
**The Influence of Job Satisfaction and Employee Commitment Due to
Employee Commodification on Turnover Intention of Generation Z
Journalists**

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ABSTRACT

Turnover intention among Generation Z has been increasing alongside the growing commodification of labor. Unfavorable working conditions, disproportionate pay compared to workload, contract-based employment, lack of job security, and anxiety over termination have driven this generation to seek new opportunities. This study aims to analyze the influence of job satisfaction and employee commitment on turnover intention among Generation Z journalists. A quantitative approach was used with a sample of 110 journalists from the Media Group. The findings reveal that job satisfaction significantly reduces turnover intention. In contrast, employee commitment does not have a direct effect, although a negative relationship between the two was observed. Simultaneously, both variables influence turnover intention. The novelty of this research lies in identifying job satisfaction indicators such as competitive salary, training opportunities, involvement in problem solving, leave entitlements, motivation, SOP evaluation, teamwork, and appropriate job placement. Employee commitment is measured through perceptions of the company as a life asset, trust, and career opportunities. Turnover intention is assessed through new job opportunities, compensation, and personal decisions. The study recommends that companies enhance communication, involve employees in policy-making, and strengthen affective commitment to reduce turnover intention and create a healthier, more productive work environment.

Keywords : *Employee; Journalist; Job Satisfaction; Commitment; Turnover intention*

ABSTRAK

Niat untuk berpindah kerja (*turnover intention*) di kalangan Generasi Z terus meningkat seiring dengan semakin meluasnya komodifikasi tenaga kerja. Kondisi kerja yang tidak menguntungkan, ketidakseimbangan antara beban kerja dan upah, sistem kerja berbasis kontrak, kurangnya jaminan pekerjaan, serta kecemasan terhadap pemutusan hubungan kerja menjadi pendorong utama generasi ini untuk mencari peluang baru. Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan komitmen karyawan terhadap niat berpindah kerja di kalangan jurnalis Generasi Z. Pendekatan kuantitatif digunakan dengan melibatkan 110 jurnalis dari Media Group sebagai sampel. Hasil penelitian menunjukkan bahwa kepuasan kerja secara signifikan menurunkan niat untuk berpindah kerja. Sebaliknya, komitmen karyawan tidak memiliki

pengaruh langsung, meskipun terdapat hubungan negatif antara keduanya. Secara simultan, kedua variabel tersebut memengaruhi niat berpindah kerja. Kebaruan dalam penelitian ini terletak pada identifikasi indikator kepuasan kerja yang mencakup gaji yang kompetitif, kesempatan pelatihan, keterlibatan dalam pemecahan masalah, hak cuti, motivasi, evaluasi SOP, kerja tim, dan penempatan kerja yang sesuai. Komitmen karyawan diukur melalui persepsi terhadap perusahaan sebagai aset kehidupan, kepercayaan, dan peluang karier. Sementara itu, niat berpindah kerja dinilai berdasarkan peluang kerja baru, kompensasi, dan keputusan pribadi. Penelitian ini merekomendasikan agar perusahaan meningkatkan komunikasi internal, melibatkan karyawan dalam proses pembuatan kebijakan, serta memperkuat komitmen afektif guna menekan niat berpindah kerja dan menciptakan lingkungan kerja yang lebih sehat dan produktif.

Kata Kunci : *Karyawan; Jurnalis; Kepuasan Kerja; Komitmen; Niat Berpindah Kerja.*

INTRODUCTION

The economic crisis that hit Indonesia is a challenge that Indonesia will face in 2025, which is expected to affect state finances. Indonesia is experiencing an economic slowdown in 2025, including fluctuations in global commodity prices and geopolitical uncertainty, which can worsen international tensions (Institute & Finance, 2025). A deep understanding of the dynamics of the economy and finance in 2025 needs to be considered by all citizens, companies, and government institutions. The government must implement economic policies that can reduce, or even stop, the wave of layoffs in various industries. Companies and even government agencies are facing operational difficulties requiring budget savings from cutting workers to overcome financial pressures.

The weakening global economic conditions have caused business closures, resulting in employee reductions, leading to termination or termination of employee relationships in various business sectors, including the national media industry, amidst massive business competition from social media. In addition, unhealthy economic conditions in a region or country, accompanied by management's unpreparedness in managing business and human resources in the company, have led to employees' decisions to leave a company, called turnover. A survey conducted by Jakpat (2024) showed that 41 percent of Generation Z who entered the workforce had no intention of resigning, 34 percent wanted to leave or change jobs without any certainty of time, and 23 percent wanted to leave because they wanted to try a different job. Research on Revealing Gen Z Career Preferences conducted by Jangkara Data Lab in collaboration with Jakpat (2024) revealed that 95 percent of Generation Z consider work-life balance, flexible working hours, clear career development, a supportive work environment, and salary to be the main considerations in choosing a job.

Turnover is an important phenomenon in the success of a company or organization. The positive impact of employee turnover is that the organization gets new employees who are better than previous employees at a low price (salary). When employee expectations are not met, the employees in question tend to leave the company. When turnover occurs, the costs, time, and opportunities for the organization to develop experience are lost. These losses have an impact on organizational performance, becoming a phenomenon known as dysfunctional turnover. There is a direct positive effect of the compensation system on job satisfaction and turnover intentions, and job satisfaction has an indirect effect on the relationship between the compensation system and employee turnover intentions (Jevtić & Gašić, 2024).

Journalist turnover can affect the decline in productivity and performance of a media company. Media management needs to improve by reviewing business processes to overcome layoffs from journalists' dissatisfaction with excessive workload conditions and salary cuts made

by the company. Media management needs to provide awareness for journalists and employees to have a positive attitude and mindset towards change in order to maintain the media business. Advances in information technology require journalists to work optimally with multiskill abilities in the media field. On the other hand, national media is currently dominated by Generation Z, who move faster because they master technology, making them want to move to find new experiences in other or similar fields.

