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CAN EMPLOYEE TURNOVER INTENTION BE MINIMIZED THROUGH JOB SATISFACTION, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT?

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Abstract: The greater the rate of employee turnover, the more harm it causes the company. Furthermore, there is a direct correlation between worker turnover and the intention to leave. Since the purpose of this research was to investigate employee turnover, the urgency of the issue is the main area of focus because it will obstruct the accomplishment of organizational objective. The purpose of this study is to examine the mediating role of organizational commitment and organizational citizenship behavior on the effect of job satisfaction on turnover intention. The research falls within the explanatory research category and included validation. This study utilised a survey to collect data from a significant portion of the workforce, consisting of 254 employees. The study used a saturated sample of 254 employees. The statistical method known as partial least squares, or PLS, along with the WarpPLS software were used for data analysis. The participants in this study were workers at an Indonesian manufacturer of medical devices. The research findings of this study provide an empirical contribution indicating that organisational commitment and organisational citizenship behaviour are critical components that need to be addressed in the company's efforts to lower the degree of intention to leave. Incorporating employees into decision-making processes can also help to maintain job satisfaction, as evidenced by the fact that such activities lower the intention of employee turnover. Companies should also focus on other factors that contribute to employee job satisfaction, such as clear career paths, appropriate rewards, work support facilities, and one example of good organisational citizenship on the part of employees not taking extra time off.

Keywords: Organizational Commitment, Organizational Citizenship Behavior, Job Satisfaction, Turnover Intention, Spiritual Intelligence

CITATION

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INTRODUCTION

One of the problems often faced by many private and public organizations is the phenomenon of many employees leaving or intending to leave. The phenomenon of many governments employees resigning was initially considered a myth because of the popular image of a person staying seeking a comfortable job for life (Bertelli, 2007) and the guarantee of the law that the status of civil servants such as in Korean government agencies is traditionally considered safe (Kim, 2015). Bertelli (2007) presented information from the Office of Personnel Management (OPM), indicating that the general departure rate for federal employees was 1.6% in fiscal year 2004. This included 5.4% leaving at lower levels (GS-1 to GS-5) and 1.5% at higher levels (GS-6 to GS-15). Additionally, it was mentioned that a significant number of employees are considering the possibility of leaving their positions within government agencies. In addition, changes in the composition of the workforce marked by the influx of millennials in the workforce also contribute to the need for attention to the phenomenon of high turnover intention. The characteristics of millennials who like challenges will encourage the desire to change jobs to be high when they do not get what is expected when working in both the private and public sectors. The high level of employee desire to leave the company is an additional task for the organization, especially for organizations that are always profit-oriented, as one of the organizational goals is growth, whether sales growth, profit growth, or asset growth. (Delmar et al., 2013; Kim and Jang, 2020). Losing employees is one of the additional costs that the organization must bear. The turnover intention must be the focus of attention because it will seriously obstruct achieving organizational goals, which is why this study was conducted. In relation to the degree of intention to leave, the organization will sustain more damage. One of the Indonesian medical device companies was among those that experienced the effects of numerous employees desiring to leave the organization.

Employee switching intentions can be effectively reduced. Rawashdeh and Tamimi (2020) confirmed that organizational commitment significantly affects turnover intention. However, not only organizational commitment and job satisfaction have an influence on employees' intention to

leave the organization. According to research by Podsakoff et al. (2009), organizational citizenship behavior and turnover intention are negatively correlated; put another way, as organizational citizenship rises, so does the intention to leave.

The market potential for medical device products is increasing along with the growth of medical devices by up to 12% per year. The medical device and pharmaceutical sectors have been identified as crucial industries in adopting Industry 4.0. The country experienced a sharp increase in demand for vitamins, supplements, medications, and diagnostic test kits following the introduction of Covid-19. The Ministry of Industry's determination to quickly create an independent Indonesia in the healthcare sector that can meet domestic demands is demonstrated by the inclusion of the pharmaceutical and medical device industries in the Making Indonesia 4.0 initiative. It requires every medical device company to increase its productivity, including by improving the performance of its human resources. The medical device industry must think extra in dealing with this condition so that they can reduce the turnover rate of employees. Employee turnover rates have recently increased, mainly due to the high level of competition among companies and the growing need for skilled and competent professionals (Kim and Jogaratnam, 2010; Serhan and Tsangari, 2019). So, the object of this research is one of the companies engaged in medical devices in Indonesia.

