


Do Organization Engagement and Commitment have a role in Turnover Intention?

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INFO	ABSTRACT
Article History Received: 2025-02-20 Revised: 2025-04-22 Accepted: 2025-04-29	Human resource practices play a critical role in influencing employee behavior and organizational outcomes, particularly in reducing turnover intention through increased organizational commitment and engagement. The goal of this study is to determine how human resource practices which include career management, compensation satisfaction, performance evaluation, individual job fit, and work control affect turnover when organizational commitment and engagement are used as interventions. With 330 employees from Syariah Hotels in Purwokerto as the whole population or test used, this consideration fits into the causal-comparative inquiry kind. The SPLS software application is used for information analysis. Out of the twelve proposed hypotheses, six were supported. Organizational commitment was significantly influenced by person-job fit and performance appraisal, while organizational engagement was significantly influenced by career management and performance appraisal. The remaining hypotheses were not supported, potentially due to contextual factors such as employee perception of HR practices, uneven implementation across departments, or demographic characteristics that moderated the expected effects. Additionally, organizational engagement and commitment characteristics may affect turnover. This study found that both organizational commitment and engagement significantly mediate the relationship between HR practices and employees' turnover intention, highlighting the importance of fostering a committed and engaged workforce to reduce turnover rates.
 This work is licensed under Attribution-NonCommercial-NoDerivatives 4.0 International	Keywords: Human resource practice; Organizational commitment; Organization engagement; Turnover intention

INTRODUCTION

In an organization or company, human resources are one of the important aspects. A company without human resources will certainly not run because it does not have a workforce. Human resources are one of the highest assets in a company. Consequently, it is critical that businesses properly prioritize a range of tasks and human resource management initiatives. A company that has a poor human resource system can cause chaos in a company as employees also want to receive good rewards; otherwise, it will be a turnover intention (June & Mahmood, 2011). Turnover intention refers to the possibility of an individual voluntarily changing jobs over some time. Turnover intention is known as an employee's intention to withdraw from the organization and is a direct precursor to actual turnover (June & Mahmood, 2011). This viewpoint is a strong stimulus to carry out new jobs that may make workers feel more useful for the company in changing the strategies and policies in the process of defending their talents. Organizations report unprecedented turnover rates. According to 40% of workers, they are most likely to quit over the next three to six months.

According to our study, workers in a variety of sectors quit because they do not feel appreciated and have a bad work-life balance (Aburumman et al., 2020).

Human resource management techniques can influence organizational commitment and engagement. Organizational commitment and engagement are linked to HR management practices (Alam & Asim, 2019). These practices can be in the form of career management, known as career management; job matching, known as person-job fit; job satisfaction, known as pay satisfaction; performance appraisal, known as performance appraisal; and control work, called job control.

Previous studies have shown that human resource management (HRM) practices can significantly influence turnover intention, either directly or through mediating variables such as job satisfaction, stress, or organizational support (Babalola et al., 2021). However, there is limited research that comprehensively examines the dual mediating roles of organizational commitment and organizational engagement in the relationship between HR practices and turnover intention, particularly in the hospitality industry. Most existing studies have focused on urban areas or large hotel chains, while the context of smaller cities like Purwokerto remains underexplored. Additionally, studies rarely investigate both mediators in a single integrated model, leaving a theoretical and practical gap in the literature.

Through this career management process, individuals can have a better understanding of the professional path they are pursuing and create plans and strategies to advance their careers (Bui et al., 2021). The adjustment that occurs in a person to conform to some vocational requirements related to personal skills and personal requirements is known as person-job fit (Bui et al., 2021). The alignment between the individual needs system and the job reinforcement system is demonstrated by job-people compatibility.

