

The Dual Mediation Effect Of Job Satisfaction And Stress On Turnover Intention

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ABSTRACT

This study examines the configuration of psychological and organizational attributes Job Satisfaction, Job Stress, Organizational Commitment, and Work-Family Conflict that collectively shape employee Turnover Intention. While often studied in pairs or with single mediators, a significant gap exists in understanding how attitudinal and life-domain mechanisms operate in parallel to explain withdrawal behavior. The purpose of this research is to deconstruct and quantify these relationships, specifically evaluating the dual mediating roles of Organizational Commitment and Work-Family Conflict. Employing a quantitative approach, survey data were collected from 38 respondents. Multiple regression analysis tested the direct effects, and parallel mediation analysis was conducted using Hayes' PROCESS macro. The results revealed that Job Satisfaction significantly reduces Turnover Intention, while Job Stress significantly increases it. Both Organizational Commitment and Work-Family Conflict serve as significant parallel mediators. Organizational Commitment mediates the effects of both Satisfaction and Stress, while Work-Family Conflict specifically mediates the pathway from Job Stress to Turnover Intention. The dual mediation model demonstrates strong explanatory power. A key limitation is the small sample size, which may affect the statistical power and generalizability of the findings. Future research should employ larger, more diverse samples and longitudinal designs to better establish causality and explore potential contextual moderators of these relationships.

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

INTRODUCTION

This study aims to analyze the dual mediation effect of job satisfaction and job stress on turnover intention among employees, a critical focus given the increasing challenges in talent retention and workforce stability within competitive organizational environments. The core of the investigation addresses a clear phenomenon gap while job satisfaction and job stress are widely recognized as key predictors of turnover intention (Ike et al., 2023; Martini et al., 2023; Mehmood et al., 2021; Tricahyadinata et al., 2020), preliminary observations and organizational data reveal inconsistent patterns in how these factors interact and influence employees' decisions to leave. This gap between theoretical expectations and observed inconsistencies suggests underlying complexities in the mediation pathways, particularly when organizational commitment and work-family conflict are introduced as simultaneous mediators a nuance that this research seeks to explore (Asiamah et al., 2020; Iqbal et al., 2020; Novitasari et al., 2020.; Salahudin et al., 2016; Suzuki & Hur, 2020).

Employee turnover intention has become a significant concern for organizational sustainability, especially in sectors requiring high engagement and continuity (Martini et al., 2023; Nguyen et al., 2023; Skelton et al., 2020). Organizations increasingly rely on understanding the psychological and contextual drivers behind turnover to design effective retention strategies. However, internal reports and initial assessments often show that employees with similar levels of job satisfaction or stress exhibit varying degrees of turnover intention, indicating that other mediating factors such as organizational commitment and work-family conflict may play crucial roles in shaping the final decision to leave (Mehmood et al., 2020.).

This fundamental challenge reflects not only individual differences but also raises deeper questions about the interplay between workplace attitudes and work-life dynamics. Job satisfaction and job stress, as primary work-related experiences, are hypothesized to influence turnover intention both directly and indirectly through organizational commitment and work-family conflict (Hayati & Caniago, 2012; Mehmood et al., 2023.; Novialumi & Winata, 2025; Vlachos et al., 2024; Yuliandi & Tahir, 2019). The Conservation of Resources Theory and Job Demands-Resources Model provide a strong theoretical foundation, suggesting that employees' intentions to leave are shaped by their ability to manage job-related stressors and maintain satisfying work experiences within supportive or conflicting personal and organizational contexts (Hobfoll, 2011).

Previous studies by (J. An et al., 2020; McVeigh et al., 2019, 2021; Vlachos et al., 2024) have demonstrated significant relationships between job satisfaction, stress, and turnover intention across various industries. However, findings regarding the simultaneous mediating roles of (Biswas & Bhatnagar, n.d.; Dorta-Afonso et al., 2021; Nasution & Rafiki, 2020; Rashid & Gul, 2023) remain fragmented and context-dependent. For instance, research by (Ali & Habtoor, 2022; Hayati & Caniago, 2012; Jiatong et al., 2022; Riadi et al., 2024) highlighted that work-family conflict can exacerbate the effect of job stress on turnover intention, while strong organizational commitment may buffer this

relationship. This research gap is further compounded by methodological limitations in prior studies, which often examined mediators in isolation rather than as part of an integrated dual-mediation model (Mehmood et al., 20219; Sadaqat et al., 2022; Tricahyadinata et al., 2020).

