

Contribution of Perceived Organizational Support to Decreasing Turnover Intention: Organizational Commitment as a Mediating Factor

Ahmad Zaenuri¹, S Martono², Salsabila Nadianisa Maruto³, Zelda Kiranda Yanti⁴, Nurul Kamilia⁵

^{1,2,3,4,5}Department of Management, Faculty of Economics and Business, Universitas Negeri Semarang, Semarang, 50229, Indonesia

Abstract:

Employee desire to leave from their job is the tendency to choose to leave the company because they feel that their current job is no longer interesting and there are other alternative jobs outside that have better opportunities. When the turnover rate is high, the negative impact that will occur in the company is the emergence of instability in employee conditions, the costs incurred for HR maintenance will be high, costs from recruitment training to becoming new employees, and will experience a fairly long loss of time to search for new employees who match the qualifications needed by the company. This study aims to test and analyze the Contribution of Perceived Organizational Support to the Decrease in Turnover Intention: Organizational Commitment as a Mediating Factor. The population used in this research were all employees of PT. Mitra Sindo Sukses, totaling 154 employees. Meanwhile, the sample used was 113 employees using purposive sampling. The data analysis method used is SEM-PLS with SmartPLS. The Findings is Perceived Organizational Support has a significant influence on turnover intention, Perceived Organizational Support has a significant influence on organizational commitment, Organizational Commitment has a significant influence on Turnover Intention and Organizational Commitment mediates the influence of Perceived Organizational Support on Turnover Intention

Keywords: Perceived Organizational Support, Turnover Intention, Organizational Commitment.

1. Introduction

The company will be able to grow and survive if it has a strategy to advance its business, one of which must be considered is quality human resources (Akhtar et al. 2018). The success and success of the company depends on how they can manage the resources they have, this is what then encourages entrepreneurs to be aware of the importance of investing in human resources as a very valuable asset for the company (Al Sabei et al. 2020). Human Resources (HR) are an important factor for the success of a company, because they have a contribution in planning, implementing, and controlling various operational activities of the company (Benevene et al. 2018). The role and function of human resources cannot be replaced by other resources, even though sophisticated technology is used and how much budget allocation will be used, but without the presence of professional human resources, all of these efforts cannot achieve the expected targets and results (Aboobaker, Edward, and K.A 2020). The company really needs competent resources in order to increase success to support the achievement of a goal (Carbery et al. 2003). In order for the company to achieve its goals, it must always pay attention to and maintain its employees so that they have good qualifications in the company and employees do not have the desire to move (turnover intention) or leave the company (Chang et al. 2021). The employee's desire to leave (turnover intention) from their job is the tendency to choose to leave the company because they feel that their current job is no longer interesting and there are other alternative jobs outside that have better opportunities (Chang et al. 2021). Turnover intention refers to the employee's desire to quit their current job and intend to leave the company (Chang et al. 2019). When the turnover level is high, the negative impact that will occur in the company is the emergence of instability in employee conditions, the costs incurred for HR management will be high, training costs from recruitment to becoming new employees, and will experience a loss of time quite a long time to search for new employees

who match the qualifications needed by the company (Culpepper 2011). Then, the negative impact of employee turnover will be seen when employees who have skills and competencies and hold important positions in the company have to leave the company, so that it can disrupt the effectiveness of a company's operations and hinder the achievement of goals in the company (Flickinger, Allscher, and Fiedler 2016). High employee turnover makes the company ineffective because they will lose experienced employees, so that it has a bad impact on other employees who still survive to do more intensive work than their usual work (Ghazali, Nashuki, and Othman 2018). This happened to PT Mitra Sindo

Sukses, a subsidiary of PT Modernland Realty Tbk, which is engaged in property or real estate sales in the Jabodetabek area. PT Mitra Sindo Sukses has 172 employees. Based on a pre-survey conducted by researchers, data was found that the turnover intention rate from 2021-2023 for PT Mitra Sindo Sukses employees was included in the high category because it exceeded 10% per year. The following is the Turnover Intention Index at PT Mitra Sindo Sukses from 2021 to 2023.