Purwokerto, which is known as a tourist destination city on Mount Slamet, makes Purwokerto a special attraction. Purwokerto has many hotels that open job vacancies for local people. Businesses in the hospitality industry are concentrating on enhancing employee services in order to obtain a long-term competitive edge and fulfill company objectives. In the hospitality sector it is highly dependent on tourists, but in the post-pandemic period, Purwokerto City was not open to tourists, resulting in a decrease in income from hotel employees, besides that there is a tendency for local people to go out of the city to find life outside Purwokerto. Many employees intend to resign from the workplace. This action is known as turnover intention. When a long-time employee of a job in an organization considers willingly quitting their current position and leaving the company entirely, this is referred to as turnover intention (Carter et al., 2020). A stated turnover intention is a departure motivated by personal reasons, such as pay, promotion, job satisfaction, or relationships with superiors; a forced separation is defined by an organization to enforce separation, including severance pay, termination of employment, and other reasons (Climek et al., 2024).

The company will face negative consequences if turnover increases, as employee motivation and willingness to remain in the organization decline. Several factors, such as organizational commitment, engagement, and human resource practices, significantly influence employees' decisions to leave the company (Davis et al., 2020). Organizational commitment refers to the psychological attachment of members to the organization, reflected in shared values, loyalty, and a willingness to contribute to organizational goals (Sari &

Dewi, 2020). Organizational engagement, on the other hand, describes the depth of the relationship between employees and the organization, both quantitatively and qualitatively (Hayati et al., 2015). Gallup Consultant popularized the concept of employee engagement in 2004, and it continues to be applied by many companies due to its positive impact on employee performance and retention.

Previous research has shown mixed results regarding the impact of human resource (HR) practices on turnover intention (Gardner et al., 2018). Several studies support the idea that well-implemented HR practices, such as career development and performance appraisal, reduce turnover intention by increasing job satisfaction and commitment (Hoseini et al., 2021). However, other studies suggest that these practices do not always yield consistent results, especially when employees perceive them as unfair or misaligned with their personal goals (Juhdi et al., 2013). This inconsistency indicates the need for a deeper understanding of the mechanisms that mediate this relationship.

Motivated by these issues, this study investigates how organizational commitment and organizational engagement function as mediators in the relationship between HR practices and turnover intention (Juhdi et al., 2013). By addressing the conflicting findings in the literature, this research aims to offer a more comprehensive explanation of how and why HR practices may or may not effectively reduce employees' intention to leave the organization (Martdianty et al., 2020).

The novelty of this study lies in its integrated model, which simultaneously tests the mediating roles of organizational commitment and organizational engagement in the influence of HR practices on turnover intention within the under-researched context of the post-pandemic hospitality sector in a small tourism-based city.

LITERATURE REVIEW

Turnover Intention

The likelihood that an incumbent employee would eventually quit within a specific time frame is known as turnover intention. It refers to the voluntary departure of workers from their jobs or organizations. Over the years, turnover intention has been recognized as one of the most significant and reliable predictors of actual turnover (Cohen et al., 2016). This intention may stem from various organizational, team-related, and personal factors. An employee's desire to leave the company directly precedes actual turnover and is often shaped by job satisfaction, perceived organizational support, and employee engagement.

Turnover intention may occur either consciously or unconsciously. Conscious turnover happens when an employee deliberately chooses to resign while the employer initiates involuntary turnover. According to Turnover, intention is characterized by the employee's mental decision to search for alternative employment opportunities, regardless of whether this intention is acted upon immediately (Memon et al., 2017). Although intention does not always result in actual turnover, it serves as a crucial psychological marker for predicting employee attrition.

Personal characteristics such as job dissatisfaction, burnout, lack of growth opportunities, or weak emotional attachment to the organization often influence turnover intention (Kim & Sohn, 2024). These factors prompt employees to reevaluate their fit within

the company and may lead them to explore jobs where they feel more valued or aligned with their professional aspirations.