Several studies have identified a discrepancy in the impact of job satisfaction on turnover intention. Empirical evidence supports the notion that higher job satisfaction leads to a lower intention to leave, indicating a significant negative correlation between job satisfaction and turnover intention (Li et al., 2020; Duan et al., 2019; Taheri, 2021; Islam et al., 2022; Jabeen et al., 2018). Conversely, research conducted in different countries has revealed that job satisfaction does indeed exert a significant influence on turnover intention. For instance, this relationship was observed among employees in the Philippines (Ruppel et al., 2013) and Saudi Arabia's tourism sector (Alferaih et al., 2018).

The existence of mixed research results provides a gap for research to be carried out again, and there are inconsistent results from previous studies, so researchers fill the research gap with

the mediating variables of organizational citizenship behavior and organizational commitment. Research gaps can see the effect of job satisfaction on turnover intention with mediating variables. The novelty of this study is to place organizational commitment and organizational citizenship behavior as mediating variables and spiritual intelligence as moderating variables on the effect of job satisfaction on turnover intention. The benefits of this research are expected to be helpful for the development of science, especially in the field of human resource management related to job satisfaction, organizational citizenship behavior, organizational commitment, spiritual intelligence and turnover intention. In addition, it is expected to be useful for one of Indonesia's medical device companies in reducing turnover intention. This study aims to examine the mediating role of organizational commitment and organizational citizenship behavior as well as the moderating role of spiritual intelligence on the effect of job satisfaction on turnover intention in one of the medical device companies in Indonesia.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction, as defined by Robbins and Judge (2017), pertains to a favorable emotional state and a contented disposition arising from an individual's assessment of work attributes that enhance their work environment. This concept asserts that employees experience positive sentiments towards their work based on evaluating its features (Robbins and Judge, 2017). It encompasses an individual's overall outlook on their job. According to Sari et al. (2019), there are three theories surrounding job satisfaction: the Discrepancy theory, Equity theory, and Two-factor theory. These theories provide different perspectives on the factors influencing job satisfaction.

Organizational Citizenship Behavior

The founders of the organizational citizenship behavior theory were Dennis and Organ. According to Robbins and Judge (2017), organizational citizenship behavior encompasses actions that are not formally required of employees, such as speaking positively about their organization and going beyond their regular job duties to assist others. These behaviors indicate traits like coopera-

tiveness, helpfulness, compassion, and conscientiousness in employees. This inclination to engage in organizational citizenship behavior is rooted in reciprocity towards the organization's actions (Luthans, 2011). Several variables contribute to the development of organizational citizenship behavior. The first factor pertains to individual characteristics, encompassing the personality traits of individual organisational staff members. The second factor involves organizational elements, including policies, the overall work environment, and the level of support provided by the organization (Madhukar and Sharma, 2017; Walumbwa et al., 2008; Permarupan et al., 2013; Shahin et al., 2014; Lin et al., 2014). The third factor that affects organizational citizenship behavior encompasses social aspects, such as cultural and religious influences (Adebayo and Mansikka, 2018; Park et al., 2013).

Organizational Commitment

Allen and Meyer (1993) developed organizational commitment theory, which proposes three components of the organizational commitment: emotional commitment, normative commitment, and continuity or continuous commitment. Porter (1981) defines organizational commitment as a genuine inclination of an individual to participate actively in a specific organization. This concept encompasses three main aspects: an employee's acknowledgment and alignment with the company's values, a commitment to investing significant effort in the organization, and a readiness to prolong their affiliation with the same company (Clay et al., 1975). Firestone and Pennell (1993) characterize commitment as an internal bond or identification that individuals form with an entity beyond themselves. As outlined by Clay et al. (1975), organizational commitment is distinguished by three behavioral traits, which involve (1) a strong desire to stay in the organization, (2) a desire to put out effort on behalf of the organization, and (3) a belief in and endorsement of the organizational aims and values.

