

**THE EFFECT OF EMPLOYEE RETENTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH TURNOVER INTENTION AS AN INTERVENING VARIABLE**  
**(Study on employees of PT. Pos Indonesia Tebing Tinggi Branch)**

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**Abstract**

*This research aims to determine The Effect Of Employee Retention And Organizational Commitment On Employee Performance With Turnover Intention As An Intervening Variable (Study on employees of PT. Pos Indonesia Tebing Tinggi Branch). The research method used is a quantitative method using the help of Smart PLS version 3.0 which was collected from the results of distributing questionnaires. The analytical method used in this research is to use instrument tests, namely validity and reliability tests. measurement model (outer model), namely the validity test, reliability test, then the structural model (inner model) including: coefficient of determination/r-square ( $r^2$ ), goodness of fit model and hypothesis testing with the t-statistic test and indirect influence test ( indirect effect). The results of Smart PLS 3.0 in this research are that organizational commitment in this research does not have a significant effect on employee performance. Organizational commitment in this research has a significant effect on turnover intention. Employee retention in this study did not have a significant effect on employee performance. Employee retention has a significant effect on turnover intention. Turnover intention in this research has a significant influence on employee performance. Turnover intention is able to mediate or intervene in the influence of organizational commitment on employee performance. Turnover intention cannot mediate the effect of employee retention on employee performance.*

**Keywords:** Organizational Commitment, Employee Retention, Turnover Intention, Employee Performance

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## 1. INTRODUCTION

PT. Pos Indonesia is an Indonesian state-owned enterprise that primarily provides postal services. PT. Pos Indonesia is one of the BUMNs that is familiar to the public. Spread widely and evenly throughout all regions in Indonesia, PT. Pos Indonesia is one that makes a big contribution to society, by providing various services and products that can be easily reached ([www.liputan6.com](http://www.liputan6.com)). PT. Pos Indonesia (Persero) succeeded in achieving extraordinary performance in 2022, especially in the Business and Financial Services division. The Company is committed to maintaining this achievement in 2023 ([www.Compas.com](http://www.Compas.com)).

Employee performance is very important because employee performance will determine the success of an organization, especially for companies like PT. Pos Indonesia (Persero) is required to always have good performance because its task and function is to serve customer needs. Good employee performance is a reflection of quality human resources, this performance determines a person's success, at PT. Pos Indonesia (Persero), employee performance is very concerned, optimal performance from an employee will result in an increase in overall performance, because performance is a reflection of the company's ability to manage and allocate employees in the company, therefore employee performance has a very big influence. important for the continuity of activities and influence the process of the company's goals.

The top brand index table for courier services in Indonesia shows that in 2023 the highest top brand index will be dominated by JNE, followed by the J&T courier service which is ranked second and TIKI is ranked third, while PT. Pos Indonesia is ranked fourth. In 2023 PT. Pos Indonesia only controls 8.50% which is very low compared to JNE, J&T and TIKI. The low top Brand Index at PT. Pos Indonesia cannot be separated from less than optimal performance, in this case, in order to be able to compete with similar companies, optimal employee performance is needed from all employees in the company.

The phenomenon that occurs in the field is based on direct observation, namely that employee performance has not yet reached the company's targets. This is supported by performance assessment evaluation data which shows that employee performance is still not optimal. based on the table regarding employee performance evaluation at PT. Pos Indonesia Tebing Tinggi Branch in the period 2022 – 2023 experienced fluctuation. Performance achievement will experience a decline in 2022 - 2023. The decline can also be seen in each quarter in 2023, the achievement figure was 75.50 in the 1st quarter dropping to 73.20 in the 4th quarter with a C (adequate) predicate, in this case It can be concluded that employee performance is experiencing problems because performance achievement is only C (adequate), while the company's expectations are that employee performance will increase with the predicate A (very good) or B (good) from year to year.

Performance that is not yet optimal can be caused by various factors, one of which is employee retention. This is proven by previous research conducted by Rita Yuanita (2022), which shows that employee retention has an influence on employee performance. Employee retention is a process where employees are encouraged to remain in a company until the project has ended or the maximum period. If employee retention can be implemented well by the company, the work carried out by employees will be effective and efficient (Rita Yuanita, 2022). Employees have an increased desire to move from their workplace because their rights are less concerned. So, it is very important for companies not to lose employees, which can result in losses in the company's work that affect performance. So anticipatory steps are needed so that companies can maintain their human resource assets (Rita Yuanita, 2022). Employee retention at PT. Pos Indonesia is still inadequate, employees are not fully getting their rights due to the company's increasing operational costs.