This study aims to address this gap by comprehensively investigating the dual mediation effect of organizational commitment and work-family conflict on the relationships between job satisfaction, job stress, and turnover intention. The methodological approach employs a quantitative survey design, collecting primary data on key variables job satisfaction (X1), job stress (X2), organizational commitment (Mediator 1), work-family conflict (Mediator 2), and turnover intention (Y) to test a structured mediation model using path analysis or structural equation modeling.

The novelty of this research lies in its integration of two parallel mediators organizational commitment and work-family conflict within a single framework, offering a more nuanced understanding of how attitudinal and work-life factors jointly explain turnover decisions. Theoretically, this study contributes to the advancement of turnover and occupational stress literature by validating a dual-mediation model in a contemporary work setting, thereby providing a more holistic perspective for predicting and managing employee retention.

For organizational leaders and HR practitioners, this study offers evidence-based insights for developing targeted retention and well-being programs. The findings are expected to clarify whether improving job satisfaction and reducing job stress directly lower turnover intention or whether their effects are channeled through enhanced commitment and reduced work-family conflict. Practitioners can use these insights to design interventions that strengthen organizational attachment, support work-life balance, and address both satisfaction and stress in tandem.

For organizations seeking to enhance employee retention, this study provides a diagnostic framework that can be adapted across departments or branches to assess and improve the satisfaction-stress-commitment-conflict-turnover nexus. The recommendations will focus on fostering a supportive work environment that promotes satisfaction, mitigates stress, reinforces commitment, and reduces work-family interference ultimately contributing to lower turnover intention and greater workforce stability.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

Job satisfaction, job stress, and turnover intention represent central constructs in organizational psychology and human resource management, with their interrelationships forming a critical area of inquiry for workforce stability and organizational health. The Conservation of Resources Theory (Hobfoll, 2011) provides a foundational framework for understanding these dynamics, positing that employees strive to acquire, retain, and protect valued resources (e.g., energy, time, emotional well-being). Job stress arises when these resources are threatened or lost, while job satisfaction often results from resource gain.

Turnover intention is thus conceptualized as a coping strategy to escape a resource-depleting environment. This theoretical lens is further enriched by Social Exchange Theory (Blau, 1964), which suggests that employees' attitudes and intentions are shaped by reciprocal exchanges with their organization; favorable exchanges (high satisfaction, low stress) foster commitment and lower turnover intentions, whereas unfavorable ones trigger withdrawal cognitions (Bawasa & Othman, 2024; Gan & Voon, 2021). In modern work environments characterized by high demands and blurred work-life boundaries, the pathways linking satisfaction, stress, and turnover are increasingly mediated by employees' attachment to the organization and the conflict they experience between work and family roles (Suzuki & Hur, 2024; Vui-Yee & Yen-Hwa, 2020).

The determinants of turnover intention encompass a complex interplay of affective, cognitive, and situational factors. Job Satisfaction, defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Hur, 2025; Susanti et al., 2020), is consistently identified as a primary and direct negative predictor of turnover intention. Concurrently, Job Stress, conceptualized as a psychological response to job demands that exceed an individual's coping abilities (Lehtonen et al., 2022; Nguyen et al., 2023), acts as a significant positive driver of turnover cognitions. However, the relationship is seldom direct or simple. Organizational Commitment an employee's psychological attachment to, identification with, and involvement in the organization (Namin et al., 2022) and Work-Family Conflict a form of inter-role conflict where pressures from work and family domains are mutually incompatible (Duarte & Silva, 2023) emerge as pivotal mediating mechanisms. Commitment often serves as an attitudinal conduit through which job satisfaction reduces turnover intention, while work-family conflict frequently acts as a strain-based amplifier, channeling the negative effects of job stress toward a stronger desire to leave. The integration of these four constructs forms a holistic framework where workplace experiences (satisfaction/stress) shape intermediary states (commitment/conflict), which in turn crystallize into behavioral intentions (turnover)(Uludag et al., 2023).

The theoretical foundations of this integrated relationship draw from multiple interconnected frameworks. The Job Demands-Resources Model (Puhakka et al., 2021) positions job satisfaction as an outcome of sufficient resources and job stress as a result of excessive demands, with both influencing health and motivational outcomes like commitment and turnover. This perspective complements Spillover-Crossover Models (Abbana Bennani & Hassi, 2024; Hattab et al., 2022a), which explain how stress and satisfaction can spill over from the work domain to the family domain, generating conflict that then crosses over to affect turnover decisions. Furthermore, Affective Events Theory (Hattab et al., 2022b) provides a micro-level lens, suggesting that discrete workplace events influence affective reactions (satisfaction, stress), which then lead to enduring attitudes (commitment) and ultimately behavioral intentions (turnover). The convergence of these theories provides a robust foundation for analyzing the dual-mediation pathway, where organizational commitment captures the *attitudinal* translation

of work experiences, and work-family conflict captures the *contextual* spillover, together offering a more complete explanation of the turnover process.

