in Indonesia, this issue becomes increasingly complex because differences in cultural values between foreign management and local employees may influence employment relationships and employee attachment to the organization (Veglio et al., 2025). A pre-survey of 40 local employees in multinational electronics manufacturing companies located in the Cibitung industrial area showed that 90% of respondents had a tendency to leave the organization within a certain period. This finding indicates that turnover intention is not merely a theoretical phenomenon, but has become an actual organizational issue that may threaten organizational sustainability and therefore requires deeper empirical investigation.

As one of Indonesia's manufacturing centers, the Cibitung industrial area faces substantial employee retention challenges. High work pressure, productivity demands, and the mismatch between managerial systems that tend to be hierarchical and the more egalitarian and relational work values of local employees constitute major triggering factors (Marlapa & Endri, 2024). This mismatch may reduce employees' psychological attachment to the organization,

which in turn increases their tendency to leave their jobs (Koerniawan et al., 2024). This condition indicates that turnover intention is influenced not only by individual factors, but also, to a considerable extent, by internal organizational dynamics. Previous studies have identified organizational factors such as organizational culture, transformational leadership, and job resources as playing important roles in shaping employee attitudes and behavior. A strong and positive organizational culture can create value congruence, strengthen collective identity, and reinforce employee loyalty (Hofstede et al., 2010; Laksmana & Kristanto, 2023). Transformational leadership contributes to enhancing intrinsic motivation and trust through an inspiring vision and individualized consideration for employees (Palalic & Mhamed, 2020; Kristiana & Tukiran, 2022). Meanwhile, job resources, such as work autonomy, supervisor support, and performance feedback, function as protective factors that can reduce work pressure while enhancing employee well-being (Bakker et al., 2023; Marlapa & Endri, 2024).

On the other hand, the influence of these organizational factors on turnover intention is not always direct. Organizational commitment serves as a psychological mechanism that bridges employees' work experiences and their decision either to remain with or leave the organization (Allen & Meyer, 1991; Syaechurodji et al., 2024). A high level of organizational commitment reflects strong emotional attachment and loyalty, thereby reducing employees' intention to leave (Salman et al., 2024). Thus, organizational commitment becomes a key variable in explaining how organizational factors are translated into actual employee behavior. Nevertheless, important gaps remain in the existing literature. Most previous studies have tended to examine organizational culture, transformational leadership, and job resources separately, and therefore have not provided a comprehensive picture of the interaction among these three factors within an integrated conceptual framework. In addition, studies that explicitly position organizational commitment as a mediating variable in the relationship between organizational factors and turnover intention remain relatively limited, particularly in the context of local employees in multinational companies in Indonesia who face differences in cultural values and managerial systems (Utami & Aima, 2021). These limitations indicate the need to develop a more integrative and context-sensitive research model.

Based on this background, the present study aims to empirically examine the effects of organizational culture, transformational leadership, and job resources on turnover intention, with organizational commitment as a mediating variable, among local employees working in multinational electronics manufacturing companies in the Cibitung industrial area. This study integrates Social Exchange Theory, the Job Demands–Resources Model, and Organizational Commitment Theory to explain the mechanisms underlying the relationships among the variables. Theoretically, this study is expected to enrich the literature on strategic human resource management and organizational behavior, particularly in the context of multinational companies. Practically, the findings are expected to provide implications for managers in designing culturally adaptive organizational strategies, developing transformational leadership, and optimizing job resources in order to strengthen organizational commitment and sustainably reduce turnover intention (Allen & Meyer, 1991; Bakker et al., 2023; Veglio et al., 2025).

B. LITERATURE REVIEW

1. Turnover Intention

Turnover intention refers to employees' psychological tendency to consciously consider and plan leaving the organization, and it is often regarded as a proximal predictor of actual turnover because it reflects the cognitive and emotional processes preceding resignation decisions (Haque, 2020; Hokianto, 2023). The intention to leave develops through employees' evaluation of work experiences, organizational conditions, and alternative employment opportunities (Wójcik, 2020). In multinational companies, turnover intention among local

employees may be shaped by cultural value incongruence, work pressure, and perceptions of unfairness, particularly when career expectations, organizational support, and work–life balance are not adequately fulfilled (Veglio et al., 2025; Marlapa & Endri, 2024). Given its implications for recruitment costs and operational stability, turnover intention needs to be managed through retention policies that strengthen employee attachment to the organization (Masood, 2024). Prior empirical studies reinforce this view. Otoo (2024) shows that job resources, particularly job autonomy and supervisory support, are relevant in reducing turnover intention through positive psychological mechanisms. Likewise, Zielińska et al. (2025) find that transformational leadership lowers intention to leave, while communication quality and organizational commitment strengthen this relationship. These findings indicate that turnover intention is not merely an individual preference, but a response to broader organizational experiences and relational conditions.