The impact of employee reductions has resulted in the commodification of journalists in national media, resulting in media worker turnover (journalists). The commodification of workers is a complex phenomenon that reflects the relationship between labor and the market in the context of work and production. Commodification is the process of transforming goods and services, as well as utility values, into commodities that have exchange value in the market, while the commodification of workers refers to the process of labor (humans) being treated as commodities that are traded in a capitalist system that are utilized optimally (Mosco, 2009). Business competition causes significant changes in the roles and responsibilities of employees, which have implications for the commodification of labor in the media industry (Sukmawati & Wibowo, 2020).

In this study, the commodification of journalists in the media industry refers to the treatment of journalists as economic commodities in the media industry. Journalists are no longer seen as journalists but also demand to be part of the production process that generates profits for media companies (McQuail, 2010). Commodification causes exploitation of labor, increased workload, and emphasis on business aspects rather than journalistic idealism (Muhammad Nur Rohman, 2023). Commodification of workers through new assignments that are not in accordance with the original field of journalism and management giving journalists additional tasks outside their main expertise leads to the normalization of dual roles as something natural in an effort to win the media business competition (Sukmawati & Wibowo, 2020).

Commodification of labor occurs when journalists are treated as commodities that are exploited for the benefit of the company with high workloads, low salaries, and dual roles outside the main duties of the profession (Mosco, 2009). Commodification can be a trigger for turnover that can occur from the desire of journalists to seek new job opportunities, cases of injustice, company bankruptcy, differences in culture and style from the generation of journalists, retrenchment programs, regeneration programs, and excessive workloads. Journalists experience commodification in the form of absolute exploitation and relative exploitation in the form of intensification of journalists' work processes carried out by giving double tasks. Journalists also get another task: finding clients for the benefit of the company. The commodification that occurs also involves the processes of alienation, mystification, naturalization, and reification (Muhammad Nur Rohman, 2023).

Another problem faced by the media industry is now more massively offering easy access to reading; media industry managers are improving themselves by adjusting the technology used. The media business process is transforming into a digital platform that allows faster and easier publication to access in the millennial era marked by advances in technology and communication, which also drives the growth of the telecommunications industry. Media managers need to adapt to advances in communication technology to meet the information needs of stakeholders. Hypercommodification of society in Indonesia has caused significant changes in the mass media industry focused on profit-oriented media products and a decline in independent and diverse media content (Muzhaffar Shidqi & KN, 2024).

In connection with the commodification of journalists due to savings and the demands of advances in information technology in the dissemination of news, the purpose of the study was to analyze the magnitude of the influence of job satisfaction and employee commitment due to worker commodification on the turnover intention of Generation Z journalists in the media

industry. The study examined three generations working in national media. Based on the job satisfaction factor of journalists in the midst of an unstable economy, although on the other hand, turnover can be due to workers' considerations now not only regarding income but also career issues and other motives. In addition, the novelty of this study lies in the rarely used methodology to measure job satisfaction, employee commitment, and turnover intention variables related to the commodification of media workers by using more quantitative-critical approaches. This study contributes to exploring the mutually influential relationship between the commodification of journalist workers, job satisfaction, and turnover intention in the media industry.

Work professionalism cannot be separated from the attention given by the company to employees, because job satisfaction is a reflection of the desires and expectations of workers. Employees who get job satisfaction have better performance than employees who are not satisfied, and the better the job satisfaction, the better the performance (Dessler, 2013). Job satisfaction has a positive and significant effect on employee performance (Susetyo Darmanto, 2022). Job satisfaction is closely related to individual performance; the higher the job satisfaction, the more likely the individual is to work more productively and be committed to the organization (Robbins & Judge, 2023). Job satisfaction is a positive feeling that employees have towards work that comes from evaluating various aspects (Mondy, 2016). Job satisfaction is an individual's feeling or attitude towards work influenced by external and internal factors (Kreitner, R., & Kinicki, 2021).

Sources of job satisfaction as motivation factors or satisfiers, motivators, job content, and intrinsic factors include motivation to excel, opportunities to get a job/recognition, more interesting jobs, jobs that require great responsibility (full of challenges), opportunities to be promoted, and advancements in promotion. On the other hand, sources of dissatisfaction include salary, motivational factors, job context, and extrinsic factors, including administrative order, performance, technical supervision, interpersonal relationships with colleagues, salary/welfare, job security, working conditions, and position (Mangkunegara., 2016). There are two components in job satisfaction, namely 1) positive emotions towards work, including pleasure and satisfaction felt in carrying out daily work; and 2) cognitive evaluation of work related to the assessment of work meeting individual expectations (Kreitner & Kinicki, 2021). In addition, there is a theory of two factors that influence job satisfaction, namely: 1) motivators that are directly related to work, such as achievement, recognition, responsibility, and opportunities to develop a career so that they can increase job satisfaction; and 2) hygiene; if this factor is inadequate, it causes dissatisfaction but does not contribute directly to job satisfaction if it is adequate (Herzberg, 2017).

High job satisfaction can be achieved if the company not only ensures hygiene factors but also increases motivational factors so that employees feel involved (Herzberg, 2017). Job satisfaction concerns the psychology of workers who spend more time at work. Job satisfaction implies enthusiasm and happiness that leads to recognition, income, promotion, and achievement of goals related to satisfaction (Kaliski, 2007). Job satisfaction is an employee's emotional condition when there is a meeting between material and non-material feedback with worker expectations (Hasibuan, 2016).