Previous empirical studies have demonstrated varied strengths in the relationships between these variables. Research (Seth et al., 2022) confirms a strong negative correlation between job satisfaction and turnover intention, often mediated by organizational commitment. Similarly, meta-analyses by (Lim & Moon, 2025) document a consistent positive relationship between job stress and turnover intention, frequently exacerbated by high work-family conflict. However, findings regarding the *simultaneous* and *comparative* strength of organizational commitment and work-family conflict as parallel mediators are less consistent and context-dependent. Studies by (Gunawan et al., 2024) in the service sector found that work-family conflict sometimes exerts a stronger mediating effect than organizational commitment, especially for employees with high family responsibilities. Conversely, research in highly institutionalized settings (Elrayah & Mabkhot, 2023) suggests that organizational commitment is the more powerful mediator. These empirical nuances highlight the need for research that examines the dual-mediation model within a unified framework to determine the relative importance of each pathway and their potential interactive effects.

The literature reveals significant gaps in understanding the specific configuration of the dual-mediation model in diverse organizational settings. While the independent mediating roles of commitment and conflict are well-documented, studies that pit them against each other in the same model to explain the satisfaction-stress-turnover chain remain scarce. Furthermore, methodological limitations in prior research, such as cross-sectional designs and common-method bias, have constrained causal inferences about the mediation processes.

There is also a paucity of research that tests whether the mediation effects are consistent across different demographic or occupational groups. This literature review therefore sets the stage for the current study's contribution by proposing and testing an integrated dual-mediation model. This model posits that organizational commitment and work-family conflict operate as distinct yet parallel channels, fully or partially transmitting the effects of job satisfaction and job stress on turnover intention, thereby offering a more nuanced and comprehensive explanation of the psychological process behind the decision to leave an organization.

Hypothesis Development

Job Satisfaction and Turnover Intention

Job satisfaction is a well-established affective response to one's job, reflecting the degree to which employees like or dislike their work roles (Duarte & Silva, 2023; Gan & Voon, 2021). According to Social Exchange Theory (Blau, 1964a) and the unfolding model of turnover (Abbana Bennani & Hassi, 2024; Puhakka et al., 2021), satisfied employees are more likely to perceive a positive, reciprocal relationship with their organization, fostering a sense of obligation and attachment that reduces the desire to seek

alternative employment. Higher levels of satisfaction are associated with positive work attitudes and lower withdrawal cognitions, as employees are less motivated to leave a fulfilling work environment (Gunawan et al., 2024; Lehtonen et al., 2022). Empirical evidence consistently supports a direct, negative relationship between job satisfaction and turnover intention across various industries (Elrayah & Mabkhot, 2023).

H1: Job Satisfaction has a significant negative effect on Turnover Intention.

Job Stress and Turnover Intention

Job stress arises when job demands exceed an individual's adaptive resources, leading to psychological strain and adverse health outcomes (Bakker & Demerouti, 2007). Drawing from Conservation of Resources Theory (Hobfoll, 2011), chronic job stress depletes employees' psychological and emotional resources, making the work environment increasingly aversive. To halt further resource loss, employees may cognitively withdraw, manifesting as heightened turnover intention as a coping mechanism. Stressful work conditions erode job attachment and increase the perceived attractiveness of leaving (Vui-Yee & Yen-Hwa, 2020; Yan et al., 2023). Extensive research confirms a direct, positive link between job stress and the intention to quit (Vlachos et al., 2024; Vui-Yee & Yen-Hwa, 2020).

H2: Job Stress has a significant positive effect on Turnover Intention.

The Mediating Role of Organizational Commitment on the Job Satisfaction - Turnover Intention Relationship

Organizational commitment, particularly affective commitment (Hayati & Caniago, 2012; Putra et al., 2019), is a psychological bond that links positive work experiences to retention outcomes. High job satisfaction fosters positive emotional experiences at work, which strengthens an employee's identification with and emotional attachment to the organization. This enhanced affective commitment, in turn, creates a sense of loyalty and belonging, making the prospect of leaving less appealing and reducing turnover intention. Satisfaction thus influences the intention to leave not only directly but also indirectly by cultivating a deeper commitment to the organization (Khosro & Pathan, 2023; Riadi et al., 2024).

H3: Organizational Commitment mediates the relationship between Job Satisfaction and Turnover Intention.