2. Organizational Culture

Organizational culture is a system of shared values, norms, beliefs, and practices that shapes the behavior and decision-making of organizational members (Hofstede et al., 2010). Culture functions as a mechanism of social control that influences work patterns, communication, and internal relationships (Bogale & Debale, 2024). A strong, inclusive, and adaptive culture may reinforce organizational identity and foster employee commitment (Mengjiao et al., 2023; Laksmana & Kristanto, 2023). In multinational companies, however, differences between the culture embodied by foreign management and the values held by local employees may create tension, weaken attachment, and increase turnover intention when the organizational culture is perceived as overly hierarchical or insufficiently aligned with local values (Purwaningrum, 2023; Salvador et al., 2022). This argument is consistent with prior empirical evidence. Riza, Hutahayan, and Chong (2025) report that organizational culture strengthens organizational commitment, while Saebah and Merthayasa (2024) show that organizational commitment mediates the positive effect of organizational culture on employee performance. In contrast, Mengjiao et al. (2023) emphasize that value misalignment may increase employees' tendency to leave. These studies suggest that organizational culture is relevant not only to employees' sense of attachment, but also to retention-related outcomes.

3. Transformational Leadership

Transformational leadership is a leadership style through which leaders influence employees by articulating vision, inspiration, role modeling, and empowerment, thereby encouraging changes in work attitudes and behavior (Mishra et al., 2023). Transformational leaders strengthen employee involvement by providing individualized support, building trust, and creating psychological safety (Ayandibu, 2024; Palalic & Mhamed, 2020). In complex multinational environments, this leadership style is particularly relevant because it can bridge differences in values and strengthen organizational commitment, which may ultimately reduce employees' intention to leave (Nurimansjah et al., 2024; Zielińska et al., 2025). Prior studies also support this expectation. Zielińska et al. (2025) find that transformational leadership reduces intention to leave, while communication quality and organizational commitment enhance this relationship. Riza, Hutahayan, and Chong (2025) likewise show that participative leadership contributes to stronger organizational commitment, suggesting that supportive leadership practices are central to attachment and retention. These findings confirm that transformational leadership may influence employee retention both through relational quality and through employees' psychological bond with the organization.

4. Job Resources

Job resources refer to those aspects of work that help employees achieve work goals, reduce the negative effects of job demands, and support personal development and psychological well-being (Heerden et al., 2022). Within the Job Demands–Resources (JD-R) Model, job resources function as motivational factors that enhance work engagement and reduce stress, for example through autonomy, supervisor support, role clarity, and performance feedback (Albrecht et al., 2021; Bakker et al., 2023). In manufacturing sectors characterized by high productivity pressure, the availability of adequate job resources helps sustain performance and reduce the risk of turnover intention, whereas insufficient resources may accelerate employee exhaustion (Otoo, 2024; Rahma et al., 2025). Empirical evidence further strengthens this argument. Otoo (2024) shows that employee engagement mediates the relationship between job resources and turnover intention, with job autonomy and supervisory support identified as particularly important. These findings suggest that job resources are not only protective in nature, but also operate through favorable psychological mechanisms that discourage employees from leaving the organization.

5. Organizational Commitment

Organizational commitment reflects employees' psychological attachment to the organization, as shown in their willingness to remain with and contribute to the organization (Petitta & Ghezzi, 2025). Commitment comprises affective, continuance, and normative dimensions (Allen & Meyer, 1991; Rawashdeh et al., 2022). In the present study, organizational commitment is positioned as a mediating variable that explains the mechanism through which organizational culture, transformational leadership, and job resources influence turnover intention. Positive organizational experiences and adequate work support may strengthen commitment, which in turn may reduce employees' intention to leave (Utami & Aima, 2021; Syaechurodji et al., 2024; Salman et al., 2024). Previous empirical studies consistently support this mediating role. Otoo and Rather (2024) show that organizational commitment mediates the relationship between HRD practices and employee engagement, with affective commitment emerging as the only significant dimension. Saebah and Merthayasa (2024) also confirm the mediating role of organizational commitment in the relationship between organizational culture and employee performance. Similarly, Zielińska et al. (2025) identify organizational commitment as a mechanism that strengthens the relationship between transformational leadership and intention to leave. Taken together, these studies position organizational commitment as a central explanatory mechanism linking organizational conditions to employee outcomes.