Job satisfaction is a person's feelings about working conditions, work results, and the work itself, which are created by internal employee efforts supported by external things (Sinambela, 2016). Job satisfaction is the level of feeling of worker expectations compared to performance. There are nine indicators of job satisfaction, namely: 1) the amount of wages, 2) promotion can be done by providing opportunities, 3) supervision of assignments carried out fairly, 4) providing benefits in the form of insurance, vacations, 5) Contingent rewards can be in the form of giving appreciation and respect; 6) operating procedures, including rules and policies; 7) pleasant coworkers; 8) enjoying work (nature of work); and 9) verbal and non-verbal communication (Yuwono & Khajar, 2017).

Satisfied employees tend to be more effective than less satisfied employees. Job satisfaction is defined as a positive feeling or attitude that an individual has towards work influenced by 1) intrinsic factors in the form of challenging tasks, opportunities for development, and autonomy; and 2) extrinsic factors, namely, salary, physical conditions of the workplace, and relationships with coworkers and superiors (Robbins & Judge, 2023).

Employee commitment issues that occur in media service companies need to be considered regarding turnover trends in the millennial generation's workforce. Generation Z brings unique hopes, values, and preferences to interactions in the work environment with creativity and mastery of information technology. Employee commitment issues among Generation Z are a concern because they easily leave or move to another company in a short period of time. Employee loyalty in Generation Z is considered low. Companies can improve performance through employee commitment to engage in social activities to identify aspects that play an important role in improving employee competence and loyalty.

Employee commitment is a psychological state that remembers employees in an organization. Employee commitment is the relationship between employees and the company (Mowday et al., 1982). Employee commitment is related to work period, absence, turnover, work performance, work productivity (Steers & Porter, 1983). Commitment to employees creates conducive working conditions so that the company runs efficiently and effectively (Kuntjoro, 2022). In addition, employee commitment is more than just membership, but in order to facilitate the goals and interests of the organization, employees will try to work optimally (Yuwono, 2005). There are three indicators of employee commitment to the organization, namely: 1) Affective commitment, namely, individuals have a desire to do their work based on an agreement between employees and the company (affective commitment). There is an individual's attachment to the company that influences their duties based on the emotional closeness of the organization or goal congruence orientation; 2) continuance commitment: high employee commitment to the organization occurs when the individual's awareness feels a loss if they leave the organization; 3) normative commitment: employee obligations to carry out their duties, reflecting positive behavior in relationships with workers. Employees prove loyalty to the organization, meaning that employee commitment is high, so that it influences good performance for the company (Kaswara & Santoso, 2008).

The problem of turnover is still difficult to solve for companies in various business sectors in Indonesia. Stated that turnover results in a decrease in job satisfaction of employees who remain, thus disrupting productivity and having an impact on negative views of the company concerned (Almeida et al., 2016). On the other hand, turnover is not always negative; in some cases, that occur in companies, it can be a positive decision for employees who want to pursue salary increases, job promotions, and a work environment that supports personal and work flexibility can reduce turnover rates (Zhang & Yang, 2024). Turnover intention is the desire of employees to leave the company for reasons of better work than before (Harnoto, 2002).

Turnover is the most important factor that can have an impact on decreasing productivity or company performance due to the disruption of human resource dynamics. Turnover intention is the tendency of employees to have the desire to leave the company voluntarily and involuntarily due to the current job being less attractive or the availability of other job alternatives (Robbins & Judge, 2018). Employee turnover is the process of employees leaving the organization, who need to be replaced immediately, because it can harm the company in terms of the costs that the company must spend for employee replacement (Mathis & Jackson, 2004). Turnover intention is grouped into two, namely, 1) involuntary turnover, characterized by termination of employment due to poor performance and indiscipline, and 2) voluntary turnover, an employee leaving because of their wishes (turnover intention). Turnover intention is the thought that employees have of wanting to leave the company of their own will (Simamora, 2006). On the other hand, there are

methodological weaknesses that result in the number of employees leaving the organization voluntarily being able to be avoided and unavoidable groups (Wood, et al., 2004). Factors that influence turnover intention are 1) external factors regarding labor market demand and 2) internal factors, including work atmosphere, salary, skills, intelligence, past, attitude, age, length of service, gender, and interests (Wood et al., 2004).

Turnover intention is the result of an individual's evaluation of the sustainability of the relationship with the company where the employee works that has not been realized with real action (Mobley, 2011). Employees who move are determined by organizational and individual factors. Organizational factors include the size of the company. Larger companies have more opportunities for internal mobility, more sophisticated recruitment systems, and the size of the work unit, because small work units have lower employee turnover rates and vice versa, salary, and workload. In addition, individual factors include job satisfaction, promotion, family relationships within the company, attachment to the company, hope of finding another job, psychological stress, and physical and social work environment (Mobley, 2011).

Turnover intention in the journalism industry is a serious challenge that can reduce job satisfaction. The main factors that influence turnover are job satisfaction and an environment that supports flexibility, well-being, and freedom of expression can suppress the desire to change jobs. On the other hand, high work pressure and dissatisfaction with compensation encourage journalists to look for better opportunities. Adaptive policies, competitive compensation, and work-life balance are important strategies to reduce turnover in this industry.

Based on the literature review presented, researchers develop hypotheses that are described in the conceptual framework that has been made by constellating between variables. A hypothesis is a conjectural statement about the relationship between two or more variables. The hypothesis takes the form of a statement and connects generally or specifically between other variable (Kerlinger & Lee, 2000). A hypothesis is a temporary assumption that needs to be tested for truth through research (Dantes, 2012). A hypothesis is a statement or assumption about the relationship between two or more variables that are tested empirically (Ghozali, 2018). In this study, the researcher provides a constellation of relationships between the variables studied regarding the influence of worker commodification on job satisfaction, as seen in Figure 1.