Turnover Intention

Job change intention signifies an employee's aspiration or inclination to voluntarily transition or depart from a company in pursuit of a more promising and favorable position in the future (Salimah, 2021). Turnover intention encompasses a

deliberate and sometimes unintentional inclination to exit the organization (Bothma and Roodt, 2013). The term "switching intention" denotes an individual's assessment of the probability of leaving their current workplace in the imminent future. Within the context of withdrawal cognition, turnover intention encompasses three distinct elements: contemplating leaving the job, intending to explore alternative employment, and ultimately planning to resign. Some of the theories associated with turnover intention, as proposed by Joseph (2018), encompass the Human Capital theory, Search theory, and Equity theory.

Spiritual Intelligence

Spiritual intelligence or spiritual quotient is a person's level of spiritual maturity. With a spiritual quotient, individuals will have spiritual capital (SC) to answer their concerns about what it means to be human and about the meaning and ultimate purpose of human life. The spiritual element in human beings makes us ask why we do things and look for fundamentally better ways to do them. The spiritual element makes a person want his life and efforts to have meaning (Zohar, 2005). As Zohar (2005) stated, eight key indicator criteria in corporate culture show spiritual quotient. So, in this study, spiritual intelligence is measured using eight indicators: communication skills, fairness, relationships, trust, truth, flexibility, sincerity and empowerment.

HYPOTHESIS DEVELOPMENT

Job Satisfaction and Turnover Intention

De Gieter et al. (2011) assert that contentment with one's job significantly influences the ability to foresee future intention to switch jobs. These intentions often culminate in actual turnover (Chung et al., 2017). Chen et al. (2006) empirical research demonstrates a clear correlation between flight attendants' job satisfaction levels and their inclination to leave their positions; higher job satisfaction leads to lower turnover intentions, and vice versa. Moreover, Huang et al. (2017) revealed that cognitive job satisfaction has a stronger influence and pronounced negative impact when compared to affective job satisfaction and turnover intention. The findings of this study align with the results from previous research conducted by Zagladi et al. (2015), Aman-Ullah et al. (2023), Duan

et al. (2019), AlMazrouei and Zacca (2021), and Ann and Blum (2020).

H1: Job satisfaction has a significant negative effect on turnover intention.

Job Satisfaction and Organizational Citizenship Behavior

The level of satisfaction or dissatisfaction an individual experiences in their job is determined by the alignment between their job expectations and the actual outcomes they achieve (Armstrong and Taylor, 2014). In comparison, organizational citizenship behavior is the desire to work harder voluntarily to increase the organization's success (Odek, 2018). Kaur and Kang (2021) demonstrate a positive association between job satisfaction and individual, organizational citizenship behavior, organizational citizenship behavior checklist, and organizational citizenship behavior organization. Similarly, research by Tsai and Wu (2010) conducted on hospital nurses in Taiwan reveals a notable strong correlation between positive factors of nurse job satisfaction and organizational member behavior. Several studies support that job satisfaction serves as a robust indicator of employee organizational citizenship behavior (Narzary and Palo, 2020; Andrade et al., 2017; Jung and Yoon, 2015; Indarti et al., 2017).

H2: Job satisfaction has a significant positive effect on organizational citizenship behavior.

Job Satisfaction and Organizational Commitment

Evaluating employees involves considering factors like organizational commitment and job satisfaction, as they play a crucial role in both the intent to leave and the collective impact of an employee on the organization as a whole (Yiing and Ahmad, 2009). According to Yiing and Ahmad (2009), dissatisfied employees tend to exhibit lower levels of organizational commitment and may actively seek opportunities to leave. Numerous studies conducted by Wua et al. (2022), Al-Sada et al. (2017), Ibidunni et al. (2018), and Choudhary et al. (2021) propose a positive correlation between job satisfaction and organizational commitment. Specifically, the impact of job satisfaction on organizational commitment has been explored across various sectors, including education (Al-Sada et al., 2017), banking (Bailey et al., 2016), and IT

professionals (Calisir et al., 2011).