6. Hypothesis Development

Based on the integration of Social Exchange Theory, which emphasizes reciprocity between organizational support and employee responses, the Job Demands–Resources (JD-R) Model, which highlights the role of work resources in reducing the adverse consequences of job demands, and Organizational Commitment Theory, which positions commitment as a core form of psychological attachment to the organization, this study develops hypotheses concerning the effects of organizational culture, transformational leadership, and job resources on turnover intention, both directly and indirectly through organizational commitment as a mediating variable. In the context of multinational electronics manufacturing companies in the Cibitung industrial area, differences in cultural values, productivity pressure, and local employment relations may shape distinctive retention dynamics. Accordingly, the proposed model is intended to explain the psychological mechanisms that encourage local employees

either to remain in or leave the organization (Allen & Meyer, 1991; Bakker et al., 2023; Veglio et al., 2025).

A constructive organizational culture may create an inclusive, fair, and supportive work environment, thereby enhancing psychological safety and employee attachment. In multinational companies, a work culture that is insufficiently sensitive to local norms may generate value tension, reduce work comfort, and increase employees' intention to leave. By contrast, a culture that promotes open communication, collaboration, and recognition of individual contributions may reduce dissatisfaction and discourage employees from seeking alternative employment. This expectation is supported by prior findings showing that organizational culture contributes to retention-related outcomes through stronger commitment and loyalty (Riza, Hutahayan, & Chong, 2025; Saebah & Merthayasa, 2024), whereas value misalignment may increase withdrawal tendencies (Mengjiao et al., 2023).

H₁: Organizational culture has a negative effect on turnover intention

Transformational leadership emphasizes vision, inspiration, individualized consideration, and empowerment, all of which may enhance work meaning and improve leader-subordinate relationships. In multinational settings, transformational leaders may bridge value differences, reduce tension, and strengthen the loyalty of local employees. Employees who feel understood, supported, and involved are more likely to trust the organization and less likely to consider leaving. Prior evidence indicates that transformational leadership lowers intention to leave through stronger communication and organizational commitment, while also improving employee engagement and job satisfaction that are relevant to retention (Zielińska et al., 2025; Mishra et al., 2023; Ayandibu, 2024).

H₂: Transformational leadership has a negative effect on turnover intention

Within the JD-R Model, job resources function as motivational and protective factors that help employees achieve work goals and reduce the negative effects of job demands. In the electronics manufacturing sector, where productivity pressure is high, resources such as autonomy, role clarity, supervisor support, and performance feedback may buffer stress and work exhaustion. Prior evidence shows that job autonomy and supervisory support reduce turnover intention through positive psychological mechanisms (Otoo, 2024). The JD-R model further emphasizes that work resources strengthen engagement and mitigate the adverse effects of job demands (Bakker et al., 2023). A supportive and well-structured work environment is also associated with stronger well-being, which is relevant to employee retention (Widanti & Sunaryo, 2022).

H₃: Job resources have a negative effect on turnover intention.

Organizational culture shapes organizational identity, perceptions of fairness, and the quality of social relationships that foster employees' psychological attachment. A culture that is consistent with employee values may strengthen belongingness and pride, thereby enhancing commitment. Prior studies suggest that a positive and participative culture strengthens organizational commitment and supports organizational goals (Saebah & Merthayasa, 2024; Riza, Hutahayan, & Chong, 2025).

H₄: Organizational culture has a positive effect on organizational commitment

Transformational leadership encourages employees to move beyond personal interests through inspiration and support, thereby fostering trust and loyalty. Leaders who provide individualized consideration and intellectual stimulation are more likely to strengthen employees' emotional attachment to the organization. Previous studies indicate that

transformational leadership is associated with stronger organizational commitment and lower intention to leave (Zielińska et al., 2025), while participative and transformational leadership styles also create a collaborative climate that reinforces commitment (Riza, Hutahayan, & Chong, 2025). Transformational leadership, together with organizational commitment, has also been linked to favorable performance outcomes (Martoyo & Amara, 2024).