The results of the pre-survey conducted by researchers showed that employee retention at PT. Pos Indonesia Tebing Tinggi Branch is not doing well, the company still does not fully provide rights to all employees. Of course, this can make employees feel uncomfortable and result in less than optimal performance, in line with research conducted

by Rita Yuanita (2022) which shows that employee retention has an effect on employee performance.

Another factor that can influence performance is organizational commitment. This is supported by research conducted by Anggraini et.,al (2021), which shows that organizational commitment can influence employee performance. In many indicators that influence organizational success, organizational commitment is one indicator that can spur better employee performance. Employees who have low organizational commitment will have a series of impacts on the organization itself, the most common impact reflected by the company's low organizational commitment attitude is employees who are not responsible for their work (Angraini et al., 2021). Organizational commitment at PT. Pos Indonesia Tebing Tinggi Branch is still considered not optimal. Judging from observations and interviews conducted by researchers, there is a lack of emotional feelings among employees with co-workers and employees do not comply with the regulations set by PT. Pos Indonesia Tebing Tinggi Branch.

From the results of the pre-survey conducted by researchers, it shows that the majority of respondents answered that they did not agree. This explains that the organizational commitment to employees of PT. Pos Indonesia Tebing Tinggi Branch is still not optimal. employee relations with the organization are still not good. This can certainly make employee performance less than optimal, in line with research conducted by Anggraini et., al (2021).

Apart from that, another factor is Turnover intention, this is supported by research conducted by Surya Kusumah et.,al (2022). Which shows that turnover intention influences turnover intention. Turnover intention is basically an employee's desire to leave one workplace to another, but has not yet reached the realization stage, namely moving work from one place to another (Santi Gunawan, 2020). Turnover in the world of work is normal, but if it is left unchecked it can become a problem for the company if there is high turnover. From the data obtained, turnover at PT Pos Tebing Branch is still quite high, it can be seen that many employees want to leave their jobs. Based on the results of the pre-survey, theoretical descriptions and previous research, the author is interested in conducting research with the title The Influence Of Employee Retention And Organizational Commitment On Employee Performance With Turnover Intent.

## **2. LITERATURE REVIEW**

### **a. *Theory planned of behaviours***

This theory is intended as an instrument to observe how actually a person's attitudes and behavior are related, so this theory is called the theory of planned behavior or theory of planned behavior (Manuntung, 2018). The theory of planned behavior basically explains the causes of behavioral intentions. The theory of planned behavior is also a theory that provides a detailed explanation of intention, namely how much effort a person puts into doing something. This theory is an extension of the theory of reasoned action which explains that a person's intentions can be predicted from the existence of 3 things as forming elements according to (Alimbudiono, 2020), namely environmental attitudes, subjective norms and perceived control of behavior.

### **b. Human Resource Management**

Human resource management is a stage or process for overcoming problems that arise within the scope of the workplace which includes companies, employees, managers and so on. According to A.F Stoner, human resource management is a continuous procedure

carried out with the aim of filtering people who are considered qualified to be placed in the required positions. Mutiara S Panggabena defines it as a process consisting of the stages of planning, organizing, evaluating, procurement to the point of terminating employee employment in order to achieve company goals (Rusby, 2017). According to Afandi, (2017) there are 5 things that are indicators of human resource management, namely work assignments, quantity, quality of work, appropriate time and effectiveness.