H3: Job satisfaction has a significant positive effect on organizational commitment.

Organizational Commitment and Turnover Intention

It is crucial to emphasize that turnover poses a financial burden for the company (Davidson et al., 2010). Turnover intention signifies an employee's inclination to resign from their position (Kim and Jogaratnam (2010), while organizational commitment reflects the extent of an employee's attachment to their company (Serhan and Tsangari, 2019). Thrassou et al. (2020), Tsen et al. (2022), Zhang et al. (2019), and Budiono et al. (2015) have discovered results indicating an inverse relationship between the organizational commitment and turnover intention. During the lockdown, switching intentions are influenced by three organizational commitment facets: emotional attachment, the perceived consequences of quitting, and normative commitment among employees (Serhan et al., 2022).

H4: Organizational commitment has a significant negative effect on turnover intention.

Organizational Citizenship Behavior and Turnover Intention

The intention to leave a job, known as turnover intention, has a detrimental impact on the organization, while engaging in organizational citizenship behavior brings benefits. Therefore, it is logical to assume a negative relationship between the two. Individuals displaying low organizational citizenship behavior may indicate their inclination to sever ties with the organization (Chen et al., 1998). In a meta-analysis, Podsakoff et al. (2009) illustrated this connection between turnover intention and organizational citizenship behavior, highlighting that organizational citizenship behavior exhibits an unfavorable association with turnover intention. It suggests that as organizational citizenship behavior increases, the intention to depart lessens. Other studies (Coyne and Ong (2007), Khalid et al. (2009), and Manoppo (2020) support the inverse relationship between organisational citizenship behaviour and turnover intention.

H5: Organizational citizenship behavior has a significant negative effect on turnover intention.

The Mediating Role of Organizational Citizenship Behavior

It seems sensible to speculate that organizational citizenship behavior could mediate the relationship between job satisfaction and the desire to leave employment. This claim is reinforced by the fact that turnover intention is significantly predicted by organizational citizenship behavior. It is likely to have a major impact on both variables. A multilevel method was used by Sun et al. (2007) to demonstrate that organizational citizenship behavior mediates the association between high-performance human resource techniques and essential performance indicators (such as productivity and turnover) among employees in different Chinese hotels. A recent study by Chiang and Hsieh (2012) looked at the mediating function of organizational citizenship behavior in the Taiwanese hotel industry. They discovered strong support for the hypothesis that organizational citizenship behavior is a mediator between perceived organizational support and work performance, confirming its potential as a mediator.

H6: Organizational citizenship behavior mediates the effect of job satisfaction on turnover intention.

Organizational commitment was shown in recent research to be the strongest predictor of nurses' intention to stay by Bell and Sheridan (2020), outweighing the impact of job satisfaction and burnout. Employee dedication is regarded as a tie or relationship to the organization (Rahman et al., 2012). If employees are not committed to the organization, absenteeism and turnover rates will be high, or they will be unsatisfied with their positions (Koç et al., 2014). Organizations must create and use incentives to promote employee commitment (Jawaad et al., 2019).

H7: Organizational commitment mediates the effect of job satisfaction on turnover intention

The Moderating Role of Spiritual Intelligence

Spiritualism has been proven to bring a person to the ladder of success and plays a major role in creating a brilliant or powerful leader. As stated by many international researchers, the leaders of the world's major successful companies are those with the ability or spiritual intelligence/SQ and ap-

Ply it in the management of their companies (Agustian, 2004). Noermijati's (2013) study on operational managers in Malang Raya tobacco companies revealed that greater degrees of spiritual intelligence or performance decreased job happiness. This occurs because lower-level leaders already have high levels of spiritual intelligence or performance.

H8: spiritual intelligence moderates the effect of job satisfaction on turnover intention.