H₅: Transformational leadership has a positive effect on organizational commitment.

Job resources may strengthen perceptions of organizational support and create positive work experiences, thereby reinforcing employees' sense of belonging and long-term commitment. From a JD-R perspective, job resources stimulate intrinsic motivation and psychological attachment (Bakker et al., 2023). Job autonomy and supervisory support have also been associated with favorable psychological conditions relevant to attachment to the organization (Otoo, 2024). Likewise, clear work structures and social support have been identified as predictors of stronger commitment and employee well-being (Jaß et al., 2024).

H₆: Job resources have a positive effect on organizational commitment

Organizational commitment reflects a form of psychological attachment that encourages employees to maintain organizational membership. Its affective, continuance, and normative dimensions may shape employees' inclination to stay in different ways (Allen & Meyer, 1991). Prior studies show that organizational commitment is negatively related to intention to leave, especially when accompanied by effective communication and supportive leadership (Zielińska et al., 2025). In addition, organizational commitment and job satisfaction may suppress turnover intention under stressful working conditions (Marlapa & Endri, 2024).

H₇: Organizational commitment has a negative effect on turnover intention.

Organizational culture may influence turnover intention through the development of organizational commitment. When culture is perceived as participative, fair, and communicative, employees are more likely to develop stronger attachment and loyalty, which may subsequently reduce their intention to leave. The mediating role of commitment in the relationship between organizational culture and employee outcomes has been empirically demonstrated by Saebah and Merthayasa (2024). Likewise, a culture that values employee contributions may strengthen commitment relevant to retention (Riza, Hutahayan, & Chong, 2025). Positive perceptions of organizational culture may therefore reduce turnover intention through enhanced organizational commitment (Laksmana & Kristanto, 2023).

H₈: Organizational commitment mediates the relationship between organizational culture and turnover intention

Transformational leadership is expected to reduce turnover intention indirectly through stronger organizational commitment. Leaders who provide individualized support and an inspiring vision may enhance trust and emotional involvement, which in turn strengthen commitment and suppress employees' intention to leave. Prior studies report that organizational commitment strengthens the effect of transformational leadership on intention to leave (Zielińska et al., 2025). Participative and inspirational leadership also encourage loyalty and emotional attachment (Riza, Hutahayan, & Chong, 2025). Moreover, transformational leadership may strengthen affective commitment, which is subsequently linked to lower turnover intention through more favorable psychological work conditions (Marlapa & Endri, 2024).

H₉: Organizational commitment mediates the relationship between transformational leadership and turnover intention

Job resources are expected to reduce turnover intention indirectly through stronger organizational commitment. Access to autonomy, supervisor support, role clarity, and development opportunities may strengthen perceptions of organizational support and meaningful work experiences, thereby fostering psychological attachment that encourages employees to remain with the organization. The JD-R model suggests that work resources strengthen motivation and engagement, both of which are relevant to retention (Bakker et al., 2023). Job resources have also been linked to lower turnover intention through psychological mechanisms that strengthen the employee–organization relationship (Otoo, 2024). In addition, adequate working conditions and social support are associated with stronger commitment and well-being, both of which are relevant to retention (Jaß et al., 2024).

H₁₀: Organizational commitment mediates the relationship between job resources and turnover intention

C. METHODS

This study employed a quantitative approach with an explanatory research design aimed at explaining the causal relationships among the research variables and testing the proposed hypotheses. This approach was selected because the study focuses on examining both the direct and indirect effects of organizational culture, transformational leadership, and job resources on turnover intention, with organizational commitment serving as a mediating variable.

The population of this study consisted of all local employees working in multinational electronics manufacturing companies operating in the Cibitung industrial area, Indonesia. The sample was selected using probability sampling, meaning that each member of the population had an equal opportunity to be chosen as a respondent. The sample size was determined based on the adequacy criteria for Structural Equation Modeling (SEM) analysis.

The research data were collected through a structured questionnaire distributed to the respondents. The questionnaire was developed based on indicators that had been validated in previous studies and was measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Data collection was conducted online while maintaining the confidentiality and anonymity of the respondents.