Table 1.1 Turnover Intention Index of PT. Mitra Sindo Sukses



Source: HR Data Of PT Mitra Sindo Sukses 2023

From table 1.1 above, it can be seen that the turnover intention rate fluctuates from year to year. In 2021, the turnover intention rate was 10.47%, then increased drastically in 2022 to 35.47%, and in 2023 it decreased to 22.67% but was still classified as a high turnover intention rate. The turnover intention rate is considered normal at around 5-10% per year, while turnover exceeding 10% per year is categorized as a high turnover rate (Gunlu, Aksarayli, and Perçin 2010). Based on the GAP phenomenon, researchers want to study further regarding the level of employee belief that the organization values their contribution and cares about their welfare so that it can reduce employee intentions to leave their jobs.

With the contribution of Perceived Organizational Support, it is suspected that it can play a major role in reducing Turnover Intention figures. During this previous study, it was related to indications of Turnover Intention which lie in employee dissatisfaction with the welfare they receive from the company, but this study tries to explore what contributions of organizational support can retain their best employees so that they do not have the intention to leave their jobs. This study refers to previous research by Suárez-Albanchez et al., (2022) entitled "Organizational Support and Turnover Intention in the Spanish IT Consultancy Sector: Role of Organizational Commitment" where the previous study tested the influence of perceived organizational support, organizational commitment, and turnover intentions with the object of research on employees working in the IT consulting sector in Spain. In accordance with the suggestions from the study (research future) it is suggested that research should not only be carried out in the IT consulting company sector in Spain, but can also be carried out in several companies in other sectors that do want to maintain the best skills of their employees and reduce the impact of turnover turnover. Meanwhile, the research to be conducted uses research objects on employees in private companies engaged in the property or real estate sector which includes golf course management, general contractor services, and trading activities.

2. Literature Review and Hypothesis Development

The approach that will be used for this study is to use a literature study in compiling a research model using the concept of Contribution of Perceived Organizational Support to Decreasing Turnover Intention: Organizational Commitment as a Mediating Factor

Perceived Organizational Support

Perceived organizational support or perception of organizational support is defined as employee evaluation of the extent to which the organization provides assistance, recognition and attention to employees, so that employees feel satisfied in their work. This support includes the availability of resources, fair policies, attention to employee social-emotional needs, recognition of employee contributions, and a sense of security when facing stressful situations. Factors that influence Perceived Organizational Support include Trust, access to information and access to opportunities to learn and develop .

Then the indicators used in this study Referring to this study are fairness, Leader Support and HR Practices and Work Conditions .

H1 : Perceived Organizational Support has a significant influence on Turnover Intention

Turnover Intention

Turnover Intention is an employee's desire to leave one workplace to another, but has not yet reached the realization stage, and is marked by the final reality faced by the company in the form of the number of employees who leave the company in a certain period. Turnover Intention is an employee who has a tendency to leave the company where he works because he has internal or external reasons that cause the employee to no longer feel at home working, so that employee productivity decreases and causes a desire to leave the company. The indicators used to measure Turnover Intention are as follows: Thinking of quitting, Looking for new opportunities, Intention to quit

H2 : Perceived Organizational Support has a significant influence on Organizational Commitment

Organizational Commitment

Organizational commitment is a psychological bond between employees and the organization, which is reflected in the employee's desire to continue working, this commitment also includes acceptance and appreciation of the values and goals of the organization at a personal level. Organizational commitment is defined as a measuring tool for employees with the organization whether employees want to move in harmony and give their best in their performance for the sake of organizational goals. Indicators for measuring organizational commitment are Affective Commitment, Continuous Commitment and Normative Commitment

H3 : Organizational Commitment has a significant influence on Turnover Intention

H4 : Organizational Commitment Mediates the influence of Perceived Organizational Support on Turnover Intention

The conceptual framework in this study is presented in the following Figure 1 :