**c. Employee Retention**

A company will be able to maintain its existence and be able to realize all its visions and missions if the company can carry out employee retention well, then the way a company can retain its employees is called employee retention. Employee retention is also seen as a method or effort to pressure employees to stay at the company for a long period of time (Tirta & Enrika, 2020). The word employee retention is a term that often appears in company or business management, which wants to provide an overview of a company regarding how to retain its employees (Krishnamoorthy & Aisha, 2022). Employee retention refers to the company's attitude of retaining its employees so that they do not resign in order for the company not to recruit new employees (Gani, 2017). Based on the descriptions above, it can be understood that employee retention is an effort made by the company to retain employees with good performance qualifications so that they remain loyal to the company. According to Mathis and Jackson (Riyanto, 2019), there are 5 indicators of employee retention, namely organizational components, organizational career opportunities, rewards, job design and employee relations

**d. Organizational Commitment**

Organizational commitment is an attitude of loyalty aimed at each organization which is known from the intention to want to remain in the organization, do things that are of value in the organization and work hard on behalf of the organization (Yusuf & Syarif, 2017). William and Hazer define it as an affective response to the organization as a whole. O'Reilly and Chatman define it as the psychological closeness that a person feels to their organization, and this closeness will be reflected in a person being able to adopt the characteristics of their organization (Yusuf & Syarif, 2017). Based on the description above, it can be understood that organizational commitment is an attitude that describes the extent to which a person supports and wants to continue to be committed to his organization. Indicators of Organizational Commitment in Busro (2018: 86) are Affective Commitment Indicators, Continuous Commitment Indicators and Normative Commitment Indicators.

**e. Employee Performance**

Performance is the scope of performance, while performance is defined as the result of someone's work. Performance is also seen not only at the level of work results but also includes the work process or how the work is taking place (Wibowo, 2016). In another sense, performance is the actual results that a person achieves in terms of work criteria (Robbins & Judge, 2015). So it can be understood that performance is the result of work that a person achieves when they have completed their obligations at work. The indicators for measuring employee performance, Esthi & Marwah, (2020), are quality, quantity, timeliness, effectiveness and independence.

**f. Turnover intention**

Robbins and Judge say that turnover intention is the tendency that employees have to leave the company where they work, whether done sincerely or under pressure, which is generally done because they are bored or have a second job (Robbins & Judge, 2015). It

can be understood that turnover intention is an employee's attitude towards leaving or resigning from their company. Indicators of turnover intention according to Harnoto in (Sopiah & Sangadji, 2018) are increasing levels of absenteeism, starting to get bored at work marked by being lazy at work, increasing violations of rules and regulations committed by employees, increasing protests by superiors against company policies towards leaders and different behavior. from the usual, often responsible, now very irresponsible.

### 3. RESEARCH METHODS

The type of research used in this research is quantitative research methods. This research was conducted at PT. Pos Indonesia Tebing Tinggi Branch, where the population used is 33 employees. The sampling technique used is a saturated sampling technique because the population is small, so the sample that the author took is the same as the population, namely 33 PT employees. Pos Indonesia Tebing Tinggi Branch. The data used consists of primary data sourced from questionnaires as research objects which the author distributed to all employees as respondents. Meanwhile, secondary data includes data from company archives, literature studies and literature from previous research.

The data analysis techniques used in this research are as follows:

a. Measurement Model (Outer Model)

The outer model (measurement model) is how each variable in the form of an indicator is related to the latent variable. The outer model is used to assess validity tests and reliability tests. Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable).

b. *Structural Model (Inner model)*

The structural model or inner model aims to see the correlation or relationship between latent variables in the research through the t test. Evaluation of the inner model can be seen from several indicators which include the coefficient of determination (R<sup>2</sup>), Predictive Relevance (Q<sup>2</sup>) and Goodness of Fit Model (GoF) (Hussein, 2015).

c. Hypothesis test

After obtaining the regression equation, it is necessary to test the hypothesis to find out whether the regression coefficient obtained is significant, then test the hypothesis using the t test (partial) and Path Analysis test.

#### 1) Partial Test (t Test)

Partially Hypothesis Testing is carried out using the t-test. The t statistical test basically shows how much influence an explanatory/independent variable individually has in explaining variations in the dependent variable. This test is carried out by carrying out a significant test and the independent variable is said to have an influence on the dependent variable if the value of each independent variable is below 0.05. To find the t count, use the formula:

$$t = \frac{r_p \sqrt{n - m}}{\sqrt{1 - r_p^2}}$$

Source: Iqbal Hasan (2019: 100)

Information :

R<sub>p</sub> = Partial correlation found

N = Number of samples

M = Number of variables

$T = t$  calculate which is then consulted with the  $t$  table

The criteria for decision making in the  $t$  test are:

- $H_0$  is accepted ( $H_1$  is rejected) if  $t_{count} < t_{table}$  or  $-t_{count} > -t_{table}$
- $H_0$  is rejected ( $H_1$  is accepted) if  $t_{count} > t_{table}$  or  $-t_{count} < -t_{table}$

## 2) Path Analysis

In research, path analysis is used to determine the direct or indirect influence between the independent variable and the dependent variable. In this research, employee retention or ( $X_1$ ) and turnover intention ( $Z$ ) are both exogenous and endogenous variables.

