

The Influence of Affective Commitment, Job Satisfaction, and Job Stress, on Turnover Intention With Job Security as a Moderating Variable in Retail Employees

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Abstract.

This study aims to analyze the influence of affective commitment, job satisfaction, and job stress on Turnover Intention, with Job Security as a moderating variable. This study uses a quantitative approach with a survey method. The research sample consisted of 184 permanent retail employees in the Greater Jakarta area. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The results showed that job satisfaction had a significant negative effect on Turnover Intention, so the second hypothesis (H2) was accepted. Job stress had a significant positive effect on Turnover Intention, so the third hypothesis (H3) was accepted. Affective commitment did not show a significant effect on Turnover Intention, so the first hypothesis (H1) was rejected. In testing the moderation effect, Job Security did not moderate the relationship between affective commitment and Turnover Intention, so the fourth hypothesis (H4) was rejected. Job Security was proven to moderate the relationship between job satisfaction and Turnover Intention, so the fifth hypothesis (H5) was accepted. Furthermore, job security was also shown to moderate the relationship between job stress and turnover intention, thus accepting the sixth hypothesis (H6). The findings of this study indicate that job satisfaction, job stress, and perceived job security play a significant role in shaping turnover intention. Practically, retail organizations need to consider psychological factors and job stability as part of their employee retention strategies.

Keywords: *Affective commitment; job satisfaction; job stress; job security and turnover intention.*

I. INTRODUCTION

Turnover intention is a crucial issue in human resource management, particularly in the retail industry, which is known for its relatively high employee turnover rate[1]. Data from Jobstreet by SEEK (2024) shows that the retail industry in Indonesia recorded an annual turnover rate of 13–17%, with a significant proportion coming from frontline employees who interact directly with customers. High employee turnover not only increases recruitment and training costs but also has the potential to impact service quality, productivity, and the organization's operational stability [2]. This situation confirms that the phenomenon of turnover intention is relevant to study in the context of the retail workplace. Retail workplaces are generally characterized by target pressure, operational workloads, and high customer service demands. These conditions have the potential to trigger work stress, which various studies have linked to an increased tendency for employees to leave the organization [3]. Job stress not only affects an individual's psychological state but can also impact work attitudes, including commitment and job satisfaction. However, not all employees experiencing job stress express intention to leave, so a more comprehensive understanding of the factors influencing these dynamics is necessary[4]. One factor considered relevant is perception of job security.

Perception of job security reflects an individual's belief in job stability and career sustainability within the organization. Individuals with high levels of job security tend to exhibit greater tolerance for work pressure than those with low perceptions of job security [5]. When employees feel insecure about their job security, even relatively moderate work pressure can be perceived as a significant source of stress, potentially increasing turnover intention[6]. In addition to job stress, job satisfaction is a variable consistently associated with employee retention. Job satisfaction reflects an individual's evaluation of their perceived work experience, including aspects of the job, the work environment, and the rewards received[7]. Previous research has shown that job satisfaction is negatively related to turnover intention, with satisfied employees being less likely to leave the organization [8]. However, the impact of job satisfaction can vary

depending on an employee's perception of job security. Furthermore, affective commitment, which reflects an employee's emotional attachment to the organization, also plays a significant role in explaining work behavior[9]. Individuals with high levels of affective commitment tend to demonstrate loyalty, engagement, and a lower tendency to leave the organization [10].

Affective commitment is not only related to rational factors but is also influenced by the individual's perceived work experiences, including levels of job satisfaction and stress[11]. The relationship between job stress, job satisfaction, affective commitment, and turnover intention has been supported by various cross-context studies. Jung et al. [12] showed that work stress is associated with decreased job satisfaction and organizational commitment, which in turn is associated with increased employee turnover intentions[13]. Similar findings were also presented by Lin et al.[14], which confirms that psychological variables play a simultaneous role in explaining the dynamics of individual work behavior. This indicates that turnover intention is a multidimensional phenomenon that cannot be explained by a single variable[15]. Based on this explanation, this study aims to analyze the influence of affective commitment and job satisfaction, which are estimated to have a negative effect on turnover intention, as well as work stress, which is estimated to have a positive effect on turnover intention, with job security as a moderating variable.

II. METHODS

This study used a quantitative approach with a survey method to examine the influence of affective commitment, job satisfaction, and job stress on turnover intention, with job security as a moderating variable among employees of retail companies in the Jakarta area. The quantitative approach was chosen because the study aimed to analyze the causal relationship between variables through measurable statistical testing. Data were collected using a structured questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree)[16]. Respondents were given an explanation of the research objectives and guaranteed confidentiality of their responses to maintain data objectivity. The research instrument was adapted from a validated international scale. Affective commitment was measured using the Affective Organizational Commitment Scale, which consists of eight statements. Job satisfaction was measured using the Job Satisfaction Scale [17] with six statements. Work stress was measured using the Job Stress Scale [18] which includes nine statements.