METHOD

This study is classified as explanatory research. Data from relevant labor sectors were gathered for this study through a survey sent to 254

employees. In this investigation, a saturation sample of 254 employees was employed. The data gathering technique involved distributing online surveys to 254 respondents via a Google form. The answers to the questionnaire statements were graded on a 1 to 5 point scale, where 1 represents "strongly disagree" and 5 represents "strongly agree". WarpPLS software and PLS (Partial Least Square statistical methods were used to analyze the data. Model evaluation and hypothesis testing were done using inferential statistical analysis after the research instrument was tested using validity and reliability tests, and two methods of model evaluation were used: the measurement model (outer model) and the structural model (inner model).

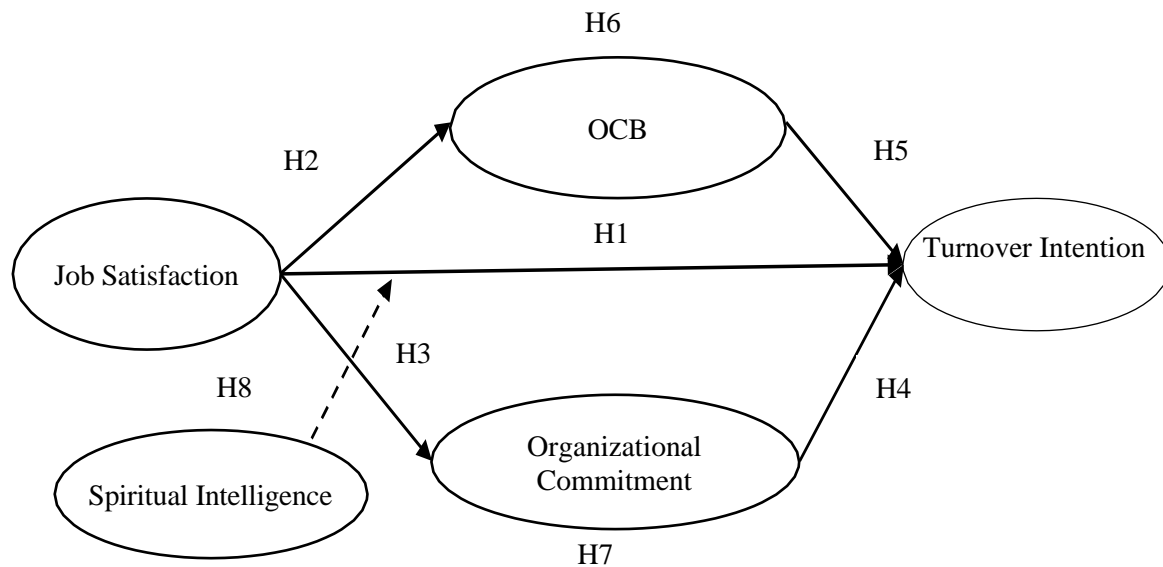


Figure 1. Framework for Research Concepts

Table 1. Variable Operational Definitions

Variable	Indicator	Item
Job Satisfaction (Robbins and Judge, 2017)	Satisfaction with salary	Better salary compared to similar companies Timely salary payment
	Satisfaction with coworkers	Easy to work in a team Minimal conflicts
	Satisfaction with boss	Supportive superiors Fair treatment from superiors
	Satisfaction with the work environment	Feeling safe in the workplace Feeling satisfied at work
	satisfaction with job	Enjoyable work No desire to change jobs

Turnover Intention (Kalbers and Fogarty, 1995)	Intention to quit	Comfort at work Intention to leave the company Desire to find a better job
	<i>Job Search.</i>	Comparing jobs Advancing one's career
	<i>Thinking of quitting.</i>	Planning to move to another company Moving to another company
Organizational Citizenship Behavior (Organ et al., 2005)	Altruism	Willingness to help willingness to replace absent coworkers Willingness to mentor coworkers
	Conscientiousness	Attention to information Following the company's development
	Civic virtue	Following company rules Not taking extra time off The belief that honesty does good
Organizational Commitment (Allen and Meyer, 1993)	Affective commitment	Feel part of the company Attachment to the company A sense of belonging to the company
	Sustained commitment	Unfortunate to leave the company Difficulty in finding a new job
	Normative commitment	Few job opportunities if they leave the company Have an obligation to remain in the company. Have no desire to leave the company. Remain loyal and show devotion to the organization.
Spiritual Intelligence (Danah and Lan, 2007)	Communication	Provide feedback Communication opportunities with superiors
	Justice	Time fairness Providing assistance to coworkers
	Relationship Ability	Good relationship with coworkers Trust in the good intentions of superiors Trust in the goodwill of coworkers
	Truth	Ability to provide correct information
	Flexibility	Response to change
	Sincerity	Providing benefits Sincerity in work