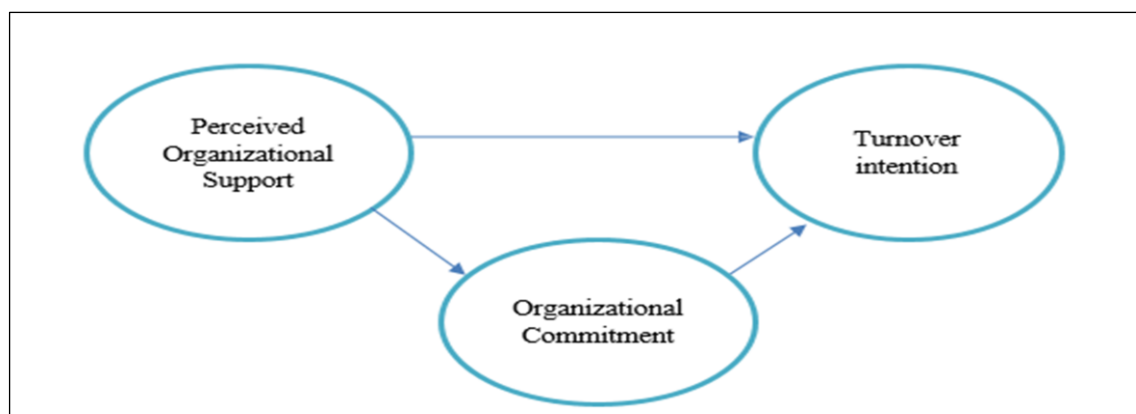


FIGURE 1 : CONCEPTUAL FRAMEWORK

Based on the model above, the following Hypotheses can be drawn :

1. Perceived Organizational Support has a significant influence on Turnover Intention
2. Perceived Organizational Support has a significant influence on Organizational Commitment
3. Organizational Commitment has a significant influence on Turnover Intention
4. Organizational Commitment Mediates the influence of Perceived Organizational Support on Turnover Intention

3. Materials and Methods

Research Design,

The approach in this study uses a quantitative approach. The quantitative approach is a research method that prioritizes the collection and analysis of numerical data to test hypotheses or theories that have been formulated. This research design is a causal research design that is causal in nature with the aim of determining the causal relationship between research variables.

Ferdinand (2014) explains that causal research aims to find an explanation in the form of a causal relationship between various concepts, variables, or strategies that are developed

Population and sample

The population in this study were all employees at PT Mitra Sindo Sukses, totaling 154 employees. The sample is part of a population consisting of a number of population members (Ferdinand, 2014). The determination of the sample in this study was carried out using the non-probability sampling method. The type of non-probability sampling used in this study is a purposive random sampling, where sampling was carried out taking into account certain characteristics. The sample in this study was employees with more than 2 years of service, totaling 113 employees of PT Mitra Sindo Sukses.

4. Result and Discussion

This study uses Smart PLS 4 as an analysis tool in processing respondent data. The first analysis conducted is to analyze convergent validity and construct reliability and validity to test how the relationship between each indicator and the variable is reliable and valid for use in the study. To see the results of the analysis, the researcher analyzed the outer loading which shows the magnitude of the correlation between indicators and latent variables in the model. Based on Ghozali's criteria (2006), an indicator is declared valid if it has a loading factor of at least 0.7. However, values between 0.5–0.7 are still acceptable even though they are less than ideal. The following table shows the loading factor for each variable indicator

Table 1. Instrumen Validity and Reliability Test Results

Variable	Item	FL	CA	rho_A	CR	AVE
Perceived Organizational Support	POS 1	0,795				
	POS 2	0,794				
	POS 3	0,782				
	POS 4	0,799	0,938	0,941	0,947	0,643
	POS 5	0,783				
	POS 6	0,805				
	POS 7	0,826				
	POS 8	0,812				
	POS 9	0,794				
	POS 10	0,828				
Turnover Intention	TI 1	0,857				
	TI 2	0,824	0,873	0,878	0,913	0,724
	TI 3	0,876				
	TI 4	0,845				

Organizational Commitment	OC 1	0,797				
	OC 2	0,810				
	OC 3	0,790				
	OC 4	0,820				
	OC 5	0,809	0,939	0,94	0,948	0,645
	OC 6	0,807				
	OC 7	0,817				
	OC 8	0,799				
	OC 9	0,781				
	OC 10	0,801				

Source : processed data, 2025

According to Tabel 1 explain that all of item are visible have fulfilled value of factor loading more than 0.70, it's mean that these items are stated is valid. The results of Cronbachs alpha (CA) rho A and composite reliability (CR) have obtained values higher than 0.70. The AVE score for all variable is also above 0.5, so it's mean that all items are stated reliable and suitable for measuring tools for research variables.