Structural Equation:

$$Z = PZ1 + PZ2 + e$$

$$Y = PY1 + PY2 + PYz + e^2$$

The magnitude of the direct and indirect influence can be seen in the following equation:

Direct Influence =  $P_1$

Indirect Influence =  $P_2 + P_3$

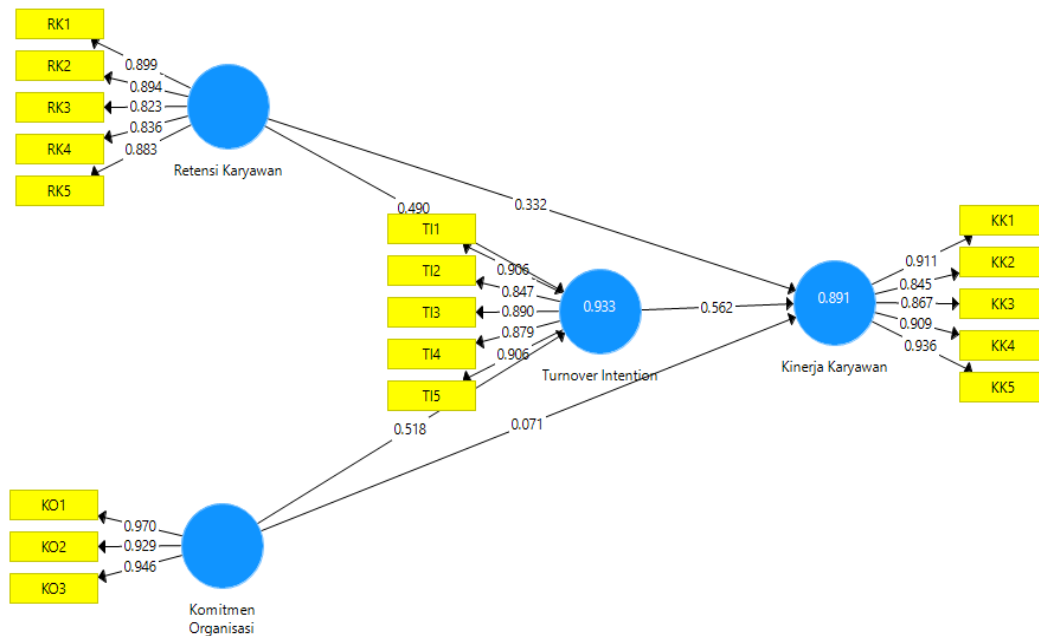
Total Influence (correlation of variables  $X$  and  $Y$ ) =  $P_1 + (P_2 + P_3)$

## 4. RESULTS AND DISCUSSION

### 1) Research Results

#### a. Evaluasi Model Pengukuran (Outer Model)

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this research.



Source: Primary data processed (2024)

**Figure 1. Structural Model (Outer Model)**

#### a) Convergent Validity

*Convergent Validity can be seen from the loading factor ( $\lambda$ ) value. Loading factor describes the magnitude of the correlation between each measurement item*

(indicator) and its construct (latent variable). A loading factor/outer loading value above 0.7 can be said to be ideal, meaning that the indicator is said to be significant as an indicator that measures the construct (latent variable). However, loading factor values above 0.5 are acceptable. To obtain convergent validity values, it can be seen through the outer loading values on the variables and indicators. In this research, factor loading can be described as follows:

Table 1 Results of Factor Loading Convergent Validity Test

Item	Kinerja Karyawan	Komitmen Organisasi	Retensi Karyawan	Turnover Intention
KK1	0.911			
KK2	0.845			
KK3	0.867			
KK4	0.909			
KK5	0.936			
KO1		0.970		
KO2		0.929		
KO3		0.946		
RK1			0.899	
RK2			0.894	
RK3			0.823	
RK4			0.836	
RK5			0.883	
TI1				0.906
TI2				0.847
TI3				0.890
TI4				0.879
TI5				0.906

Sumber: Data Diolah (2024)

In table 1, it shows that the outer loading value of all variables has a value above 0.7, so all the indicators above are declared valid and suitable for use for research.