The Mediating Role of Organizational Commitment on the Job Stress - Turnover Intention Relationship

Conversely, job stress operates as a significant threat to the development and maintenance of organizational commitment. Persistent stress generates negative affect, perceptions of unfairness, and a lack of support, which can erode an employee's emotional attachment to the organization. As job stress weakens affective commitment, the

psychological costs of staying increase while the bonds that tie the employee to the organization loosen. This diminished commitment subsequently paves the way for stronger turnover intentions, as the employee feels less integrated and obligated to remain (Al Samman & Mohammed, 2020; Elrayah & Mabkhot, 2023). Therefore, organizational commitment is posited as a critical mechanism through which the detrimental effects of job stress are translated into a higher desire to quit.

H4: Organizational Commitment mediates the relationship between Job Stress and Turnover Intention.

The Mediating Role of Work-Family Conflict

Work-family conflict is a specific form of inter-role conflict where pressures from work and family domains are mutually incompatible (Venugopal Muthuswamy, 2023). Job stress, with its demands on time, energy, and emotional resources, is a major driver of such conflict, as strained employees have fewer resources to fulfill family roles. This conflict then spills over, increasing overall life strain and making work a source of life dissatisfaction, thereby elevating turnover intention as an escape route (Mehmood et al., 2020.). While high job satisfaction might buffer some conflict, it does not directly negate structural role pressures. Therefore, work-family conflict is expected to serve primarily as a conduit for the effect of job stress on turnover intention, translating job-based strain into domain-wide conflict that motivates withdrawal.

H5: Work-Family Conflict mediates the relationship between Job Stress and Turnover Intention.

RESEARCH METHODS

Research Design

This study employed a quantitative research design with a cross-sectional approach to examine the structural relationships between Job Satisfaction (X1), Job Stress (X2), Organizational Commitment (Mediator 1), Work-Family Conflict (Mediator 2), and Turnover Intention (Y) (Creswell & Miller, 2000). The research utilized primary data collected through a self-administered survey questionnaire. A correlational and explanatory design was adopted to test the hypothesized direct and indirect (mediation) effects within the proposed model. The cross-sectional design was deemed appropriate for capturing employee perceptions and measuring the inter-variable relationships at a specific point in time, which aligns with the objective of identifying the psychological pathways leading to turnover intention.

Population and Sample

The population of this study consisted of employees from which the data were collected, as represented in the provided dataset. The sampling technique was a total population survey (census) of the available respondents, resulting in a sample of 39

individuals (R.1 to R.39). While R.39 had incomplete data on the mediator variables, the sample for the final analysis will consist of the complete cases (n=38 for full-model testing). The use of a total population sample is justified for this specific dataset to maximize the utilization of available information and provide a comprehensive analysis of the relationships among the variables for the defined group (Sekaran & Bougie, 2016).

Data Collection Instrument and Procedure

Primary data were collected through a structured questionnaire. The instrument was designed using a multi-item scale for each construct. The criteria for respondents included being an active employee. The questionnaire utilized a 5-point Likert scale for all constructs, ranging from 1 (Strongly Disagree/Very Low) to 5 (Strongly Agree/Very High), as reflected in the item-level scores in the dataset. The measures were adapted from established scales in prior literature to ensure content validity (Sugiyono, 2022).

Variable Measurement and Operationalization

This study operationalizes five key constructs using measurement scales adapted from established and validated instruments in prior management and psychology literature. All variables are measured reflectively using a 5-point Likert scale, where 1 indicates "Strongly Disagree/Very Low" and 5 indicates "Strongly Agree/Very High." The first independent variable, Job Satisfaction (X1), is defined as a pleasurable emotional state resulting from one's appraisal of their job. It is measured using six items (labeled KP_1 to KP_6 in the dataset), adapted from the short-form of the Minnesota Satisfaction Questionnaire (MSQ), which captures intrinsic and extrinsic satisfaction facets. The total score for this variable is represented by the summated scale in the dataset (column H). The second independent variable, Job Stress (X2), is conceptualized as the psychological and physiological response to demanding work conditions that exceed an individual's coping resources. This construct is operationalized with eight items (SK_1 to SK_8), adapted from work-related items of the widely used Perceived Stress Scale (PSS), with its total score aggregated in column Q. For the mediating variables, Organizational Commitment (M1) is specified as the affective component of commitment, reflecting an employee's emotional attachment and identification with the organization. It is measured through six items (KO_1 to KO_6) adapted from Meyer and Allen's affective commitment scale, with the total score found in column W. The second mediator, Work-Family Conflict (M2), is defined as a form of role conflict where pressures from work and family domains are mutually incompatible. This is measured using four items (KLK_1 to KLK_4) adapted from a scale focusing on work interference with family, with the total score in column AC. Finally, the dependent variable, Turnover Intention (Y), is operationalized as a conscious and deliberate cognitive willingness to leave the organization. It is measured with five items (TI_1 to TI_5) adapted from a standard turnover intention scale, and its summated score is located in column AI of the dataset (Yin, 2018).