The next testing Analisis inner model to validate the model structure which is used in this research. R-Square is used to measure eksogen variable can explain endogen variable which are showed in Table 2

Table 2. Analysis Inner Model

Variabel	R-Square	R-Square adjusted
Organizational Commitment	0.35	0.344
Turnover Intention	0.408	0.397

Source : Processed Data, 2025

Based on the R-square value in Table 2, it shows that the coefficient of determination of organizational commitment is 0.35 or 35%. This value indicates that 35% of the variation in organizational commitment values can be explained by the variables of perceived organizational support, while the remaining 65% is explained by other variables outside the analysis model. The determination value of turnover intention is 0.408 or 41%. This value indicates that 41% of the variation in turnover intention values can be explained by the variables of perceived organizational support and job satisfaction, while the remaining 59% is explained by other variables outside the analysis model.

After testing of measurement model to continue the next structural model. This model that describe the relationship between latent variables, which are tested through path coefficients and indirect Effect. The following is a presentation of the conclusions of hypothesis testing in this research, which are presented in

Tabel 3 Conclusion of Hypothesis Test Results

Hypothesis	t-statistic	p-value	Result
H1 : Perceived Organizational Support → Turnover Intention	2,644	0,000	Accepted

H2 : Perceived Organizational Support → Organizational Commitment	8,577	0,000	Accepted
H3 : Organizational Commitment → Turnover Intention	8,279	0,000	Accepted
H4 : Perceived Organizational Support → Organizational Commitment → Turnover Intention	5,825	0,000	Accepted

Source : Processed Data, 2025

Based on Table 3 above, it can be concluded that H1, H2, H3 and H4 are stated Accepted :

Hypothesis 1:

The results of the data processing indicate a significant effect between Perceived Organizational Support and Turnover Intention, with a P value of $0.000 < 0.05$ and a T-statistic of $2.644 > 1.96$.

Findings from Jolly et al. (2021) also show that when employees perceive higher levels of organizational support, turnover intentions decrease. This is because employees gain positive self-esteem, recognition, a sense of belonging, and respect through organizational support (Chen, 2021). Furthermore, perceived organizational support negatively influences turnover intentions, a finding previously confirmed by Ganji (2021).

Hypothesis 2 :

The results of data processing show that there is a significant influence between Perceived Organizational Support and Organizational Commitment where the P values obtained are $0.000 < 0.05$ and T-statistics $8.577 > 1.96$.

The researchers' findings indicate a positive relationship between perceived organizational support and organizational commitment, which aligns with the second hypothesis. These results are also supported by previous research by Julio et al. (2022), which concluded that when employees perceive their company's support, they are more committed to their work and organization.

Hypothesis 3 :

The results of data processing show that there is a significant influence between Organizational Commitment and Turnover Intention where the P values obtained are $0.000 < 0.05$ and T-statistics $8.279 > 1.96$.

The researchers' findings indicate a negative relationship between organizational commitment and turnover intention. When employees feel committed to the organization, their intention to leave decreases. This statement is also supported by previous research, which found that individuals with high turnover intentions tend to be perceived as less productive and constantly seeking a way out (Hamza et al., 2021). Meanwhile, employees who are committed to the organization are less likely to leave the company due to a sense of responsibility towards their colleagues (Nguyen et al., 2020), which leads to a greater commitment to their work.

Hypothesis 4 :

The results of data processing show that there is a significant influence between the three variables where organizational commitment is a mediating variable with P values of $0.000 < 0.05$ and a T-statistic of 5.825 . It can be concluded that the Organizational Commitment variable can mediate the relationship between Perceived Organizational Support and Turnover Intention.

The researchers' findings indicate a negative relationship between organizational commitment and turnover intention. When employees feel committed to the organization, their intention to leave decreases. This statement is also supported by previous research, which found that individuals with high turnover intentions tend to be perceived as less productive and constantly seeking a way out (Hamza et al., 2021). Meanwhile, employees who are committed to the organization are less likely to leave the company due to a sense of responsibility towards their colleagues (Nguyen et al., 2020), which leads to a greater commitment to their work.

5. Conclusion

This study provides a theoretical contribution in identifying the influence of Perceived Organizational Support on Turnover Intention. The findings indicate that Perceived Organizational Support has a significant influence on turnover intention. Similarly, Perceived Organizational Support has a significant influence on Organizational Commitment. Meanwhile, Organizational Commitment has a significant influence on Turnover Intention. The mediation test shows that Organizational Commitment mediates the influence of Perceived Organizational Support on Turnover Intention. The results of this study are important as a reference for company leaders in creating policies to reduce turnover rates by considering that Perceived Organizational Support is the basis for preventing employees from having the desire to move to other companies. The results of this study aim to solve problems that arise related to employee turnover and are useful as library materials in developing various studies in the same scope.