The Influence of Career Management on Turnover Intention with Organizational Commitment and Organizational Engagement as Mediation

Wang et al. (2022) stated that career management is carried out with the intention of being able to provide promotions and facilities in the process of career development of workers in an organization. Facilities in the form of job courses, talent development, rotation at work, and others that support workers to grow better. It demonstrates how organizational commitment, through the most important indicator and employee obligations can buffer career management against turnover intention to some extent. It indicates that the lower the turnover intention rate, the better career management is provided to employees through the most important indication, which is interest in promotion. The association between job advancement and the desire to relocate is strengthened when organizational commitment is included as a mediator. It also implies that improved career management for staff members may significantly affect organizational commitment. Employees who are very dedicated to their work will have an impact on their intention to leave, which is even lower because they already feel obligated to stay with the company where they are employed because it has provided them with a lot.

Career management and turnover intention may be mediated by organizational engagement. A happy work experience should be the outcome of effective management of those in charge of hiring, training, career management, performance reviews, and remuneration. Organizational engagement is known as the attachment that companies create to make workers feel attached to the company. Basically, if the employee is experienced and performs well, the company will carry out this attachment directly. The company that acted may make employees feel very attached and do not have freedom, so the sense of revocation is even higher. There will be less chance of an employee quitting the business or organization, and current organizational involvement will be positive. The study reviewed by Juhdi et al. (2013) stated that career management has a significant effect on turnover intention with organizational engagement as mediation.

H1: Career management has a significant and positive effect on organizational commitment and organizational engagement

H2: Career management has a significant and positive effect on turnover intention mediated by organizational commitment and organizational engagement

The Effect of Person Job Fit on Turnover Intention with Organizational Commitment and Organization Engagement as Mediation

Person-job fit refers to the alignment between an individual's characteristics, such as skills, values, and preferences and the requirements of the job (June & Mahmood, 2011). When employees perceive that their traits match well with their job responsibilities, they tend to experience greater job satisfaction, motivation, and psychological attachment to the organization. This sense of compatibility reduces the likelihood of turnover intention, as employees are more likely to remain in roles where they feel competent and valued (Jiang

et al., 2012). High person–job fit not only enhances individual and group performance but also encourages employees to develop a deeper commitment to their organization.

Moreover, organizational commitment and organizational engagement play significant mediating roles in the relationship between person-job fit and turnover intention. Employees who feel a strong fit with their job are more likely to develop an emotional attachment and loyalty to the company, which, in turn, lowers their desire to leave (Wang et al., 2022). A strong person–job fit also contributes to higher organizational engagement, where employees become more emotionally and cognitively involved in their work and the organization. This engagement mediates the effect by reinforcing their intention to stay (Han et al., 2018).

Recent studies confirm that these two variables significantly mediate the effect of person-job fit on turnover intention. For instance, research by Saberi et al. (2023) found that both organizational commitment and engagement act as dual mediators, meaning that person-job fit alone may not be enough to reduce turnover intention unless it leads to stronger emotional and psychological bonds with the organization. Thus, understanding these mediating mechanisms is crucial for HR strategies aiming to retain talented employees.

H3: Person job-fit has a significant and positive effect on organizational commitment and organizational engagement

H4: Person job-fit has a significant and positive effect on turnover intention mediated by organizational commitment and organizational engagement

The Effect of Pay Satisfaction on Turnover Intention with Organizational Commitment and Organizational Engagement as Mediation

Pay satisfaction refers to an employee's perception of fairness and adequacy in the compensation they receive compared to their expectations and contributions. When employees perceive that their compensation aligns with their effort, skills, and responsibilities, they are more likely to develop positive attitudes toward the organization, such as increased organizational commitment and engagement (Setiawan & Adji, 2022). This sense of being valued strengthens emotional bonds with the company and reduces the likelihood of voluntary turnover.

Organizational commitment, which encompasses affective attachment, normative obligation, and continuance perception, plays a significant mediating role in influencing pay satisfaction and turnover intention. Employees who are satisfied with their pay tend to feel more committed to their organizations and, in turn, exhibit lower turnover intentions (Climek et al., 2024). Additionally, organizational engagement that defined as employees' emotional and cognitive involvement in their roles has been found to mediate the relationship between pay satisfaction and turnover. When employees are adequately compensated, they are more motivated to participate in and contribute to organizational initiatives, thus lowering their intention to leave (Sorn et al., 2023).