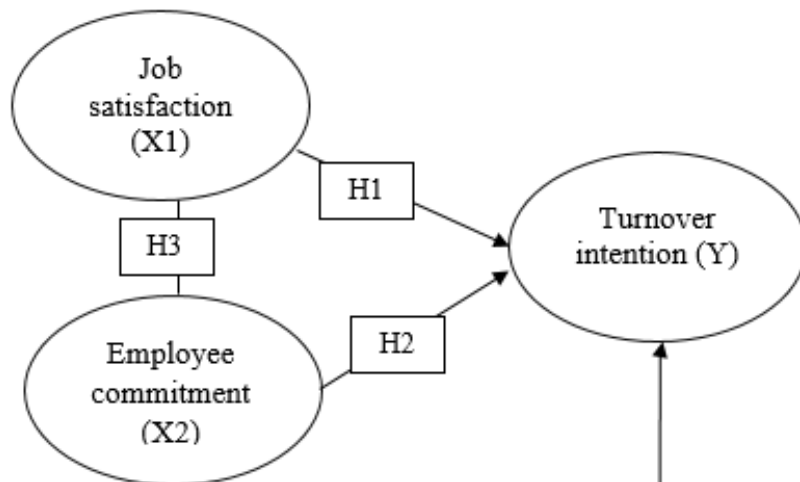


Figure 1. Hypothesis framework

Hypothesis in the relationship between job satisfaction variables in this study:

H1: Job satisfaction affects turnover intention in Generation Z journalists.

Job satisfaction affects employee turnover intention (Dayyan et al., 2025). Job satisfaction has a positive and significant effect on turnover intention (Faridah et al., 2023). Job satisfaction has a negative and significant effect on turnover intention and is correlated with low turnover intention (Nasir et al., 2025). Research examining the effect of job satisfaction on the turnover intention of food and beverage service employees shows that job satisfaction has a significant negative effect on employee turnover intention, and the job satisfaction variable to explain the variance of the turnover intention variable is considered moderate (Mulyawan et al., 2021). Research that measures the effect of job satisfaction on the turnover intention of the millennial generation in the Indonesian banking industry shows that job satisfaction has a significant negative direct impact on turnover intention (Elian et al., 2020). Job satisfaction has a negative effect on turnover intention (Saputro, 2025).

H2: Employee commitment affects turnover intention in Generation Z journalists.

The higher the employee's affective commitment to the organization (feelings of emotional attachment and identification with the organization), the less intention they have to leave the company (Ali & Khan, 2023). Organizational commitment has a negative relationship with turnover intention. Commitment has the greatest impact on reducing turnover intention in the long term (Gupta & Patil, 2021). Employees with high commitment but low work involvement still have the potential to have high turnover intention (Lee & Kim, 2020). Employee commitment is more transactional than affective commitment, causing turnover intention to remain high (Brown & Wilson, 2022).

H3: Job satisfaction and employee commitment simultaneously influence turnover intention in Generation Z journalists.

Job satisfaction mediates the relationship between affective commitment and intention to leave. Employees who have high affective commitment tend to be more satisfied with their jobs, and higher job satisfaction reduces their intention to leave (Ali et al., 2023). Commitment and job satisfaction have a negative and significant effect on turnover intention (Jariyah & Swasti, 2022). Organizational commitment to turnover intention in inpatient clinic employees shows that increasing commitment and job satisfaction have a negative and significant effect on turnover intention (Uktutias et al., 2021). Job satisfaction is negatively related to intention to quit, meaning that employees who are satisfied with their jobs tend to have higher commitment, thus reducing their intention to quit (Brown & Green, 2023). Research on the effect of organizational commitment and job satisfaction on turnover intention, both independently and simultaneously, shows that job satisfaction on turnover intention in an aluminum company in North Sumatra (Saragih & Endy, 2022).

Commodification as a process associated with capitalism is expressed by Barker (2005). The way capitalists launch goals by accumulating use value into exchange value is a form of transformation of commercial relations, termed commodification. In addition, commodification lies in the process of changing the format to adjust to consumer desires to provide something that is worthless to valuable so that it has market value. Commodification reflects the exploitation of workers related to the products and the production process. The political economy theory put forward by Moscow (2009) explains that commodification explains that capitalism changes goods and services, including communication, into traded commodities. There are three categories of commodification, namely: 1) content commodification, related to media content designed to attract consumers or advertisers; 2) audience commodification, referring to the way audiences are treated as commodities, and demographic data and audience behavior can be used as tools to

attract advertisers; 3) commodification of media workers who are treated as commodities, so that it affects media independence to be more vulnerable to economic and political pressures; there is exploitation of media workers who are forced to produce large amounts of content with little reward; and the information conveyed is biased because of the interests of media owner conglomerates (Mosco, 2009).

The commodification of workers in this study: Journalists who work in mass media institutions utilize their energy and minds in a multiskill or multitasking manner, but sometimes the salary received is not as large as the burden of the task. The commodification of workers (journalists) is ignored because media ownership tends to carry political economic interests so that they only pay attention to content and audience. Structural pressures from the interests of media owners and media managers cause media workers to be distorted in their thinking professionally. The commodification of workers in the media industry refers to the treatment of workers as commodities that can be exploited for maximum profit, reflected in unstable working conditions, low wages, and lack of labor protection for journalists and other media workers, thereby reducing the quality of journalism and limiting freedom of expression (Sunandar, A., & Briandana, 2024).