The study involved five variables. Organizational culture was treated as an independent variable and measured through the dimensions of clan, adhocracy, market, and hierarchy culture using 12 items. Transformational leadership was also treated as an independent variable and measured through the dimensions of vision communication, staff development, support, empowerment, innovation, role modeling, and charisma using 7 items. Job resources, as another independent variable, were measured through the indicators of job autonomy, supervisory support, and performance feedback using 9 items. Organizational commitment was positioned as the mediating variable and included affective, continuance, and normative commitment, measured using 9 items. Turnover intention was treated as the dependent variable and measured through intentions to search for alternative employment and intentions to leave the organization, using 8 items.

Data analysis was conducted using Structural Equation Modeling (SEM) to examine the relationships among the variables, including both direct effects and indirect effects through the mediating variable. The analytical procedures included testing the validity and reliability of the instrument, assessing the measurement model, and evaluating the structural model. Hypothesis testing was carried out by examining the path coefficients and the specified level of significance.

D. RESULTS AND DISCUSSION

Before testing the proposed structural relationships, the measurement model was first evaluated to ensure that the research instrument was adequate and that the proposed model was sufficiently robust for subsequent hypothesis testing. This stage involved validity testing, reliability testing, and an assessment of overall model fit. These procedures are essential in SEM-based research because they help confirm that the observed indicators appropriately represent their respective latent constructs and that the structural relationships can be interpreted on an acceptable empirical basis. The validity test results are presented in Table 1.

Table 1: Validity Test Results

Construct	Item	Factor Loading	Decision
Organizational Culture	CC1	0.649	Valid
Organizational Culture	CC2	0.569	Valid
Organizational Culture	CC3	0.469	Valid
Organizational Culture	AC1	0.638	Valid
Organizational Culture	AC2	0.549	Valid
Organizational Culture	AC3	0.549	Valid
Organizational Culture	MC1	0.666	Valid
Organizational Culture	MC2	0.544	Valid
Organizational Culture	MC3	0.563	Valid
Organizational Culture	HC1	0.583	Valid
Organizational Culture	HC2	0.651	Valid
Organizational Culture	HC3	0.562	Valid
Transformational Leadership	TL1	0.654	Valid
Transformational Leadership	TL2	0.567	Valid
Transformational Leadership	TL3	0.409	Valid
Transformational Leadership	TL4	0.742	Valid
Transformational Leadership	TL5	0.594	Valid
Transformational Leadership	TL6	0.387	Valid
Transformational Leadership	TL7	0.743	Valid
Job Resources	JA1	0.542	Valid
Job Resources	JA2	0.388	Valid
Job Resources	JA3	0.489	Valid
Job Resources	PF1	0.587	Valid
Job Resources	PF2	0.319	Valid
Job Resources	PF3	0.493	Valid
Job Resources	SS1	0.563	Valid
Job Resources	SS2	0.606	Valid
Job Resources	SS3	0.479	Valid
Organizational Commitment	OC1	0.703	Valid
Organizational Commitment	OC2	0.745	Valid
Organizational Commitment	OC3	0.748	Valid
Organizational Commitment	OC4	0.522	Valid
Organizational Commitment	OC5	0.637	Valid
Organizational Commitment	OC6	0.653	Valid
Organizational Commitment	OC7	0.756	Valid
Organizational Commitment	OC8	0.645	Valid
Organizational Commitment	OC9	0.576	Valid
Turnover Intention	ETAL1	0.779	Valid
Turnover Intention	ETAL2	0.698	Valid
Turnover Intention	ItSfA1	0.807	Valid
Turnover Intention	ItSfA2	0.862	Valid
Turnover Intention	ItLtO1	0.828	Valid
Turnover Intention	ItLtO2	0.854	Valid
Turnover Intention	ItLtO3	0.769	Valid
Turnover Intention	ItLtO4	0.811	Valid

Based on Table 1, all indicators met the minimum criterion of factor loadings above 0.30 and were therefore retained at the initial measurement stage. Although several indicators showed relatively low loadings, namely PF2, TL6, TL3, and JA2, the decision not to eliminate these indicators was made deliberately on both methodological and theoretical grounds. From a methodological perspective, this study remains at an early stage of model development and testing within the specific context of multinational companies in Indonesia; therefore, the use of the minimum threshold of 0.30 was still considered acceptable in order to preserve model stability and avoid premature construct reduction. From a theoretical perspective, these indicators still represent important dimensions of their respective variables, and their removal could reduce content validity and weaken the completeness of the conceptual representation being measured. In addition, eliminating indicators without further evaluation could alter the construct structure that had been developed on the basis of a strong theoretical foundation. Accordingly, indicators with low loadings were retained in the present model, with the caveat that the results should be interpreted cautiously. Nevertheless, to improve the robustness of the measurement model, future studies are recommended to refine the instrument more rigorously by considering the elimination of low-loading indicators after further validity testing and an overall model-fit evaluation.