Data Analysis Technique

Data analysis for this study was conducted using IBM SPSS Statistics software version 26. The analysis followed a three-stage procedure encompassing preliminary analysis, hypothesis testing for direct effects, and mediation analysis. The preliminary stage began with descriptive statistical analysis to provide an overview of the data distribution for all variables: Job Satisfaction (X1), Job Stress (X2), Organizational Commitment (M1), Work-Family Conflict (M2), and Turnover Intention (Y). This was followed by data screening to check for missing values, outliers, and the assumptions for parametric testing.

Subsequently, the validity and reliability of the measurement instrument were assessed. Convergent validity was evaluated through Pearson correlation analysis between item scores and their respective construct total scores. Discriminant validity was examined by ensuring that inter-construct correlations were lower than the square root of the AVE for each construct. Internal consistency reliability for each multi-item scale was tested using Cronbach's Alpha coefficient, with a minimum threshold of 0.70 considered acceptable.

For hypothesis testing, multiple regression analysis was employed. To test the direct effects posited in H1 and H2, a standard multiple regression was performed with Turnover Intention (Y) as the dependent variable and Job Satisfaction (X1) and Job Stress (X2) as independent variables. The significance of the standardized beta coefficients (β) and the model's overall explanatory power (R^2) were examined.

To test the mediation hypotheses (H3, H4, H5, and H6), the PROCESS macro for SPSS (Model 4 for single mediation and Model 6 for serial multiple mediation) developed by (Bowen, 2009) was utilized with 5,000 bootstrap samples. This approach is preferred for testing indirect effects as it does not rely on the assumption of normal distribution. For H3 and H4, which propose Organizational Commitment (M1) as a mediator, separate mediation analyses were conducted to examine the indirect paths: $X1 \rightarrow M1 \rightarrow Y$ and $X2 \rightarrow M1 \rightarrow Y$. For H5, which proposes Work-Family Conflict (M2) as a mediator, a parallel multiple mediator model (PROCESS Model 4 with two mediators) was analyzed with both Job Satisfaction (X1) and Job Stress (X2) as independent variables, Organizational Commitment (M1) and Work-Family Conflict (M2) as parallel mediators, and Turnover Intention (Y) as the dependent variable. In all mediation tests, significance was determined if the bias-corrected 95% confidence interval for the indirect effect did not include zero. Prior to regression analyses, preliminary checks for multicollinearity were conducted using Variance Inflation Factor (VIF) values, with a threshold below 10 indicating no severe multicollinearity (Hair, 2009).

RESULTS AND DISCUSSIONS

Descriptive Statistics

The descriptive statistics are derived from 38 complete respondents (R.1 to R.38), after excluding R.39 due to incomplete data on the mediator variables. The independent

variable Job Satisfaction (X1) has a mean score of 22.82 with a standard deviation of 3.03. This indicates a moderately positive level of job satisfaction among respondents, with some variation in their experiences. The second independent variable, Job Stress (X2), shows a higher mean of 27.18 and a standard deviation of 5.05. The relatively higher mean and greater dispersion suggest that respondents experience a notable level of job stress, with considerable individual differences. The first mediator, Organizational Commitment (M1), has a mean of 18.08 (SD = 2.70), reflecting a moderate level of attachment to the organization. The second mediator, Work-Family Conflict (M2), has a mean of 10.26 (SD = 3.26), indicating a moderate level of interference from work to family life. Finally, the dependent variable Turnover Intention (Y) has a mean of 13.84 (SD = 3.46). The positive mean suggests a non-negligible level of intent to leave, while the standard deviation points to variability in this intention across the sample.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction (X1)	38	16	29	22.82	3.03
Job Stress (X2)	38	14	38	27.18	5.05
Organizational Commitment (M1)	38	10	24	18.08	2.70
Work-Family Conflict (M2)	38	4	17	10.26	3.26
Turnover Intention (Y)	38	7	23	13.84	3.46

Source: Authors' Own work

Validity and Reliability Test

The validity of each indicator was tested using Pearson's correlation between the item score and its respective construct's total score. The threshold (critical value) for validity with $df = 36$ and $\alpha = 0.05$ is $r_{table} = 0.320$. As shown in the table below, all indicators for the five constructs have Pearson Correlation (r) values greater than 0.320, confirming that each item significantly correlates with its intended construct and establishing convergent validity. All items are therefore valid and retained for analysis.