RESEARCH METHODS

The study uses a quantitative approach method with descriptive analysis. The quantitative approach method is defined as a method for testing previous theories by examining the relationship between variables (Creswell, 2018). Quantitative research is based on positivism, which emphasizes reality and can be measured objectively through numerical data. The procedure carried out in this study uses a survey to produce statistical data or numerical data regarding various aspects studied. Collecting information by providing statements to the sample, and the answers are the data to be analyzed (Neuman, 2015). Researchers use three variables in this study, namely, employee commodification as an independent variable that influences change and dependent variables job satisfaction and turnover intention.

The population in this study was Media Group journalists who worked for three media platforms, namely, websites, television, and newspapers. The technique in determining the object and size of the population studied using simple random sampling or simple random samples. The tendency of this research analysis is general and descriptive, which is involved in news activities ranging from the coverage team to the news processing/production producers. The sampling method used in this study is the Slovin formula, which is a sampling method based on the error tolerance limit (Sevilla, 2007). The error limit in this study is 5 percent (0.05). The population of journalists from three media platforms is nine hundred journalists who are members of the Media Group convergence journalists. In this study, the n value can be substituted with the number of samples, namely one hundred and ten respondents from 300 total respondents.

Measurement of worker commodification in the media uses the following indicators: 1) The occurrence of representation of interests due to the optimal use of energy and thoughts to carry out tasks. 2) The occurrence of commodification carried out by the company due to structural pressures of the organization from job demands. 3) Workers need income, or income that is sufficient for family needs. 4) Workers are paid not in accordance with the number of job demands that must be done. Indicators of worker commodification include optimal utilization of energy and mind to carry out tasks, structural pressure of the organization due to job demands, workers' need for sufficient income, and the mismatch between the pay received and the demands of the job that must be done. The instrument is measured using a Likert scale.

The study uses job satisfaction measurements based on nine indicators that refer to the dimensions or factors proposed by Yuwono (2005), namely: salary, promotion, supervision,

benefits, contingent rewards, operational procedures, coworkers, nature of work, and communication. Researchers use measurements with a Likert scale with five levels: 1) strongly disagree (sts), 2) disagree (ts), 3) neutral (n), 4) agree (s), and 5) strongly agree (ss).

Turnover intention is an act of permanent resignation carried out by employees voluntarily or involuntarily. Measurement of turnover intention in this study includes resignation, transfer out of the organizational unit, dismissal, or death of members of the organization (Robbins, S. P., & Judge, 2023). The researcher used a Likert scale measurement with five levels: 1) strongly disagree (sts), 2) disagree (ts), 3) neutral (n), 4) agree (s), and 5) strongly agree (ss).

The data collection techniques used in this study include three main methods, namely: 1) distributing a list of questions through a questionnaire to obtain data from respondents; 2) conducting direct observation of activities or work processes in the editorial offices of three media platforms in the Media Group, starting from the coverage team and news processing to the broadcast process (on air) to obtain more in-depth information regarding the work process on each media platform.

Measurement in this study uses the SPSS application to ensure the validity and consistency of the research instrument. Statistical analysis is intended to test the hypothesis objectively with numerical data (Kerlinger, F. N., & Lee, 2000). Research testing is carried out through validity measurements referring to an instrument capable of measuring what should be measured with content, construct, and empirical validity techniques, such as Pearson product moment correlation. An item is considered valid if it has a correlation value (RIX) ≥ 0.30 , while items with values below 0.30 have low discrimination power. Meanwhile, the reliability test is used to measure the consistency of measurement results at different times. The reliability of an instrument is indicated by a coefficient value ranging from 0 to 1.00; the closer to 1.00, the higher the reliability, while the closer to 0, the lower the reliability value. The instrument is considered to have sufficient reliability if the Cronbach Alpha value is more than 0.6 or 0.7, while the Cronbach Alpha value above 0.80 indicates that all items in the instrument are reliable and have strong consistency (Azwar, 2014). The data analysis stage is continued with normality tests and parametric tests (linear regression, t-test, and Pearson correlation test). The results of the analysis in drawing conclusions from hypothesis tests with a significance value ($p < 0.05$) (Ghozali, 2018).

Based on the table, it can be seen that the Corrected Item-Total Correlation (CITC) value of all variables is greater than 0.30, so all statement items of job satisfaction, employee commitment, and turnover variables are declared valid. The results of the validity test in the study are in Table 1.

Table 1. Validity test results

Variabel	Item	Corrected Item-Total Correlation	Keterangan
Job satisfaction	Wages	0,521	Valid
	Promotion	0,610	Valid
	Supervisors	0,620	Valid
	Benefits	0,388	Valid
	Coworkers	0,621	Valid
	Operating procedures	0,608	Valid
	Contingent rewards	0,594	Valid
	Communications	0,470	Valid
Employee Commitment	Affective Commitment	0,614	Valid
	Continuance Commitment	0,478	Valid
	Normative Commitment	0,309	Valid
Turnover intention		0,531	Valid

Source: Data Collected by Authors

Based on table 2, the Cronbach Alpha value of all variables is greater than 0.6, thus all variables can be declared reliable. The results of the reliability test in this study can be seen in Table 2.