After establishing that the indicators met the minimum validity requirement, the next step was to assess the internal consistency of each construct. Reliability testing was conducted to determine whether the indicators used in the questionnaire consistently measured the same latent variable. The results of this assessment are presented in Table 2

Table 2: Reliability Test Results

Variable	Cronbach's Alpha	Decision
Organizational Culture	0.824	Reliable
Transformational Leadership	0.694	Reliable
Job Resources	0.611	Reliable
Organizational Commitment	0.845	Reliable
Turnover Intention	0.920	Reliable

The decision rule for the reliability test was that a Cronbach's alpha coefficient of 0.60 or below indicates that the questionnaire items are not suitable for use because the construct is unreliable. Based on Table 3, all variables can be considered reliable because their Cronbach's alpha values exceed 0.60. In other words, the items demonstrate internal consistency and are therefore capable of forming the constructs represented by each variable.

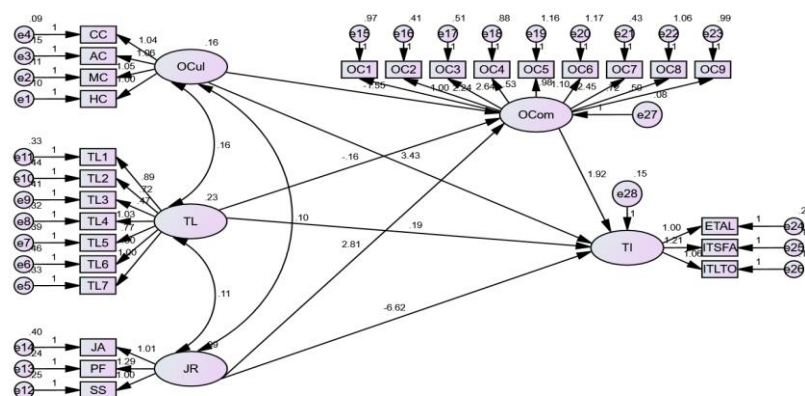


Figure 1. Path diagram of Structural Equation Modeling (SEM)

Once the validity and reliability of the research instrument had been established, the overall fit of the proposed SEM model was evaluated. This step is important to determine

whether the empirical data adequately support the structural configuration proposed in the study. The goodness-of-fit results are reported in Table 3.

Table 3: Goodness-of-Fit Test Results

Goodness-of-Fit Type	Fit Index	Acceptable Threshold (Hair et al., 2010)	Observed Value	Evaluation
Absolute Fit Measure	Chi-square	Small chi-square	970.165	Poor Fit
Absolute Fit Measure	p-value	≥ 0.05	0.000	Poor Fit
Absolute Fit Measure	RMSEA	< 0.10	0.095	Good Fit
Absolute Fit Measure	RMR	< 0.10	0.095	Good Fit
Incremental Fit Measure	NFI	> 0.90 or close to 1	0.720	Poor Fit
Incremental Fit Measure	TLI	> 0.90 or close to 1	0.756	Marginal Fit
Incremental Fit Measure	CFI	> 0.90 or close to 1	0.783	Marginal Fit
Incremental Fit Measure	IFI	> 0.90 or close to 1	0.785	Marginal Fit
Parsimonious Fit Measure	Normed Chi-square	Lower limit: 1.0; upper limit: 2.0/3.0 or 5.0	3.357	Good Fit

Based on the model-fit assessment, the proposed model does not demonstrate a strong overall fit, but rather falls into the marginal fit category. This is evident from the large chi-square value, the p-value of 0.000, and the incremental fit indices, including NFI, TLI, CFI, and IFI, all of which remain below the 0.90 cutoff value. Nevertheless, the RMSEA value of 0.095, the RMR value of 0.095, and the normed chi-square value of 3.357 remain within a marginally acceptable range for social science research. Therefore, the model was still considered adequate for hypothesis testing, provided that the results are interpreted with caution.

Following the evaluation of the measurement model and the overall fit of the structural model, hypothesis testing was conducted to examine the direct and indirect relationships among organizational culture, transformational leadership, job resources, organizational commitment, and turnover intention. The results of the structural path analysis are summarized in Table 4.