RESULTS

Characteristics of Respondents

Based on the overall research sample data, the characteristics of respondents can be described, including gender, age, education, and length of work. The results of the statistical analysis of respondents are presented in Table 2.

Validity Tes and Data Reliability Test

The outer model analysis in this study examines the reliability and validity of a measuring instrument in research utilizing WarpPLS 7.0 and

the inner model to assess and evaluate the model's overall correctness. A model has strong convergent validity if the outer loading value is greater than 0.7. The average variance extracted (AVE) is larger than 0.5, and the commonality is greater than 0.5 (Abdillah and Hartono, 2009). The findings of the validity and reliability tests that each variable in this research possesses a valid P-value of (0.005) and a Composite Reliability value exceeding (>0.60), indicating their reliability. Upon examining the inner model, it is evident that the R-Square value for turnover intention stands at 0.621,

organizational citizenship behavior at 0.416, and organizational commitment at 0.140. Additional factors influence the remaining portion of the variation or variables not included in this research model. Additionally, this study evaluated the Goodness of Fit (GoF) and obtained a value of 0.406, affirming the robustness of the model, thus warranting further hypothesis testing.

Hypothesis Test Results

The study relies on the path coefficient or t-statistic from its results to determine the degree of significance. Eight hypotheses were examined in this study, encompassing both direct and indirect testing methods. The findings indicate a substantial negative impact of job satisfaction on turnover intention. It supports hypothesis (H1), which posits that higher levels of employee job satisfaction correspond to lower levels of turnover intention. The confirmation of H1 lends credence to this assertion. The results reveal that job satisfaction significantly and positively impacts Organizational Citizenship Behavior. It is demonstrated by the p-value of 0.64 and the path coefficient of 0.01. It suggests that when employee job satisfaction rises, their involvement in Organizational Citizenship Behavior also increases.

Consequently, hypothesis (H2), which proposed that higher job satisfaction leads to greater organizational citizenship behavior, is confirmed. Similarly, the findings demonstrate that job satisfaction has a robust and positive effect on organizational commitment, as hypothesized in H3. It is

affirmed that the higher an employee's level of job satisfaction, the stronger their commitment to the organization. Thus, H3 is substantiated. The results suggest that the organizational citizenship behavior variable has a considerable negative influence on turnover intention. It is clarified by hypothesis (H4), which holds that the greater an employee's engagement in organizational citizenship behavior, the lesser their chance of having turnover intentions, and H4 is validated. As per the findings, the level of organizational commitment has a significant negative impact on turnover intention. It can be elucidated by hypothesis (H5), which suggests that higher organizational commitment leads to lower turnover intention, and H5 is supported. The results of the analysis demonstrate that organizational citizenship behavior can mediate the relationship between job satisfaction and turnover intention. It is supported by the p-value of 0.039, below the 0.05 threshold, and the estimated value of -1.753, confirming hypothesis acceptance (H6). The study's results reveal that organizational commitment can mediate the relationship between job satisfaction and turnover intention. The mediation test demonstrates a p-value of 0.001 and an estimated value of -5.536, supporting the acceptance of H7. Regarding moderation testing, spiritual intelligence yields a p-value of 0.45 and an estimated value of -0.01. Since hypothesis (H8) has a p-value greater than 0.05, it is evident that spiritual intelligence does not have the capacity to enhance or diminish the impact of job satisfaction on turnover intention.