The Turnover Intention variable was measured using the Turnover Intention Scale [17], while Job Security was measured using the Job Security Perception Scale [19]. The study population consisted of permanent employees of retail companies in Central Jakarta. The sampling technique used purposive sampling, with respondents having a minimum of one year of service. The sample size was determined based on the guidelines of Hair et al. [20], Therefore, the number of respondents in this study was set at 184. Data analysis was conducted using the Structural Equation Modeling – Partial Least Squares (SEM-PLS) approach with the assistance of SmartPLS 4.0. Evaluation of the measurement model (outer model) was conducted through construct validity and reliability testing using factor loading values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (CR). After the measurement model met the criteria, evaluation of the structural model (inner model) was conducted to examine the relationships between variables and hypothesis testing through a bootstrapping procedure at a 5% significance level.

III. RESULT AND DISCUSSION

Respondent characteristics indicate that this study involved 184 retail company employees. Based on age group, the majority of respondents were in the 26–30 year range (115 respondents (62.50%). In terms of gender, 99 respondents were female (53.80%). Based on educational level, the majority of respondents had a bachelor's degree (118 respondents (64.13%). Meanwhile, based on length of service, the majority of respondents had 2–4 years of service (89 respondents (48.37%). This distribution reflects that the study respondents were predominantly productive-age employees with relatively high levels of education and sufficient work experience in the retail workplace. Evaluation of the measurement model (outer model) was conducted to assess the validity and reliability of the research constructs.

Variables	Indicators	Outer Loading	AVE	Cronbach's Alpha
<i>Job Security</i>	JS1	0.885	0.779	0.943
	JS2	0.844		
	JS3	0.848		
	JS4	0.863		
	JS5	0.870		
	JS6	0.864		
<i>Work Satisfaction</i>	KK1	0.961	0.901	0.978
	KK2	0.945		
	KK3	0.949		
	KK4	0.941		
	KK5	0.937		
	KK6	0.961		
<i>Affective Commitment</i>	KA1	0.926	0.825	0.974
	KA2	0.874		
	KA3	0.922		
	KA4	0.904		
	KA5	0.917		
	KA6	0.924		
	KA7	0.898		
	KA8	0.932		
	KA9	0.922		
<i>Work Stress</i>	SK1	0.937	0.855	0.979
	SK2	0.936		
	SK3	0.936		
	SK4	0.923		
	SK5	0.916		
	SK6	0.926		
	SK7	0.925		
	SK8	0.927		
	SK9	0.915		
<i>Turnover Intention</i>	TI1	0.964	0.919	0.985
	TI2	0.959		
	TI3	0.952		
	TI4	0.955		

Fig 1. Evaluation of the Measurement Model (Outer Model)

The structural model evaluation analysis shows that the R-square value of the Turnover Intention variable is 0.798 with an adjusted R-square value of 0.791. This value indicates that affective commitment, job satisfaction, job stress, job security, and the moderating interaction construct are able to explain 79.8% of the variation in Turnover Intention. This finding indicates that the research model has strong predictive ability in explaining employee turnover intention.

Endogen Variables	R-square	R-square Adjusted
<i>Turnover Intention</i>	0.798	0.791

Fig 2. R-Square Value

Furthermore, the results of the discriminant validity analysis refer to cross-loadings. These findings indicate that each construct in this study has met the criteria for reliability, convergent validity, and discriminant validity. Thus, these constructs are considered suitable for inclusion in the structural model being analyzed.

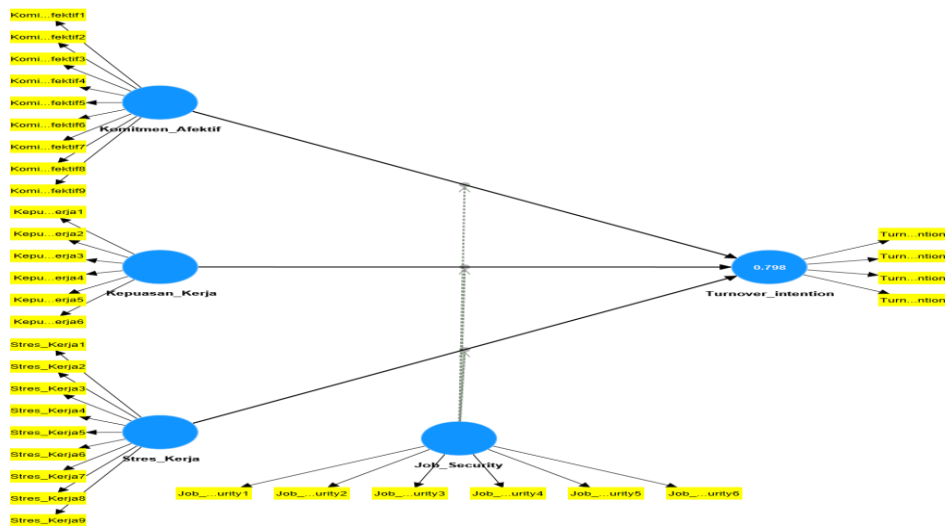


Fig 3. Path Diagram T-Value

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Endogen Variable	R-square	R-square Adjusted
Turnover Intention	0.798	0.791

Fig 4. R-Square Value

Furthermore, the evaluation of the effect size (f-square) value shows that Job Security (0.237) and job satisfaction (0.168) provide a moderate contribution. Job stress (0.114) and affective commitment (0.043) show a small contribution. In the moderation construct, the interaction between Job Security and job satisfaction (0.160) shows a moderate contribution, while the other interactions are in the small to very small category.