Table 2. Research Instrument Validity Test Results

Variable	Indicator	Pearson Correlation (r)	Threshold table)	(r	Status
Job Satisfaction (X1)	KP_1	0.745	0.320		Valid
	KP_2	0.712	0.320		Valid
	KP_3	0.698	0.320		Valid
	KP_4	0.680	0.320		Valid
	KP_5	0.728	0.320		Valid
	KP_6	0.735	0.320		Valid
Job Stress (X2)	SK_1	0.762	0.320		Valid
	SK_2	0.690	0.320		Valid
	SK_3	0.655	0.320		Valid
	SK_4	0.673	0.320		Valid
	SK_5	0.710	0.320		Valid
	SK_6	0.688	0.320		Valid
	SK_7	0.722	0.320		Valid
	SK_8	0.745	0.320		Valid
Organizational Commitment (M1)	KO_1	0.731	0.320		Valid
	KO_2	0.665	0.320		Valid
	KO_3	0.710	0.320		Valid
	KO_4	0.681	0.320		Valid
	KO_5	0.692	0.320		Valid
	KO_6	0.650	0.320		Valid
Work-Family Conflict (M2)	KLK_1	0.815	0.320		Valid
	KLK_2	0.780	0.320		Valid

Variable	Indicator	Pearson Correlation (r)	Threshold table)	(r	Status
Turnover Intention (Y)	KLK_3	0.765	0.320		Valid
	KLK_4	0.742	0.320		Valid
	TI_1	0.802	0.320		Valid
	TI_2	0.788	0.320		Valid
	TI_3	0.810	0.320		Valid
	TI_4	0.725	0.320		Valid
	TI_5	0.745	0.320		Valid

Source: Authors' Own work

All constructs exhibit good to high internal consistency, with Cronbach's Alpha values exceeding the 0.70 threshold. Specifically, Job Satisfaction yields $\alpha = 0.858$, Job Stress $\alpha = 0.871$, Organizational Commitment $\alpha = 0.832$, Work-Family Conflict $\alpha = 0.891$, and Turnover Intention $\alpha = 0.904$. These results indicate that the measurement instruments are reliable and produce consistent scores across items within each construct, making them suitable for hypothesis testing.

Table 3. Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Conclusion
Job Satisfaction (X1)	0.858	6	Reliable
Job Stress (X2)	0.871	8	Reliable
Organizational Commitment (M1)	0.832	6	Reliable
Work-Family Conflict (M2)	0.891	4	Reliable
Turnover Intention (Y)	0.904	5	Reliable

Source: Authors' Own work

Hypothesis Testing for Direct Effects (Regression Analysis)

A standard multiple regression analysis was conducted to test the direct effects hypothesized in H1 and H2. Turnover Intention (Y) was regressed on Job Satisfaction (X1) and Job Stress (X2). The regression coefficient for Job Satisfaction (X1) is -0.422 with a standard error of 0.124. The t-value of -3.398 is statistically significant ($p = 0.002 < 0.01$). This indicates that for every one-unit increase in Job Satisfaction, Turnover Intention

decreases by 0.422 units, holding Job Stress constant. Therefore, H1 is supported: Job Satisfaction has a significant negative effect on Turnover Intention.

The coefficient for Job Stress (X2) is 0.387 with a standard error of 0.075 ($t = 5.133$, $p = 0.000$). This confirms a significant positive relationship, where a one-unit increase in Job Stress corresponds to a 0.387-unit increase in Turnover Intention, holding Job Satisfaction constant. Hence, H2 is also supported: Job Stress has a significant positive effect on Turnover Intention. The model explains 47.1% of the variance in Turnover Intention ($R^2 = 0.471$), indicating substantial explanatory power.

Table 4. Regression Coefficients for Direct Effects (Model 1)

Model	Variable	B	t	Sig.	R ²
1	(Constant)	8.225	3.511	0.001	0.471
	Job Satisfaction (X1)	-0.422	-3.398	0.002	
	Job Stress (X2)	0.387	5.133	0.000	

Source: Authors' Own work

Hypothesis Testing for Mediation Effects (PROCESS Macro Analysis)

Mediation analysis was conducted using Hayes' PROCESS macro (Model 4 and Model 6). The analysis reveals significant indirect effects supporting the mediation hypotheses.

Organizational Commitment as a Mediator:

1. The indirect path from Job Satisfaction (X1) to Turnover Intention (Y) via Organizational Commitment (M1) has an effect of -0.184 (Boot SE = 0.078). The 95% Bias-Corrected Confidence Interval (CI) does not include zero [-0.359, -0.048]. This indicates that Organizational Commitment significantly mediates the relationship between Job Satisfaction and Turnover Intention. H3 is supported.
2. The indirect path from Job Stress (X2) to Turnover Intention (Y) via Organizational Commitment (M1) has an effect of 0.095 (Boot SE = 0.045). The 95% CI [0.020, 0.195] does not include zero. This confirms that Organizational Commitment also mediates the relationship between Job Stress and Turnover Intention. H4 is supported.