#### b) Discriminant Validity

Discriminant validity is used to test whether the indicators of a construct are not highly correlated with indicators of other constructs. If the correlation of the construct with the measurement item is greater than the size of the other construct, it will indicate that the latent construct predicts the measure in the block better than the measure of the other block. Loading factor values above 0.70 are declared valid as indicators that measure the construct. However, for research in the initial stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient (Ghozali and Latan, 2015: 74). In this research cross loading can be described as follows:

Table 2 Cross Loading Results

Item	Kinerja Karyawan	Komitmen Organisasi	Retensi Karyawan	Turnover Intention
KK1	0.911	0.781	0.832	0.866
KK2	0.845	0.810	0.823	0.771
KK3	0.867	0.793	0.780	0.837
KK4	0.909	0.686	0.832	0.816
KK5	0.936	0.821	0.807	0.888
KO1	0.857	0.970	0.799	0.887
KO2	0.807	0.929	0.742	0.848
KO3	0.812	0.946	0.833	0.904
RK1	0.825	0.692	0.899	0.786
RK2	0.804	0.757	0.894	0.834
RK3	0.690	0.723	0.823	0.762
RK4	0.776	0.730	0.836	0.790
RK5	0.847	0.721	0.883	0.828
TI1	0.813	0.884	0.811	0.906
TI2	0.780	0.715	0.874	0.847
TI3	0.860	0.820	0.748	0.890
TI4	0.777	0.791	0.774	0.879
TI5	0.903	0.888	0.879	0.906

Sumber: Data Diolah (2024)

Based on the results in table 2, it shows that all indicators have met the discriminant validity criteria. It can be seen in the table that the cross loading values for indicators on their own constructs/variables are greater than the cross loading values for other indicators.

c) *Composite Reliability dan AVE*

Composite Reliability is done by looking at the output from the latent variable coefficients view. From this output, the criteria are seen from two things, namely composite reliability and Cronbach's alpha. The composite reliability and Cronbach's alpha values are declared reliable and valid if they are  $> 0.70$ . If a construct meets these two criteria, it can be said that the construct is reliable or has consistency in the research instrument. The Average Variance Extracted (AVE) which is often used is a minimum of 0.50. To measure reliability, it can be done by looking at the Cronbach's Alpha, Composite Reliability and AVE values and the results can be seen in the following table:

Table 3 Composite Reliability and AVE Values

Variabel	Cronbach's Alpha	(AVE)	Keterangan
Kinerja Karyawan	0.937	0.800	Reliabel
Komitmen Organisasi	0.944	0.900	Reliabel
Retensi Karyawan	0.918	0.753	Reliabel
Turnover Intention	0.931	0.785	Reliabel

Source: Processed Data (2024)