Empirical studies also confirm the dual mediating roles of organizational commitment and engagement in this context. For instance, pay satisfaction indirectly reduces turnover intention through its impact on both commitment and engagement, suggesting that salary-related perceptions alone are insufficient to retain employees without fostering deeper psychological connections to the workplace.

H5: Organizational commitment is significantly and favorably impacted by pay satisfaction.

H6: With organizational commitment and engagement acting as mediators, pay satisfaction significantly and favorably influences turnover intention

Influence Performance Appraisal against Turnover Intention with Organizational Commitment and Organizational Engagement as mediation

Perform is the performance of employees in the company. An activity that will be carried out by the organization with the intention of evaluating the performance of workers in the company is known as performance appraisal. Employees who receive good performance reviews are more likely to be committed to the organization over time since they are less likely to have plans to quit employment. Workers who are very dedicated to their jobs will have an impact on the declining inclination to move. The organizational commitment, which represents the mindset of employee devotion to the company, will be impacted by the performance review. The study examined by Kartono (2021) said that performance appraisal has a significant and significant effect on turnover intention mediated by organizational commitment.

Performance appraisal is also an activity that will be carried out by the organization with the intention of evaluating the performance of workers in the company. Companies need to carry out these activities to ensure that they always run according to the desired targets. Organizational engagement is known as the attachment that companies create to make workers feel attached to the company. The likelihood of employees leaving the company or organization will be reduced if the organizational engagement implemented goes well. The study examined by Memon et al. (2017) said that performance appraisal has a positive influence on turnover intention with organizational engagement as mediation

H7: Performance appraisal has a significant and positive effect on organizational commitment and organizational engagement

H8: Performance appraisal has a significant and positive effect on turnover intention mediated by organizational commitment and organizational engagement

The Effect of Job Control on Turnover Intention with Organizational Commitment and Organization Engagement as Mediation

Job control refers to the degree of autonomy and discretion employees have in performing their tasks, including decision-making authority and scheduling flexibility. High job control reflects an empowering work environment and has been consistently linked to lower turnover intention because employees feel trusted, competent, and more engaged in their roles (Tijani et al., 2021). When employees have control over how and when they perform their tasks, they are more likely to stay committed to the organization and less likely to seek alternative employment.

This relationship is further strengthened by the mediating role of organizational commitment, which captures employees' emotional attachment, sense of loyalty, and willingness to contribute to the success of the organization. Employees who perceive high job control are more likely to internalize organizational values and remain committed, which subsequently reduces their turnover intention (Wang et al., 2022). Similarly, organizational

engagement has defined as the psychological presence and involvement of employees in their work and also mediates this relationship. High job control enhances employees' engagement levels, making them feel more connected and invested in their work and organization, thus lowering the desire to leave (Zhang et al., 2019).

While earlier studies such as Juhdi et al. (2013) reported no significant direct effect of performance appraisal on turnover intention when mediated by organizational commitment or engagement, more recent findings suggest that the context and quality of appraisal processes can matter significantly. If performance appraisal systems are perceived as fair, constructive, and developmental, they can enhance job control and engagement, ultimately reducing turnover intention (Siraj & Hågen, 2023). It highlights the importance of examining the quality and perception of HR practices rather than merely their presence.

H9: Job control has a significant and positive effect on organizational commitment and organizational engagement

H10: Job control has a significant and positive effect on turnover intention with organizational commitment and organizational engagement as mediation