Table 2. Respondents' Descriptive Statistics

	Information	Total	Percentage
Gender	Man	163	64,2%
	Woman	91	35,8%
Age	20-30 th	186	73,2%
	31-40 th	67	26,4%
	>40 th	1	0,4%
Level of Education	Senior High School	47	18,5%
	Diploma	126	49,6%
	Under Graduate	81	31,9%
Years of Service	< 5 th	56	22%
	5-10 th	171	67,3%
	>10 th	27	10,6%

Table 3. Research Hypothesis Test Results

Hypothesis	Effect	Estimate	P-Value	Information
H1	JS → TOI	-0,15	0,01	Accepted
H2	JS → OCB	0,64	0,01	Accepted
H3	JS → OC	0,37	0,01	Accepted
H4	OCB → TOI	-0,11	0,04	Accepted
H5	OC → TOI	-0,66	0,01	Accepted
H6	JS → OCB → TOI	-1,753	0,039	Accepted
H7	JS → OC → TOI	-5,536	0,001	Accepted
H8	SQ * JS → TOI	-0,01	0,45	Rejected

Source: Data Processing (2023)

DISCUSSION

Job Satisfaction and Turnover Intention

According to the findings of this survey, employees at one of the companies engaged in medical devices in Indonesia are quite satisfied, which may influence their inclination to leave the firm. The company also tries to maintain the work motivation of employees by providing support and good compensation so that employees understand that when employee work motivation is maintained, it will have a good impact on the level of employee job satisfaction, which in turn job satisfaction will be a key motivational variable that determines employee turnover intention behavior. The findings of this study back up the conclusions of previous investigations by Li et al. (2020), Duan et al. (2019), Taheri (2021), Islam et al. (2022), Li et al. (2020), and Smith et al. (2020), which concluded that job satisfaction is negatively related to turnover intention.

Job Satisfaction and Organizational Commitment

According to the findings of this study, job satisfaction has a considerable beneficial impact on the organizational commitment. These findings suggest that in one of the companies engaged in medical devices in Indonesia, workers place a high value on job satisfaction as one of the factors influencing their degree of organizational commitment. This study's findings are consistent with those of prior studies by Al-Sada et al. (2017), Ibidunni et al. (2018), (Choudhary et al., 2021), Huynh and Hua (2020), and Olfat et al. (2019). Saleem and Qamar (2017) discovered that job satisfaction is related to organizational commitment.

Job Satisfaction and Organizational Citizenship Behavior

According to Robbins and Judge (2017), job satisfaction is the primary factor of organizational citizenship behavior. The findings of this study back up multiple earlier studies that show that job satisfaction has a favorable influence on organizational citizenship behavior, such as those conducted by Soelton et al. (2020) and Mashi (2018). Furthermore, based on the respondent's assessment of the majority of employees' term of employment as 5-10 years, this demonstrates that most employees have worked for more than five years, indicating that they have long settled to work. The length of their job is directly proportional to their degree of happiness with the organization. It demonstrates that employees' expectations align with what they receive or what the organization provides.

Organizational Commitment and Turnover Intention

The study's results on the direct effects of organizational commitment on turnover intention show that organizational commitment has a significant negative impact on turnover intention. Many previous research findings, including research by Rawashdeh and Tamimi (2020) and Labrague et al. (2018) confirm that organizational commitment has a significant impact on turnover intention in a variety of fields, as well as research by Thrassou et al. (2020); Tsen et al. (2022); Zhang et al. (2019).

Organizational Citizenship Behavior and Turnover Intention

One conclusion of the study is that organizational citizenship behavior has a significant det-

rimental effect on turnover intention. The results of this study corroborate those of Podsakoff et al. (2009), who found that turnover intention is negatively correlated with organizational citizenship behavior in this meta-analysis, meaning that the intention to leave lowers as organizational citizenship behavior rises. This study adds to other studies' findings that organizational citizenship behavior and turnover intention are negatively correlated (Manoppo, 2020).