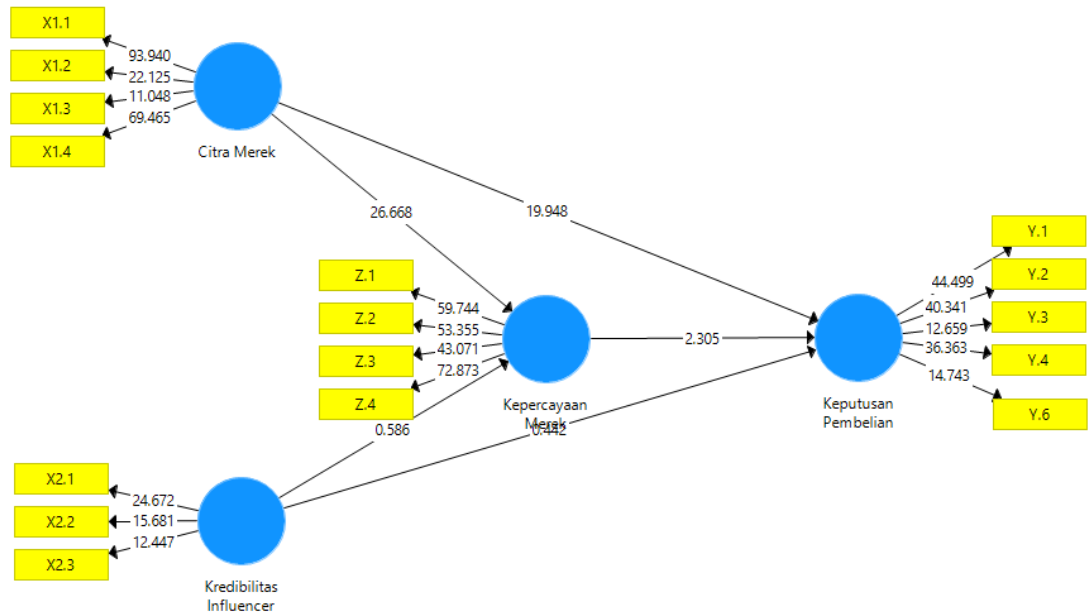
Based on table 3, the results show that the Cronbach's alpha and composite reliability values for each variable are  $> 0.70$ , meanwhile for the AVE value for all



variables  $> 0.50$ , therefore all variables have met all the reliable criteria and are also valid so they can be continued for evaluation. structural model.

**b. Evaluasi Model Struktural (Inner Model)**

Evaluation of the inner model can be seen from several indicators which include the coefficient of determination ( $R^2$ ), Predictive Relevance ( $Q^2$ ) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this research are as follows:



Source: Primary data processed (2024)

**Figure 2. Structural Model (Inner Model)**

**a) Coefficient of determination ( $R^2$ )**

The coefficient of determination essentially measures how far the model is able to explain endogenous variations. The construct is called the R-square value. The structural model (inner model) is a structural model to predict causal relationships between latent variables. Where the R-square test in this research can be described as follows:

**Table 4 Nilia  $R^2$**

Kontruks	R Square	R Square Adjusted
Kinerja Karyawan	0.891	0.879
Turnover Intention	0.933	0.929

Sumber: Data Diolah (2024)

Based on table 4 above, it is known that in this study the R-square value of the employee performance variable is 0.891, which means that the employee retention and organizational commitment variables are able to explain the employee performance variable by 89.1%. Meanwhile, the R-square value for the turnover intention variable in this study is 0.933, which means that the employee retention

and organizational commitment variables are able to explain the turnover intention variable by 93.3%.

b) *Predictive Relevance (Q2)*

According to Ghozali (2014: 79), the Q2 value can be used to measure how well the observation values are produced by the model and also the estimated parameters. A Q-square value > 0 indicates that the model has good predictive relevance. The Q-square predictive relevance value can be measured in the following way:

$$\begin{aligned} Q^2 &: 1 - (1 - R^2 \text{ Employee performance}) \times (1 - R^2 \text{ Turnover Intention}) \\ &: 1 - (1 - 0,879) \times (1 - 0,929) \\ &: 1 - (0,121) \times (0,071) \\ &: 0,9904 \end{aligned}$$

Based on the calculation results above, a Q-square value of 0.9904 is obtained, which means the predictive relevance model is good.

c) *Hypothesis Testing With Path Coefficients*

Path Coefficient A measuring tool used to see how much influence one variable has on another variable. This can be seen through the level of significance. Where this test is a hypothesis test which aims to answer the hypothesis in this research.

*Direct Influence*

In this case, direct influence is hypothesis testing which aims to describe the influence of the independent variable on the dependent variable directly without the presence of internal variables. Where in this research it can be described based on the following table:

Table 5 Parth Coefficients of Direct Effect

Direct Influence Construct	Original Sample (O)	Standard Deviation	T Statistics	P Values
Komitmen Organisasi -> Kinerja Karyawan	0.071	0.174	0.409	0.683
Komitmen Organisasi -> Turnover Intention	0.518	0.156	3,322	0.001
Retensi Karyawan -> Kinerja Karyawan	0.332	0.201	1,651	0.099
Retensi Karyawan -> Turnover Intention	0.490	0.148	3,314	0.001
Turnover Intention -> Kinerja Karyawan	0.562	0.212	2,659	0.008

Source: Processed Data (2024)

Based on table 5 above, hypothesis testing can be described as follows:

- In the construction of the relationship or influence between the organizational commitment variable on employee performance, a significant value of 0.683 > 0.05 is obtained, so it can be concluded that H1 is rejected and H0 is accepted, which means that organizational commitment has no effect on employee performance.
- In the relationship construct or the influence of the organizational commitment variable on turnover intention, a significant value of 0.001 < 0.05 was obtained, so it was concluded that organizational commitment had a significant effect on turnover intention. Thus, it can be concluded that H2 in this study is accepted and H0 is rejected, or in other words, organizational commitment has a significant effect on turnover intention.