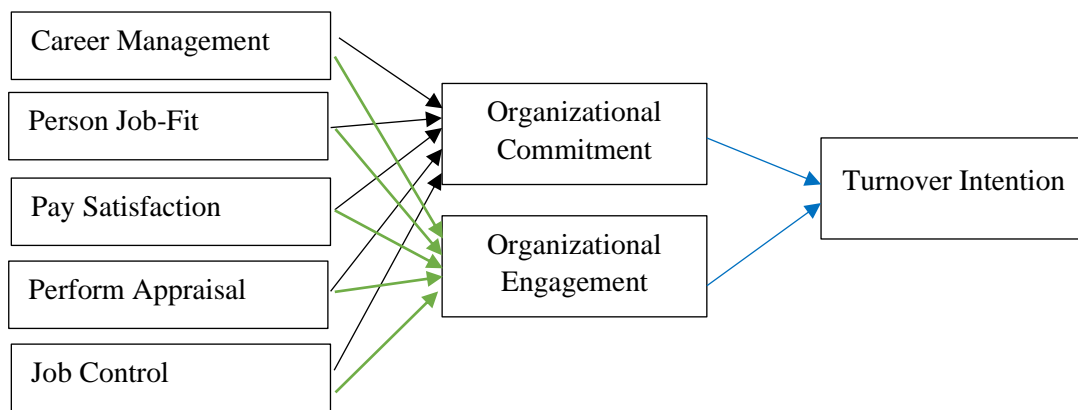


Figure 1. Research Model

From the relationship between career management, personal job fit, pay satisfaction, performance appraisal, job control, organizational commitment, organizational engagement, and turnover intention, a research model can be concluded in Figure 1.

RESEARCH METHOD

To determine the link between the variables in this study, the author employed a quantitative technique to examine the research data. Laksana et al. (2023) describe a quantitative research technique that seeks to use this technique as a tool to examine data obtained based on specific samples of available evidence to test established hypotheses. Up to 330 workers of Purwokerto City's four or five-star hotels made up the sample or total population for this study, which is a form of causal-comparative research. In order to gather information on the study being conducted, workers who have been chosen as research objects are given questionnaires. The questionnaire distributed to employees contains several questions related to what was taken as research material, and then the results collected were analyzed and calculated using Smart PLS 3. This model is known as a model with a statistical method that is carried out with the intention of being able to run an analysis on multiple regression models together that cannot usually be carried out by other equations such as linear.

Table 1 shows that female employees are more dominant than males, namely 232 people. It shows that female employees make up the majority of employees in hotel maintenance service companies, and they are field workers related to service and hospitality. Based on the characteristics of respondents based on age, it can be seen that employees aged 20-30 years are the most, namely 150 people with a percentage of 45%. The education level employees are mostly senior high school 180 people with a percentage of 55% and diploma 120 people with a percentage of 36%.

Table 1. Respondent Characteristics

Respondent characteristic	Total	Percentage (%)
Gender		
Male	98	30
Female	232	70
Age		
20-30	150	45
31-40	140	42
41-50	40	12
Education		
Senior high school	180	55
Diploma	120	36
Bachelor's degree	30	9

RESULT AND DISCUSSION

Results of the Outer Model Validity Test

The assessment of the validity level or not of the data that has been tested is often referred to as a validity test with the intention of finding out the accuracy of the data on all statements in the shared questionnaire. This test chooses to use convergent validity, which is to find out whether the data results are valid or not through a test called AVE, better known as average variance extracted. The result can be declared valid if the test result has a value greater than or equal to 0.5, and if the result is below the existing criteria, it is declared invalid.

The variable in this study can be deemed valid because the Average variance extracted (AVE) value produced is greater than 0.5. The average AVE value generated on the Turnover intention variable is 0.670, career management is 0.656, job control is 0.662, organizational commitment is 0.652, organizational engagement is 0.632, pay satisfaction is 0.678, performance appraisal is 0.624, and the person job-fit is 0.658 (Table 2).

Table 2. Validity Test Results

Variable	AVE	Conclusion
Career Management	0.656	Valid
Person Job Fit	0.658	Valid
Pay Satisfaction	0.678	Valid
Performance Appraisal	0.624	Valid
Job Control	0.662	Valid
Organizational Commitment	0.652	Valid
Organizational Engagement	0.632	Valid
Turnover Intention	0.670	Valid

Reliability Test

The reality test in this study aims to evaluate the accuracy of the statements provided to the company's employees. Each item in the questionnaire must be consistent over time and reflect realistic conditions. This test uses the composite reliability method, which evaluates the internal consistency of the questionnaire. A composite reliability score is considered acceptable if it is greater than 0.7.