Table 4: Hypothesis Testing Results

Hypothesis	Estimate	Two-Tailed p-value	One-Tailed p-value	Conclusion
H1: Organizational culture has a negative effect on turnover intention.	-0.028	0.694	0.347	Rejected
H2: Transformational leadership has a negative effect on turnover intention.	-0.086	0.223	0.212	Rejected
H3: Job resources have a negative effect on turnover intention.	-0.490	0.003	0.000	Accepted
H4: Organizational culture has a positive effect on organizational commitment.	-0.211	0.001	0.000	Rejected
H5: Transformational leadership has a positive effect on organizational commitment.	0.024	0.707	0.353	Rejected
H6: Job resources have a positive effect on organizational commitment.	0.614	0.000	0.000	Accepted
H7: Organizational commitment has a negative effect on turnover intention.	0.495	0.000	0.000	Rejected
H8: Organizational commitment mediates the relationship between organizational culture and turnover intention.	-0.179	0.039	0.019	Accepted
H9: Organizational commitment mediates the relationship between transformational leadership and turnover intention.	0.016	0.713	0.356	Rejected
H10: Organizational commitment mediates the relationship between job resources and turnover intention.	0.147	0.231	0.115	Rejected

As shown in Table 4, the direct-path results indicate that organizational culture does not have a significant effect on turnover intention ($\beta = -0.028$; one-tailed p -value = $0.347 > 0.05$), and transformational leadership likewise does not have a significant effect on turnover intention ($\beta = -0.086$; one-tailed p -value = $0.212 > 0.05$). By contrast, job resources have a significant negative effect on turnover intention ($\beta = -0.490$; one-tailed p -value = $0.000 < 0.05$), indicating that the higher employees' perceptions of the availability of job resources, the lower their tendency to leave the organization. These findings suggest that, within the present model, job resources constitute the most immediate organizational mechanism for suppressing turnover intention, whereas organizational culture and transformational leadership do not directly shape employees' intention to leave.

With respect to organizational commitment, the results show that organizational culture has a significant effect on organizational commitment, but in a negative direction ($\beta = -0.211$; one-tailed p -value = $0.000 < 0.05$), meaning that the relationship is inconsistent with the hypothesis, which predicted a positive direction. Transformational leadership has a positive but non-significant effect on organizational commitment ($\beta = 0.024$; one-tailed p -value = $0.353 > 0.05$). Meanwhile, job resources have a significant positive effect on organizational commitment ($\beta = 0.614$; one-tailed p -value = $0.000 < 0.05$). The finding related to H_4 deserves particular attention because, although statistically significant, the direction of the relationship is opposite to that proposed in the hypothesis. This may indicate that the organizational culture perceived by respondents has not fully supported the development of organizational commitment. In contrast, the strong positive coefficient for job resources implies that employees are more likely to develop commitment when they experience adequate autonomy, support, and feedback in their work environment.

A particularly important result concerns the effect of organizational commitment on turnover intention. The analysis shows that organizational commitment has a significant positive effect on turnover intention ($\beta = 0.495$; one-tailed p -value = $0.000 < 0.05$), resulting in the rejection of H_7 because the direction of the relationship is inconsistent with both the hypothesis and the dominant theoretical perspective. This finding requires careful verification through a re-examination of the data and coding process, particularly with respect to the possibility that reverse or unfavorable items may not have been reverse-coded. Such an error could empirically produce a relationship direction opposite to the actual condition. This issue is especially important because most prior studies have found that organizational commitment has a negative effect on turnover intention, such that higher commitment is associated with lower intention to leave (Zhu et al., 2022; Astiti & Surya, 2021).

If the positive direction remains after the data have been carefully verified, the result should be interpreted as a contextual finding rather than merely as an anomaly. Several empirical studies suggest that under certain conditions—especially when continuance commitment or normative commitment is more dominant than affective commitment—a positive relationship with turnover intention may occur because employees feel bound to the organization out of necessity or obligation rather than emotional attachment (Ashshiddiqi et al., 2025). In such circumstances, commitment no longer reflects healthy loyalty, but rather structural pressure that may actually increase employees' intention to leave when better opportunities become available. Some studies have also found that organizational commitment may have a positive effect on turnover intention in certain contexts, particularly when it is associated with other organizational variables such as workload or unfavorable working conditions (Lestari et al., 2022; Rachman et al., 2022). Therefore, if this result remains consistent after data verification, it may be positioned as an empirical contribution showing that, in the context of multinational companies characterized by cultural dynamics and high

work pressure, organizational commitment does not always function as a retention factor.