Table 2. Results of the reliability test

Variabel	Item	N of Items	Cronbach's Alpha	Keputusan
Job Satisfaction	Wages	5	0,755	Reliabel
	Promotion	5	0,818	Reliable
	Supervisi	5	0,823	Reliable
	Benefit	5	0,617	Reliable
	Contigent reward	5	0,823	Reliable
	Operating procedurs	5	0,815	Reliable
	Co workers	5	0,828	Reliable
	Nature of work	5	0,788	Reliable
	Communication	5	0,698	Reliable
Employee Commitment	Affective commitment	5	0,820	Reliable
	Continuance commitment	5	0,717	Reliable
	Normative commitment	5	0,530	Reliable
Turnover		5	0,762	Reliable

Source: Data Collected by Authors

The research data analysis technique uses the SPSS (statistical program for social science) computer program in the study using three analysis procedures in this study, namely: 1) Determination coefficient (r^2) to measure the variation of the dependent variable. The determination coefficient value is 0 (zero) or 1 (one). The measurement of r^2 in the value regression model uses data values that are close to the model; if r^2 is equal to 1, it indicates that the data is perfect with the regression line. 2) A partial or t-test to test the effect of the independent (free variable) on the dependent (dependent variable). The regression coefficient (b_1) in this parameter test uses the null hypothesis (H_0); if $H_0 = b_1 = 0$, it means that the independent variable is significant to the dependent variable; 3) Anova or F test to see the effect of the independent variable on the dependent variable. The F-test formula ($df = n - k - 1$), with $\alpha = 0.05$ and a confidence level of 95 percent. In making decisions, see the results from (1). If the F value \geq F table, then it means that H_0 is rejected and H_a is accepted (2). If $F \leq$ F table, H_0 is accepted and H_a (alternative hypothesis) is rejected (Ghozali, 2018).

RESULT AND DISCUSSION

Descriptive analysis of the three variables in this study, namely job satisfaction, employee commitment, and turnover intention, is explained by the mean and standard deviation for the variables measured. The mean value shows the average respondent's assessment of the questions asked, while the standard deviation describes the magnitude of the deviation from the average of the questions asked in the research questionnaire, which can be seen in Table 3.

Table 3. Descriptives per variable, Generation Z

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Job satisfaction	101	2,58	4,56	3,62	0,45
Employee commitment	101	2,33	4,73	3,47	0,53
Turnover intention	101	1,60	5	3,11	0,75
Valid N (listwise)	101				

Source: Data Collected by Authors

In table 3, the job satisfaction measurement indicator obtained a mean value of 3.62 with a minimum value of 2.58 and a maximum of 4.56; previously recorded respondents were asked to answer questions using 5 Likert scales, namely values 1 to 5. If the mean value is 3.62, it means that the respondent's answer to the question asked agrees with the deviation of the respondent's answer to the average (standard deviation) of 0.45, which indicates a relatively small variation in answers.

In the measurement indicator regarding employee commitment, a mean value of 3.4713 was obtained with a minimum value of 2.33 and a maximum of 4.73. Previously recorded respondents were asked to answer questions using 5 Likert scales, namely values 1 to 5, indicating strongly agree. If the mean value is 3.47, it means that the respondent's answer to the question asked agrees with the deviation of the respondent's answer from the average (standard deviation) of 0.53. It is concluded that respondents assess the level of employee commitment as quite consistent. In the measurement of the measurement indicator regarding turnover, a mean value of 3.11 was obtained with a minimum value of 1.6 and a maximum of 5. It was previously noted that respondents were asked to answer questions using 5 Likert scales, namely values 1 to 5. A mean value of 3.11 means that respondents' answers to the questions asked agree with the deviation of respondents' answers to the average (standard deviation) of 0.75, meaning that the majority of respondents gave neutral answers compared to those who agreed because most of the answers were relatively close to the average. A description of the statement for each research variable is described in Table 4.

Table 4. Descriptive statistics of the job satisfaction variable for Generation Z

No	Statement items	Mean	SD
	Salary		
1	Salary according to workload	2,92	0,902
2	Competitive salary with other companies	3,13	1,007
3	Salary is given fairly	3,13	0,934
4	Salary is given high	2,92	0,857
5	Salary according to expertise	3,20	0,928
	Average	3,05	
	Promotion		
1	Motivation	3,57	0,920
2	Training	3,94	0,759
3	Fair promotion support	3,40	0,970
4	Career opportunities	3,32	1,104
5	Awards	3,74	0,833
	Average	3,59	
	Supervision		
1	Employee involvement in problem solving.	3,72	0,939
2	Getting fair treatment	3,69	0,869
3	Giving awards for work performance.	3,43	1,033
4	Leadership commitment	3,43	1,003
5	Leadership masters managerial	3,20	1,039
	Average	3,49	
	Benefits		
1	Provision of vacation facilities.	2,85	1,178
2	Health insurance.	3,97	0,995
3	Employment guarantee	4,14	0,800
4	Provision of leave rights	4,16	0,869
5	Comfort facilities in the work environment	3,66	1,098
	Average	3,75	
	Contingent rewards		
1	Incentives	3,03	0,964
2	Work performance awards	2,99	0,943

3	Job promotions	3.05	0.973
4	Provision of motivation	3.13	0.997
5	Provision of annual bonuses	3.14	1.096
	Average	3.06	
	Operating Procedures		
1	Carrying out tasks according to procedures	3,34	0,983
2	Requires standard operating procedures for work	3,59	0,908
3	Standard operating procedures make work systematic	3,61	0,871
4	Punishment policies due to human error	3,59	0,918
5	Consistency in evaluating standard operating procedures for work	3,71	0,864
	Average	3,57	
	Co-Workers		
1	Establishing friendships among media colleagues	3,80	1,077
2	Cooperation between colleagues	3,96	0,824
3	Able to work together with colleagues	3,98	0,836
4	Establish good relationships with leaders	3,99	0,843
5	Accept suggestions and criticism	4,18	0,729
	Average	3,98	
	Nature of work		
1	Job placement according to expertise.	3,92	0,857
2	Jobs according to education	3,72	1,050
3	Maintain integrity values.	3,89	0,926
4	Consistently carry out tasks	4,15	0,932
5	Love the profession	4,18	0,853
	Average	3,97	
	Communication		
1	Communicate well with the work environment	4,25	0,888
2	Create good working relationships.	4,42	0,725
3	Communication plays an important role in smooth work	4,24	0,814
4	Involve employees in discussing company policies.	3,95	1,143
5	Improve work skills	3,70	1,015
	Average	4,11	

Source: Data Collected by Authors

Based on table 4, the perception in the job satisfaction variable, it is known that the communication indicator has the highest response of 4.11, meaning that poor communication is the cause of turnover. It is concluded that communication is the most important factor that needs to be considered for every worker, especially in the media industry engaged in communication services. The smallest score of 3.05 appears in the salary indicator in the job satisfaction variable, meaning that salary is sufficient as a strong motivator for employees to want to change jobs due to dissatisfaction.