The variables turnover intention, career management, job control, organizational commitment, organizational engagement, pay satisfaction, performance appraisal, and person job fit have composite reliability values of 0.884, 0.950, 0.875, 0.891, 0.930, 0.950, and 0.914 respectively, as shown in Table 3. All of these variables can be considered realistic since the values produced are greater than 0.7.

Table 3. Reliability Test Results

Variable	Composite Reliability	Conclusion
Career Management	0.950	Valid
Person Job Fit	0.914	Valid
Pay Satisfaction	0.930	Valid
Performance Appraisal	0.950	Valid
Job Control	0.910	Valid
Organizational Commitment	0.875	Valid
Organizational Engagement	0.891	Valid
Turnover Intention	0.884	Valid

Inner Model Testing (Hypothesis Test)

Table 4 summarizes the hypothesis testing results on the effects of various HR practices on organizational commitment, engagement, and turnover intention. Person-job fit ($t = 3.842$, $p = 0.000$) and performance appraisal ($t = 4.151$, $p = 0.000$) significantly influence organizational commitment, while career management ($t = 1.456$, $p = 0.151$), pay satisfaction ($t = 0.413$, $p = 0.689$), and job control ($t = 0.067$, $p = 0.864$) show no significant effects. For organizational engagement, career management ($t = 3.783$, $p = 0.000$) and performance appraisal ($t = 3.187$, $p = 0.001$) have significant positive effects. In contrast, person-job fit ($t = 1.105$, $p = 0.215$), pay satisfaction ($t = 0.582$, $p = 0.430$), and job control ($t = 1.671$, $p = 0.152$) are not significant. Lastly, both organizational commitment ($t = 2.735$, $p = 0.006$) and organizational engagement ($t = 6.408$, $p = 0.000$) significantly reduce turnover intention. These findings highlight the key roles of job-person alignment and performance evaluation in boosting employee commitment and engagement, which ultimately help lower turnover intention.

If the P-Values are less than 0.05, the test is considered to have a significant association; if the value generated exceeds the criterion, the test is considered to be irrelevant. According to the test's findings, the first hypothesis that career management has no discernible impact on organizational commitment is true. Career management is a program run by a company with the intention of providing promotions and facilities for the career development of workers in an organization. However, sometimes, not all programs run effectively, so they do not affect a company's organizational commitment. The results of this finding are in line with research conducted Sari and Dewi (2020) and Setiawan and Adji

(2022), which stated that career management has a significant effect on organizational commitment.

Table 4. Hypothesis Testing

Hypothesis	T-Statistics	P-Values	Conclusion
Career Management -> Organizational Commitment	1.456	0.151	Insignificant
Person Job-Fit -> Organizational Commitment	3.842	0.000	Significant
Pay Satisfaction -> Organizational Commitment	0.413	0.687	Insignificant
Performance Appraisal -> Organizational Commitment	4.151	0.000	Significant
Job Control -> Organizational Commitment	0.067	0.864	Insignificant
Career Management -> Organizational Engagement	3.783	0.000	Significant
Person Job-Fit -> Organizational Engagement	1.105	0.215	Insignificant
Pay Satisfaction -> Organizational Engagement	0.582	0.430	Insignificant
Performance Appraisal -> Organizational Engagement	3.187	0.001	Significant
Job Control -> Organizational Engagement	1.671	0.152	Insignificant
Organizational Commitment -> Turnover Intention	2.785	0.006	Significant
Organizational Engagement -> Turnover Intention	6.408	0.000	Significant

According to the second hypothesis, organizational commitment is significantly impacted by an individual's job fit. The results of this finding are in line with the research conducted by June and Mahmood (2011), which states that a person's job fit has an influence and is significant on organizational commitment.