The Mediating Role of Organizational Commitment

According to the Sobel test findings, organizational commitment mediates the relationship between job happiness and desire to leave one's job, or, to put it another way, organizational commitment increases the relationship between job satisfaction and intention to leave one's job. These findings back up earlier study findings that organizational commitment partially mediates the relationship between job satisfaction and turnover intention in Tarigan (2015) and fully mediates the relationship between job autonomy and intrinsic work motivation (Galletta et al., 2011). It also supports the studies of Bell and Sheridan (2020) and (Jawaad et al., 2019).

The Sobel test, when applied to the mediation role, reveals that Organizational Citizenship Behavior plays a crucial part in mediating the influence of job satisfaction on turnover intention. This aligns with Coyne and Ong's (2007) assertion that job contentment significantly predicts organizational citizenship behavior, which forecasts turnover intention. It is plausible that organizational citizenship behavior acts as an intermediary in the relationship between job satisfaction and the inclination to leave. Consequently, employees exhibiting high organizational citizenship behavior are more inclined to remain with the company for an extended period. These research findings corroborate the multilevel analyses conducted by Sun et al. (2007), Zhang et al. (2008), and Chiang and Hsieh (2012).

The Moderating Role of Spiritual Intelligence

The moderating role test in this study shows that spiritual intelligence has no effect on the influence of job satisfaction on turnover intention. This conclusion contradicts Agustian's (2004)

claim that spiritualism has been found to be capable of driving a person up the success ladder and having a vital role in the formation of a genius leader or power leader. Many global scholars have even stated that the leaders of the world's most successful organizations have the talent or spiritual intelligence / SQ and employ it.

IMPLICATIONS

This research has several implications, the findings of this study lend credence to Organ's (1998) theory of organizational citizenship behavior, which claims that employees who demonstrate organizational citizenship behavior conduct are more likely to be loyal to the firm and stay with it. This study also supports Allen and Meyer's (1993) theory of organizational commitment, which states that high employee commitment improves job satisfaction, causing them to prefer staying with the firm. In addition to the preceding theories, this study supports Herzberg et al. (1959) job satisfaction theory or two-factor theory. According to Herzberg et al. (1959), when motivation is enhanced, job satisfaction also rises, and businesses can lessen employees' desire to move. To limit the degree of turnover intention, the organization must be able to manage human resources. The findings of this study give an empirical contribution to the influence of job satisfaction on turnover intention, revealing that job satisfaction has a negative effect on turnover intention. According to the research findings, organizational citizenship behavior and commitment are essential elements that must be addressed in the company's attempts to reduce the degree of turnover intention. Activities to involve employees in company decision-making can also be a solution to maintain employee job satisfaction, whose impact data reduces the level of turnover intention; in addition, companies must pay attention to things that can maintain employee job satisfaction, such as work support facilities, appropriate rewards, clear career paths, and one form of organizational citizenship behavior of employees, namely not taking additional time off, the company should appreciate this not only by providing incentives but also making one of the assessments to select employees with the best productivity.

RECOMMENDATIONS

Future researchers are urged to do more re-

search by examining the factors examined in this study and incorporating additional variables like organizational communication or those with diverse conceptual frameworks. They should also consider broadening their research scope to include other companies or industries to enhance the richness of research outcomes.

This research is limited to examining the influence of Job Satisfaction variables on turnover intention through Organizational Citizenship Behavior, organizational commitment and spiritual intelligence. The limited literature and empirical research, especially regarding these influences, limits the explanation of the research results. This research was only conducted at one company, one of the companies engaged in medical devices in Indonesia. For further research, it can take a broader sample from the same industry, namely medical device manufacturers.

CONCLUSIONS

Based on data analysis and discussion, the following conclusions may be drawn: first, job satisfaction has a considerable negative influence on intention to leave. Second, job satisfaction improves organizational citizenship behavior significantly. Third, job satisfaction has a considerable favorable influence on organizational commitment, with large positive outcomes. Fourth, organizational citizenship behavior significantly reduces turnover intention. Fifth, organizational commitment significantly reduces turnover intention. Sixth, organizational citizenship behavior acts as a buffer between job satisfaction and the inclination to leave. The seventh factor is organizational commitment, which acts as a buffer between job satisfaction and intention to leave. Eighth, spiritual intelligence has little influence on turnover intention.

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