Table 5. Descriptive statistics of the variable commitment of generation Z

No	Statement item	Mean	SD
	Affective Commitment		
1	Happy to spend time working in the office.	3.65	1.034
2	Proud to be part of this company.	3.68	0.999
3	Feel comfortable working in the current company.	3.66	1.089
4	The company means a lot to life.	3.74	0.966
5	Intention to be creative for the progress of the company	3.68	0.905
	Average	3.68	
	Continuance commitment		
1	Trust in the company	3.63	0.924
2	Do not want to move to another company	3.07	1.098
3	Value loyalty as a moral obligation.	3.39	1.095
4	Still want to have a career in the company.	3.41	0.971
5	Love the profession.	3.46	1.025

	Average	3.39
Normative commitment		
1 Difficulty moving to another company	3.45	0.943
2 Considering the option of leaving the organization	3.42	0.863
3 Difficulty in gaining a higher career	3.36	0.878
4 Not afraid to decide to quit a job	3.35	1.024
5 Afraid to take the risk of leaving a job	3.13	1.016
Average	3.33	

Source: Data Collected by Authors

Based on table 5, the respondents' perception in perceiving the highest employee commitment in the affective commitment statement is 3.685, meaning that employee commitment to work according to their agreement with the company is very high. While normative commitment gets the lowest score among the three indicators in the employee commitment variable, which is 3.338. The study found that employees have difficulty moving to another company, considering the option of leaving the organization, having difficulty getting a higher career, not being afraid to decide to quit work, and taking the risk of leaving their jobs.

Tabel 6. Statistik deskriptif variabel *turnover intention* generasi Z

No	Statement item	Mean	SD
1	Intend to find a job with great compensation.	3.32	0.927
2	Intend to resign due to an inharmonious work atmosphere.	2.82	1.195
3	Do not hesitate to move jobs.	3.68	1.039
4	Experiencing boredom at work	3.01	1.034
5	Required to work multitasking	2.74	1.007
	Average	3.11	

Source: Data Collected by Authors

Based on table 6, respondents' perceptions of human capital turnover, it can be seen that those who responded that employees do not hesitate to move jobs if they have received certainty elsewhere have the highest score of 3.68. While the lowest score of 2.74 responded to the statement that multitasking is not the most important factor in the turnover intention of Generation Z journalists. Determination analysis in multiple linear regression is used to determine the influence of independent variables simultaneously on their dependent variables. The results of the determination coefficient analysis can be seen in table 7.

Tabel 7. Hasil uji koefisien determinasi (r^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.309 ^a	.096	.090	.7294	1.983

Source: Data Collected by Authors

Based on Table 7, the coefficient of determination (r^2) obtained the adjusted R-square result of 0.090, indicating that the variation of the independent variable (job satisfaction) and employee commitment due to commodification is able to explain the variation or behavior of the dependent variable (turnover intention) of journalists at Media Group by 9.6%, while the remaining 91% (calculation result of 100% - 9%) is a variation of other independent variables that affect turnover but are not included in this regression model. It is concluded that job satisfaction and employee

commitment due to commodification have an effect on the turnover intention of Generation Z journalists at Media Group, although there are other factors that influence the decision to leave the company.

Data analysis is obtained from the results of testing the hypothesis, where this can be done by looking at the significance value of each relationship. The t-test is used to determine whether the independent variable partially has a significant effect on the dependent variable. The error tolerance limit (α) used is 5% (0.05). If $p < \alpha$ or $p < 0.05$, then there is a significant influence between variables X and Y.

The results of the partial test in table 8, the β value of 5.0105 indicates that the job satisfaction and employee commitment values are zero; then the value of the dependent variable is estimated at 5.105. The t-value of 8.718 and sig. 0.000 indicates a significant constant. The results of the regression coefficient (B) on job satisfaction (-0.517) mean that every one-unit increase in the beta coefficient value of -0.312 has a negative impact with a moderate influence, while the tolerance value (0.524) and VIP (1.909) state that there is no multicollinearity problem in the regression model and that it does not have a strong relationship. The regression coefficient (B) of -0.33 and the brick coefficient of -0.024 on employee commitment indicate that there is a small influence on this variable. The t-value (-0.181) and Sig. (0.857 > 0.005) are said to have no significant effect; then the tolerance value (0.524) and VIP (1.909) indicate that there is no problem with serious multicollinearity. Based on the tolerance and VIP values, it means that job satisfaction and employee commitment in the regression model do not have a strong relationship or are not correlated with each other so that they can be analyzed independently in the regression model without distortion in the coefficient estimation. Hypothesis testing aims to reject the null hypothesis (H_0) so that the alternative hypothesis (H_a) can be accepted, as in Table 8.

Table 8. Results of the partial test (t) of Generation Z

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	β	Std. Error	Beta			Tolerance	VIF
(Constant)	5,105	.586		8.718	.000		
1 Job satisfaction	-0,517	.219	-.312	-2.364	.020	.524	1.909
Employee commitment	-0,033	.184	-.024	-.181	.857	.524	1.909

Source: Data Collected by Authors

H1: Job satisfaction due to worker commodification has an effect on turnover in Generation Z journalists.