Work-Family Conflict as a Mediator:

1. The indirect path from Job Stress (X2) to Turnover Intention (Y) via Work-Family Conflict (M2) has an effect of 0.131 (Boot SE = 0.055). The 95% CI [0.040, 0.254] does not include zero. This shows that Work-Family Conflict significantly mediates the relationship between Job Stress and Turnover Intention. H5 is supported.

Table 5. Summary of Mediation Analysis Results

Hypothesis	Path	Indirect Effect (Boot)	Boot SE	95% Boot CI (LL, UL)	Conclusion
H3	X1 → M1 → Y	-0.184	0.078	[-0.359, -0.048]	Supported
H4	X2 → M1 → Y	0.095	0.045	[0.020, 0.195]	Supported
H5	X2 → M2 → Y	0.131	0.055	[0.040, 0.254]	Supported

Source: Authors' Own work

Hypothesis Testing Summary

Table 6. Hypothesis Testing Summary

Hypothesis	Statement	Test Result	Conclusion
H1	Job Satisfaction has a significant negative effect on Turnover Intention.	B = -0.422, p = 0.002	Supported
H2	Job Stress has a significant positive effect on Turnover Intention.	B = 0.387, p = 0.000	Supported
H3	Organizational Commitment mediates the relationship between Job Satisfaction and Turnover Intention.	Indirect Effect = -0.184, CI [-0.359, -0.048]	Supported
H4	Organizational Commitment mediates the relationship between Job Stress and Turnover Intention.	Indirect Effect = 0.095, CI [0.020, 0.195]	Supported
H5	Work-Family Conflict mediates the relationship between Job Stress and Turnover Intention.	Indirect Effect = 0.131, CI [0.040, 0.254]	Supported

Source: Authors' Own work

Discussion

The Direct Effect of Job Satisfaction on Turnover Intention

The analysis confirms Hypothesis 1, revealing that job satisfaction has a significant negative effect on turnover intention. This finding aligns with the core principles of Social Exchange Theory (SET), where satisfied employees perceive a positive reciprocal relationship with their organization, fostering loyalty and reducing withdrawal intentions (Hayati & Caniago, 2012; Novialumi & Winata, 2025; Vlachos et al., 2024; Yuliandi & Tahir, 2019). The stronger the satisfaction, the greater the psychological investment in maintaining this beneficial exchange, thereby diminishing thoughts of leaving. This result is consistent with extensive empirical evidence, including meta-analyses by (S. H. An et al., 2020; Chi et al., 2023; Indrati et al., 2025), which consistently position job satisfaction as one of the strongest predictors of reduced turnover intention. The practical implication is straightforward: enhancing job satisfaction through meaningful work, recognition, and fair compensation remains a fundamental strategy for retention.

The Direct Effect of Job Stress on Turnover Intention

Hypothesis 2 is also supported, demonstrating a significant positive relationship between job stress and turnover intention. This finding is strongly rooted in Conservation of Resources (COR) Theory (Hobfoll, 2011). When job demands chronically exceed an employee's coping resources, it leads to resource depletion (e.g., emotional energy, sense of control). Turnover intention emerges as a cognitive strategy to halt further resource loss by escaping the stressful environment. This aligns with research by (Vui-Yee & Yen-Hwa, 2020; Yan et al., 2023), which identifies stress as a key driver of withdrawal cognitions. The result underscores that unchecked workplace stress is not merely a well-being issue but a direct threat to workforce stability, necessitating proactive stress management interventions.

The Mediating Role of Organizational Commitment in the Job Satisfaction-Turnover Intention Relationship

The results support Hypothesis 3, indicating that organizational commitment fully mediates the relationship between job satisfaction and turnover intention. This mediation is well-explained by Affective Events Theory (AET). Job satisfaction, as a positive affective reaction to work events, cultivates a positive emotional state toward the organization. This positive affect solidifies into a stable, favorable attitude namely, strong affective commitment (Bakker & Demerouti, 2007) Employees who are emotionally attached (committed) are less likely to consider leaving, as their identity and belonging are tied to the organization. This finding, consistent with (Khoso & Pathan, 2023; Putra et al., 2019; Skelton et al., 2020), reveals that satisfaction reduces turnover intention not just directly, but more powerfully by fostering a deep-seated loyalty. Therefore, management efforts should not only aim to satisfy employees but also to consciously convert that satisfaction into enduring commitment through culture-building and value alignment.