Variables	f-square	Category
Job Security	0.237	Medium
Job Satisfaction	0.168	Medium
Affective Commitment	0.043	Small
Work Stress	0.114	Small
Job Security × Job Stress	0.134	Small
Job Security × Job Satisfaction	0.160	Medium
Job Security × Affective Commitment	0.008	Very Small

Fig 5. F-Square Value

The results of the hypothesis test indicate that job satisfaction has a significant negative effect on turnover intention ($\beta = -0.262$; $p < 0.05$), while job stress has a significant positive effect ($\beta = 0.229$; $p < 0.05$). Affective commitment does not show a significant effect ($\beta = 0.027$; $p > 0.05$). Regarding the moderating effect, the interaction between job security and job satisfaction ($\beta = 0.255$; $p < 0.05$) and the interaction between job security and job stress ($\beta = -0.141$; $p < 0.05$) show a significant effect, while the other interactions are insignificant.

Hypothesis	Variable Relationship	Path Coefficient	T-Statistic	P-Value	Decision
H1	The Effect of Affective Commitment on Turnover Intention	0.027	0.639	0.523	Rejected
H2	The Effect of Job Satisfaction on Turnover Intention	-0.262	3.609	0.000	Accepted
H3	The Effect of Job Stress on Turnover Intention	0.229	3.913	0.000	Accepted
H4	The Moderating Role of Job Security on the Relationship between Affective Commitment and Turnover Intention	0.057	1.673	0.094	Rejected
H5	The Moderating Role of Job Security on the Relationship between Job Satisfaction and Turnover Intention	0.255	3.798	0.000	Accepted
H6	The Moderating Role of Job Security on the Relationship between Job Stress and Turnover Intention	-0.141	2.361	0.018	Accepted

Fig 6. Hypothesis Test Results

The results of the hypothesis testing indicate that not all variables in the research model have a significant influence. Affective commitment did not significantly influence turnover intention, therefore, the first hypothesis (H1) was rejected. Furthermore, the moderating role of job security in the relationship between affective commitment and turnover intention was also insignificant, therefore, the fourth hypothesis (H4) was rejected. Conversely, job satisfaction was shown to have a significant negative effect on turnover intention, therefore, the second hypothesis (H2) was accepted. Job stress also showed a significant positive effect on turnover intention, thus, the third hypothesis (H3) was accepted. Regarding the moderating effect, job security was shown to moderate the relationship between job satisfaction and turnover intention, as well as the relationship between job stress and turnover intention. Therefore, the fifth hypothesis (H5) and the sixth hypothesis (H6) were accepted. Overall, these findings indicate that job satisfaction and job stress are the main determinants of turnover intention. Furthermore, job security was shown to act as a moderating variable, strengthening the relationship between job satisfaction and job stress and reducing the influence of job stress on employees' tendency to leave the organization.

IV. CONCLUSION

This study concluded that job satisfaction had a significant negative effect on turnover intention, indicating that increased job satisfaction can reduce the likelihood of employee turnover intention. Job stress was shown to have a significant positive effect on turnover intention, indicating that the higher the perceived level of job stress, the higher the employee's likelihood of leaving the organization. Affective commitment did not show a significant effect, indicating that employee emotional attachment is not a primary determinant in explaining turnover intention in the context of this study. In testing the moderation effect, job security was shown to moderate the relationship between job satisfaction and turnover intention, as well as the relationship between job stress and turnover intention. This finding suggests that perceived job security strengthens the role of job satisfaction in suppressing turnover intention and mitigating the impact of job stress. However, job security did not moderate the relationship between affective commitment and turnover intention. Overall, the study results confirm that turnover intention is a phenomenon influenced by the interaction of psychological factors and perceived job security. This study has limitations related to the limited scope of respondents in the retail sector in a specific region, thus limiting the generalizability of the results.

Furthermore, the quantitative, survey-based approach makes the research findings heavily dependent on respondents' subjective perceptions. The research variables are also limited to affective commitment, job satisfaction, job stress, and job security, while turnover intention is potentially influenced by various other factors. Therefore, future research is recommended to expand the scope of respondents, add other relevant variables, and consider qualitative or mixed methods approaches to gain a more comprehensive understanding. Practically, the research results provide managerial implications for retail companies. Job satisfaction has been shown to be a key factor in reducing turnover intention, so organizations need to prioritize improving employee work experiences. Managing job stress is also crucial given its impact on turnover intentions. Furthermore, improving perceived job security plays a strategic role in strengthening workforce stability, both by enhancing the impact of job satisfaction and mitigating the impact of job stress. These findings emphasize that employee retention strategies require an integrated approach that combines psychological aspects with perceived job security.

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