Instead, it may become a factor that encourages turnover intention, particularly when the form of commitment that develops is non-affective and unsupported by favorable working conditions. The mediation analysis provides further insight into the mechanism linking organizational factors to turnover intention. Organizational commitment is found to play a significant mediating role in the relationship between organizational culture and turnover intention ($\beta = -0.179$; one-tailed p -value = $0.019 < 0.05$), leading to the acceptance of H_8 . This result indicates that organizational culture may influence turnover intention not only directly, but also through a psychological mechanism in the form of employee attachment to the organization. In this sense, a strong organizational culture aligned with employee values may strengthen organizational commitment, which in turn reduces employees' tendency to leave the company.

However, organizational commitment does not mediate the effect of transformational leadership on turnover intention ($\beta = 0.016$; one-tailed p -value = $0.356 > 0.05$) or the effect of job resources on turnover intention ($\beta = 0.147$; one-tailed p -value = $0.115 > 0.05$), leading to the rejection of H_9 and H_{10} . These findings suggest that although transformational leadership and job resources play important roles in organizational settings, in this study their effects on employees' intention to leave do not operate through the development of organizational commitment as an intervening mechanism. This may indicate that employees respond to leadership and job resources more directly in shaping their work perceptions, without first developing strong emotional attachment, or that these factors are not yet sufficiently strong to form organizational commitment in the multinational context examined in this study. Overall, the results point to job resources as the most consistent protective factor in the model, while also revealing that the role of organizational commitment may be more complex and context-dependent than is typically assumed in the turnover literature.

E. CONCLUSION

This study examined the effects of organizational culture, transformational leadership, and job resources on turnover intention, with organizational commitment serving as a mediating variable among local employees working in multinational electronics manufacturing companies in the Cibitung industrial area. Overall, the findings indicate that job resources represent the most consistent mechanism in reducing turnover intention within the proposed model, whereas organizational culture and transformational leadership do not show significant direct effects on employees' intention to leave. This suggests that work-related conditions that are directly experienced by employees, such as support, autonomy, role clarity, and the availability of job-related resources, may play a more decisive role in shaping employees' decision to remain in the organization than broader and more abstract organizational factors.

The study also reveals several theoretically important findings. Organizational culture shows a significant relationship with organizational commitment, but in a negative direction, suggesting that the culture perceived by employees may not have fully supported the development of attachment to the organization. In contrast, job resources positively strengthen organizational commitment, reinforcing the argument of the Job Demands–Resources framework that supportive work conditions promote favorable psychological outcomes. Another notable finding is that organizational commitment is positively associated with turnover intention, which runs counter to the dominant theoretical assumption that commitment discourages employees from leaving. If this result remains robust after further verification of the coding and measurement process, it may indicate that, in this context, the commitment developed by employees is not primarily affective in nature, but may instead reflect obligation or constraint.

The mediation analysis further shows that organizational commitment only mediates the relationship between organizational culture and turnover intention, but does not mediate the effects of transformational leadership or job resources on turnover intention. This finding implies that organizational culture may influence employee retention through a psychological attachment mechanism, whereas job resources appear to affect turnover intention more directly.

Theoretically, this study contributes to the literature on turnover intention, organizational commitment, and employee retention in multinational settings by showing that organizational commitment does not always function uniformly as a retention mechanism. Its role may be contingent on the type of commitment formed and the organizational conditions experienced by employees. Practically, the findings suggest that managers in multinational manufacturing firms should pay greater attention to strengthening job resources, including autonomy, supervisory support, role clarity, and performance feedback, while also ensuring that organizational culture is aligned with employees' values and expectations.

This study is not without limitations. The model demonstrates only marginal fit, and several indicators show relatively low factor loadings, which suggests that the measurement instrument may still require further refinement. In addition, the unexpected direction of several relationships, particularly the effect of organizational commitment on turnover intention, indicates the need for further verification and more nuanced conceptualization. Future research is therefore recommended to distinguish more explicitly among affective, continuance, and normative commitment, to refine the measurement model, and to examine similar relationships in broader organizational and industrial contexts.

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