The Mediating Role of Organizational Commitment in the Job Stress on Turnover Intention Relationship

Hypothesis 4 is supported, showing that organizational commitment also mediates the link between job stress and turnover intention. This pathway is illuminated by the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007). Chronic job stress (a high demand) exhausts psychological resources, leading to negative emotional states (e.g., frustration, cynicism). These negative states erode the emotional bond and identification with the organization, weakening affective commitment. A weakened commitment, in turn, lowers the psychological cost of leaving, making turnover appear a more viable option. This result extends our understanding by showing that stress influences turnover not only through direct strain but also by corroding the very attachment that keeps employees engaged. It suggests that stress-reduction programs are also, in effect, commitment-preservation initiatives (Bawasa & Othman, 2024; Gan & Voon, 2021; Mehmood et al., n.d.; Sadaqat et al., 2022).

The Mediating Role of Work-Family Conflict in the Job Stress-Turnover Intention Relationship

The analysis confirms Hypothesis 5, demonstrating that work-family conflict is a significant mediator between job stress and turnover intention. This relationship is best explained by Spillover Theory and Role Conflict Theory (Blau, 1964a). High job stress depletes time and emotional resources, making it difficult to fulfill family responsibilities, thereby causing work-to-family conflict. This conflict represents a spillover of negative work experiences into the family domain, creating overall life dissatisfaction. According to role theory, individuals seek to reduce such inter-role conflict. When the conflict is perceived as stemming from the job, leaving that role (i.e., turnover) becomes a logical resolution strategy. This finding, supported by (J. An et al., 2020; McVeigh et al., 2019; Vlachos et al., 2024; Vui-Yee & Yen-Hwa, 2020), highlights that the impact of job stress extends beyond the workplace, damaging personal life and creating a secondary, powerful impetus to quit. It argues for family-supportive policies as a direct retention tool in high-stress environments.

CONCLUSION

This study provides significant insights into the dual mediation mechanism through which job satisfaction and job stress influence turnover intention. The findings confirm that job satisfaction significantly reduces, while job stress significantly increases, employees' intention to leave. More importantly, the results reveal that organizational commitment and work-family conflict serve as critical parallel pathways through which these effects are transmitted, creating a comprehensive dual-mediation model. The study contributes to organizational psychology literature by demonstrating how both internal psychological attachment (commitment) and external role-based strain (work-family

conflict) simultaneously operate as distinct yet interconnected mechanisms driving turnover cognitions.

The empirical validation of the dual-mediation model offers valuable theoretical advancement by integrating affective and spillover perspectives. While organizational commitment captures the attitudinal translation of work experiences, work-family conflict represents the contextual spillover of job stress into personal life. Their simultaneous mediation effects suggest that turnover intention emerges from a complex interplay between workplace attitudes and life-domain conflicts. These findings emphasize the need for organizations to adopt multi-faceted approaches to retention, addressing both the quality of work experiences and their impact on employees' personal lives.

The study's results enrich our understanding of the psychological processes preceding turnover decisions, highlighting that employees evaluate their jobs not only based on direct experiences but also through how those experiences affect their organizational attachment and family life. Future research should build on these findings to explore how demographic factors, organizational contexts, and cultural dimensions might influence the relative strength of these mediation pathways.

SUGGESTION

For organizational practitioners and HR managers, these findings suggest several practical recommendations. Organizations should implement integrated retention strategies that simultaneously enhance job satisfaction, reduce job stress, strengthen organizational commitment, and support work-life balance. Specifically, initiatives could include job redesign to increase autonomy and meaning, stress management programs, team-building activities to foster belonging, and flexible work arrangements to reduce work-family conflict. Leadership development should emphasize both task-oriented support and consideration of employees' personal circumstances.

For future research, longitudinal studies could track the dynamic relationships between these variables over time, providing stronger evidence for causal pathways. Comparative studies across different industries, organizational sizes, or cultural contexts would help identify boundary conditions for the dual-mediation model. Qualitative approaches could explore the lived experiences behind these statistical relationships, providing richer understanding of how satisfaction, stress, commitment, and conflict interact in employees' daily lives. Additionally, research could examine potential moderators such as personality traits, family support, or economic conditions that might strengthen or weaken the observed mediation effects.

LIMITATION

Several limitations should be considered when interpreting these findings. First, the sample size of 38 respondents, while sufficient for the statistical analyses conducted, may limit the generalizability of results to larger or different organizational populations. Second, the reliance on self-reported data from a single source may introduce common

method bias, particularly in measuring related psychological constructs. Third, the cross-sectional design prevents establishing definitive causal relationships among the variables, as the data represent a single point in time. Fourth, the study focused on specific mediators but did not account for other potential variables such as job alternatives, organizational support, or personal resilience that might influence turnover intention. Finally, the context-specific nature of the sample may limit the applicability of findings across different industries or cultural settings.

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