Based on the R^2 value for the turnover intention variable, it is 0.408 or 41%. This indicates that 59% can be explained by perceived organizational support, while the remainder is explained by other variables outside the model, indicating that other factors influence turnover intention. Therefore, future research can add other variables such as work stress and emotional intelligence to provide deeper insight into the factors influencing the relationship between variables, in line with previous research recommended by Suárez-Albanchez et al., 2022.

References

1. Aboobaker, Nimitha, Manoj Edward, and Zakkariya K.A. 2020. "Workplace Spirituality and Employee Loyalty: An Empirical Investigation among Millennials in India." *Journal of Asia Business Studies* 14(2):211–25. doi: 10.1108/JABS-03-2018-0089.
2. Akhtar, Muhammad Saood, Lailawati Mohd Salleh, Nor Hisham Ghafar, Mansoor Ahmed Khurro, and Sultan Adal Mehmood. 2018. "Conceptualizing the Impact of Perceived Organizational Support and Psychological Contract Fulfillment of Employees Paradoxical Intentions of Stay and Leave." *International Journal of Engineering and Technology(UAE)* 7(2):9–14. doi: 10.14419/ijet.v7i2.5.10045.
3. Benevene, Paula, Laura Dal Corso, Alessandro De Carlo, Alessandra Falco, Francesca Carluccio, and Maria Luisa Vecina. 2018. "Ethical Leadership as Antecedent of Job Satisfaction, Affective Organizational Commitment and Intention to Stay among Volunteers of Non-Profit Organizations." *Frontiers in Psychology* 9(NOV):1–17. doi: 10.3389/fpsyg.2018.02069.
4. Carbery, Ronan, Thomas N. Garavan, Fergal O'Brien, and Joe McDonnell. 2003. "Predicting Hotel Managers' Turnover Cognitions." *Journal of Managerial Psychology* 18(7–8):649–79. doi: 10.1108/02683940310502377.
5. Chang, Hsiao Ping, Chi Ming Hsieh, Meei Ying Lan, and Han Shen Chen. 2019. "Examining the Moderating Effects of Work-Life Balance between Human Resource Practices and Intention to Stay." *Sustainability (Switzerland)* 11(17). doi: 10.3390/su11174585.
6. Chang, Yu Chia, Te Feng Yeh, I. Ju Lai, and Cheng Chia Yang. 2021. "Job Competency and Intention to Stay among Nursing Assistants: The Mediating Effects of Intrinsic and Extrinsic Job Satisfaction." *International Journal of Environmental Research and Public Health* 18(12). doi: 10.3390/ijerph18126436.
7. Culpepper, Robert A. 2011. "Three-Component Commitment and Turnover: An Examination of Temporal Aspects." *Journal of Vocational Behavior* 79(2):517–27. doi: 10.1016/j.jvb.2011.03.004.

8. Flickinger, Miriam, Marcel Allscher, and Marina Fiedler. 2016. "The Mediating Role of Leader–Member Exchange: A Study of Job Satisfaction and Turnover Intentions in Temporary Work." *Human Resource Management Journal* 26(1):46–62. doi: 10.1111/1748-8583.12091.
9. Ghazali, Hazrina, Nasyira Mohamad Nashuki, and Mohhidin Othman. 2018. "The Influence of Perceived Organizational Support (POS), Perceived Supervisory Support (PSS) and Organizational Commitment (OC) towards Intention to Leave or Intention to Stay: A Case of Casual Dining Restaurants in Klang Valley, Malaysia." *International Journal of Academic Research in Business and Social Sciences* 8(9):1884–1902. doi: 10.6007/ijarbss/v8-i9/4869.
10. Gunlu, Ebru, Mehmet Aksarayli, and Nilüfer Şahin Perçin. 2010. "Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey." *International Journal of Contemporary Hospitality Management* 22(5):693–717. doi: 10.1108/09596111011053819.
11. Al Sabei, Sulaiman Dawood, Leodoro J. Labrague, Amy Miner Ross, Suja Karkada, Alaa Albashayreh, Fatma Al Masroori, and Nasra Al Hashmi. 2020. "Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction." *Journal of Nursing Scholarship* 52(1):95–104. doi: 10.1111/jnu.12528.