- c) In the relationship construct or the influence of employee retention variables on employee performance, a significant value of  $0.099 > 0.05$  was obtained, so it was concluded that employee retention had no significant effect on employee performance. Thus, it can be concluded that H3 in this study is rejected and H0 is accepted, or in other words employee retention has a significant effect on employee performance.
- d) In the relationship construct or the influence of employee retention variables on turnover intention, a significant value of  $0.001 < 0.05$  is obtained, so it can be concluded that employee retention has a significant effect on turnover intention. Thus, it can be concluded that H4 in this study is accepted and H0 is rejected, or in other words, employee retention has a significant effect on turnover intention.
- e) In the relationship construct or influence of the turnover intention variable on employee performance, a significant value of  $0.008 < 0.05$  was obtained, so it was concluded that turnover intention had a significant effect on employee performance. Thus, it can be concluded that H5 in this study is accepted and H0 is rejected, or in other words, turnover intention has a significant effect on employee performance.

#### Indirect Influence

The indirect influence construct in this research was carried out with the aim of seeing the influence of intervening variables in strengthening or softening the relationship between the independent variable and the dependent variable. Where in this research it can be described based on the following table:

Table 6 Parth Coefficient of Indirect Effect

Indirect Influence Construct	T -Statistics	P -Values
Komitmen Organisasi -> Turnover Intention -> Kinerja Karyawan	2,097	0.036
Retensi Karyawan -> Turnover Intention -> Kinerja Karyawan	1,812	0.071

Source: Processed Data (2024)

Based on the results of data analysis in table 6 above, the conclusions of hypothesis testing can be described as follows :

- a) The turnover intention variable in this research is able to intervene by strengthening the influence of organizational commitment on employee performance with a significant value of  $0.036 < 0.05$  so it can be concluded that H6 is accepted and H0 is rejected with the conclusion that turnover intention intervenes in the influence of organizational commitment on employee performance.
- b) The turnover intention variable in this study does not intervene by weakening the influence of employee retention on employee performance with a significant value of  $0.071 < 0.05$  so it can be concluded that H7 is rejected and H0 is accepted with the conclusion that turnover intention does not intervene in the influence of employee retention on employee performance.

## 2) Discussion

Based on the results of the data analysis carried out in this research, several discussions can be outlined as follows:

### 1) The influence of organizational commitment on employee performance

Based on the results of the analysis in this research, it was found that organizational commitment does not have a significant effect on employee performance because it has a significant value of  $0.683 > 0.05$ . In this context, it is important not to rely solely on

statistical results, but also to consider the practical implications of the findings. Organizations can use these findings as an opportunity to improve their human resource management strategies and improve employee performance through more effective and relevant approaches. This is not in line with research conducted by Renita Angraini, et al with the title "The Influence of Organizational Commitment on Employee Performance in the Regional Personnel and Training Agency of Enrekang Regency" which states that there is an influence of organizational commitment on the performance of employees in the Personnel and Training Agency in the area .

2) The influence of organizational commitment on turnover intention

Based on the results of data analysis in this research, it was found that organizational commitment has a significant effect on turnover intention with a significant value of  $0.001 < 0.05$ . Thus, these findings highlight the importance of paying attention to factors influencing organizational commitment in human resource management strategies. This can not only increase employee retention but also potentially improve overall organizational performance by reducing turnover rates and keeping high-performing employees within the organization.

The results of this statement are in line with research conducted by Rosa Amalia Husna with the title "The Influence of Organizational Commitment and Salary on Turnover Intention of Outsourcing Employees at PT Kalimas Transportation" which states that the variable organizational commitment has a significant influence on turnover intention.