According to the third hypothesis, organizational commitment is not much impacted by pay satisfaction. The results of this finding are in line with the research conducted by Hayati et al. (2015), which states that pay satisfaction does not affect organizational commitment. Pay satisfaction is known as salary satisfaction in employees. Salary satisfaction that is inappropriate or appropriate does not affect organizational commitment in a company.

According to the fourth hypothesis, organizational commitment is positively and significantly impacted by performance reviews. Perform is the performance of employees in the company. An activity that will be carried out by the organization with the intention of evaluating the performance of workers in the company is known as performance appraisal. The existence of performance appraisal can help companies be more targeted in achieving targets. Employees with high-performance reviews are less likely to intend to change jobs, while those with low-performance reviews are more likely to do so. It suggests that performance reviews can be used as a gauge of an organization's organizational commitment. In the study by Agyare et al. (2016), performance appraisal has a significant influence on organizational commitment.

In the fifth hypothesis, organizational commitment is not much impacted by job control. The results of this finding are in line with the research reviewed by Juhdi et al. (2013), which states that job control does not have a significant influence on organizational commitment. High or low job control in employees is not able to signal seriousness in employees to work, so it cannot be linked to the employee's intention to change jobs. Similarly, the eleventh hypothesis states that organizational engagement is not significantly impacted by job control, further supporting Juhdi et al.'s (2013) findings that performance appraisal did not have a significant effect on organizational engagement.

The sixth hypothesis states that career management significantly and favorably affects organizational engagement, contrary to the research studied by Juhdi et al. (2013), which

found that career management has a significant effect on organizational engagement. Meanwhile, the seventh hypothesis indicates that a person's job fit does not significantly impact organizational engagement, and the eighth hypothesis shows that organizational involvement is not much impacted by pay satisfaction. In contrast, the ninth hypothesis reveals that performance reviews significantly impact organizational engagement, as the T-Statistics value exceeded 1.96, and the P-values were less than 0.05. These results align with Memon et al. (2017), who stated that performance appraisal has a positive and significant effect on organizational engagement.

The eleventh hypothesis also states that organizational commitment has a positive and significant influence on turnover intention, consistent with the study by Guzeller and Celiker (2019), who found that organizational commitment significantly affects turnover intention. Additionally, the twelfth hypothesis indicates that turnover intention is significantly impacted by organizational involvement, aligning with research by Sorn et al. (2023), which stated that organizational engagement has a significant influence on turnover intention. These findings collectively highlight the varying degrees of impact different factors have on organizational commitment, engagement, and turnover intention.

CONCLUSION

Career management has no discernible impact on organizational commitment, according to the first hypothesis, which is supported by the findings of the conducted research. According to the second hypothesis, organizational commitment is significantly and favorably impacted by a person's work fit. According to the third hypothesis, organizational commitment is not much impacted by pay satisfaction. According to the fourth hypothesis, organizational commitment is significantly and favorably impacted by performance reviews. According to the fifth hypothesis, organizational commitment is not much impacted by job control. According to the sixth hypothesis, career management significantly and favorably affects organizational engagement. According to the seventh hypothesis, organizational engagement is not significantly impacted by a person's job fit. According to the eighth hypothesis, organizational involvement is not impacted by pay satisfaction. According to hypothesis nine, organizational involvement is significantly and favorably impacted by performance reviews. According to hypothesis ten, organizational engagement is not significantly impacted by job control. According to hypothesis eleven, the turnover intention is significantly and favorably impacted by organizational commitment. According to hypothesis twelve, the turnover intention is significantly and favorably impacted by organizational engagement.

The fact that the study object primarily focuses on Purwokerto City's four or five-star hotels is one example of the limits that researchers are aware of when conducting research. Career management, work satisfaction, performance evaluation, job fit, and job control are among the independent factors that are employed. The dependent variables include turnover intention and organizational commitment and engagement as moderators. Additionally, the researcher suggested that future researchers make use of additional characteristics not included in this study and broaden the study's emphasis to include not only specific Purwokerto hotels but also other businesses, including restaurants, shopping centers, and tourism.

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