3) The effect of employee retention on employee performance

In this research, it was found that employee retention did not have a significant effect on employee performance with a significant value of  $0.099 > 0.05$ . In conclusion, the finding that employee retention has no significant effect on employee performance indicates that organizations need to look at more than just the level of success in retaining employees. Complex factors such as motivation, job satisfaction, and professional development also need to be considered to improve overall employee performance and support the organization's strategic goals in the long term. The statement from the results of this research is in line with research conducted by Rita Yuanita Toendan with the research title "The Influence of Employee Retention and Work Environment on Employee Performance in Jekan Raya District, Palangka Raya" which states that there is no influence from employee retention on employee performance.

4) The effect of employee retention on turnover intention

Based on the results of data analysis in this research, it was found that employee retention has a significant effect on turnover intention with a significant value of  $0.001 < 0.05$ . Thus, the finding that employee retention has a significant effect on turnover intention shows the importance of focusing on strong and supportive retention strategies. This can not only help improve workforce stability and organizational performance, but also support the achievement of the organization's long-term goals in facing the challenges of changing markets and global competition. These results are also in line with research conducted by Devi Alfianti with the title "The Influence of Organizational Commitment and Employee Retention on Turnover Intention of Production Employees at PT. Bengkalis Dockindo Perkasa Sungai Siput, Bengkalis Regency" which states that partially organizational commitment has a simultaneous effect on turnover intention. .

5) The effect of turnover intention on employee performance

Based on the results of data analysis in this study, it was found that turnover intention has a significant effect on employee performance with a significant value of 0.008

$<0.05$ . Thus, the finding that turnover has a significant effect on employee performance emphasizes the importance of effective turnover management and a strong retention strategy. Focusing on retaining high-performing employees and creating a work environment that allows for growth and development can help organizations reduce the negative impact of turnover on overall performance. The statement of the results of this research is in line with research conducted by Alfatania Pandu Asmara with the research title "The Effect of Turnover Intention on the performance of employees at the Surabaya Surgical Hospital" which states that turnover intention has an effect on employee performance.

- 6) The influence of organizational commitment on employee performance intervened by the turnover intention variable

Based on the results of data analysis in this research, it was found that the turnover intention variable was able to intervene in the influence of organizational commitment on employee performance with a significant value of  $0.038 < 0.05$ . Thus, if turnover intention mediates the influence of organizational commitment on employee performance, this provides valuable insight for organizations to improve their human resource management strategically and support the achievement of organizational goals in the long term. This statement is in line with research conducted by Alan Pudito with the title "The Effect of Employee Retention and Organizational Commitment on Employee Performance Through Turnover Intention as an Intervening Variable (Study of CV. Ayu Lestari Bumiayu employees)" with research results stating that Organizational commitment has a significant influence on employee performance mediated by turnover intention.

- 7) The effect of employee retention on employee performance is intervened by the turnover intention variable

The results of data analysis in this study show that the turnover intention variable does not mediate or intervene in the effect of employee retention on employee performance with a significant value of  $0.071 > 0.05$ . In conclusion, if turnover intention does not intervene in the influence of employee retention on employee performance, this shows the complexity in the factors that influence performance in a specific context. Organizations can use these findings as a basis for developing human resource management strategies that are more tailored to their needs to maximize workforce performance and stability. This statement is in line with the results of research conducted by Alan Pudito with the title "The Effect of Employee Retention and Organizational Commitment on Employee Performance Through Turnover Intention as an Intervening Variable (Study on employees of CV. Ayu Lestari Bumiayu)" with research results which state that employee retention has a significant influence on employee performance mediated by turnover intention.

## **5. CONCLUSION**

Based on the results of data analysis and discussion in this research, several conclusions can be concluded as follows:

- 1) Organizational commitment in this research does not have a significant effect on employee performance.
- 2) Organizational commitment in this research has a significant effect on turnover intention.
- 3) Employee retention in this study did not have a significant effect on employee performance.
- 4) Employee retention has a significant effect on turnover intention.

- 5) Turnover intention in this research has a significant influence on employee performance.
- 6) Turnover intention is able to mediate or intervene in the influence of organizational commitment on employee performance.
- 7) Turnover intention cannot mediate the effect of employee retention on employee performance.

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