The results obtained prove that the t-value is -2.364 with $\beta = -0.517$ with a significance level of 0.020. Because the probability of 0.020 or significance value = 0.020 means it is smaller than 0.05 ($p < 0.05$) or $0.020 < 0.05$, then H1 is accepted, meaning that there is an effect of job satisfaction due to commodification on the turnover of Generation Z journalists at Media Group. This study supports previous research on job satisfaction influencing and having a significant relationship with employee turnover intention, explaining that the higher the level of job satisfaction, employee performance, the lower the turnover intention (Dayyan, I. R., Miranda, F., & Lubis, 2025; Eka Rachmawati et al., 2023; Faridah, Gustini, Salehan, & Efendi, 2023; Mulyawan, I. G. G. A. P., Suprastayasa, I. G. N. A., Witarsana, I. G. A. G., & Kartini, 2021; Susetyo Darmanto, 2022). On the other hand, millennial generation job satisfaction has a significant negative direct impact on turnover intention (Elian, S., Paramitha, C., Gunawan, H., & Maharani, 2020; Saputro, 2025).

H2: Employee commitment due to worker commodification has an effect on turnover in generation Z journalists.

The results prove that the t-value is 0.480 with $\beta = 0.097$ with a significance level of 0.632. Because the probability or significance value = 0.632 means it is greater than 0.05 ($p < 0.05$) or $0.632 > 0.05$, then H2 is rejected. The results of the study showed that there was no significant effect of employee commitment due to commodification on worker turnover in generation Z journalists at Media Group. The research findings show that employee commitment influenced by commodification does not have a significant impact on the turnover intention of Generation Z journalists in the media.

The results of this study support previous studies related to the relationship between employee commitment and turnover intention, which state that the higher the employee's affective commitment to the organization (feelings of emotional attachment and identification with the organization), the lower the employee's intention to leave the company, and employees with high commitment, even though their involvement is low, still have the potential to want to leave due to transactions (Ali, H., & Khan, 2023; Brown, T., & Wilson, 2022; Gupta, S., & Patil, 2021; Lee, J., & Kim, 2020).

H3: Job satisfaction and employee commitment due to worker commodification have an effect on turnover in Generation Z journalists.

Based on the results of the F test in the table, a significance level of 0.004 was obtained. A significance level of $0.004 < 0.05$; it is stated that the variables job satisfaction and employee commitment simultaneously have a significant effect on turnover in the Generation Z Journalists Media Group. Based on the results of the F test in the table, the results of the significance level are $0.000 < 0.05$, so it is stated that the variables of job satisfaction and employee commitment of generations X, Y, and Z simultaneously have a significant effect on turnover. The results of this study support similar studies that have been conducted regarding commitment and job satisfaction on turnover intention both independently and simultaneously; employees with high commitment tend to be satisfied with their jobs, thus reducing the desire to change jobs (Ali, H., & Khan, 2023; Brown, T., & Wilson, 2022; Hermawan et al., 2023; Jariyah, A. A., & Swasti, 2022; Saragih, D. and Hendy, 2022; Uktutias, S. A. M., Masyfufah, L., & Iswati, 2021).

Table 9. Summary of hypothesis testing results

Hypothesis	Test	Result	Description
H1: Job satisfaction has an effect on turnover in generation Z journalists.	<i>Coefisien β</i>	- 0,517	Negative
	t - test	-2,364 >	Influential
	P - value (sig)	1,966	Influential
	<i>Descriptive Statistic (mea)</i>	0,020 > 0,05 3,5790	Agree
H2: Employee commitment berpengaruh terhadap turnover pada jurnalis generasi Z.	<i>Coefisien β</i>	-0,033	Negative
	t - test	-0,181 <	No effect
	P - value (sig)	1,966	No effect
	<i>Descriptive Statistic (mean)</i>	0,857 > 0,05 3,4753	Agree
H3: Job satisfaction dan employee commitment berpengaruh terhadap turnover pada generasi Z jurnalis generasi Z.	F - test	5,930 < 3,033	Influential
	P - value (sig)	0,004 > 0,05	Influential
	<i>Descriptive Statistic (mean)</i>	3,5790	
	<i>Job satisfaction</i>	3,4753	Agree
	<i>Employee commitmet</i>		Agree

Source: Data Collected by Authors

The results of the ANOVA test show that the regression model used is significant in explaining the variation in turnover intention. The F value of 5.930 with a significance (Sig.) of 0.004 (<0.05) indicates that the independent variables simultaneously have a significant effect on the dependent variable. The total number of squares (sum of squares) of 55.788 is divided into variations explained by the regression model of 6.022 and variations that are not explained (residual) of 49.766. The mean square value for the regression is 3.011, while the residual is 0.508. The model used can be said to have a significant effect on turnover intention. The results of the ANOVA test are in Table 10.

Table 10. Simultaneous results of Generation Z

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	6.022	2	3.011	5.930	.004 ^b
	Residual	49.766	98	.508		
	Total	55.788	100			

Source: Data Collected by Authors

CONCLUSION

There is an influence of job satisfaction due to commodification on turnover, meaning that the higher the level of job satisfaction felt by Generation Z journalists, the less likely they are to leave or move to another company. Conversely, if job satisfaction decreases, turnover intention will increase. There is no significant influence of employee commitment due to commodification on worker turnover in Generation Z journalists. On the other hand, it was found that there was a negative relationship between employee commitment and turnover intention, meaning that the relationship between the two variables did not have much impact. The findings also show that Generation Z journalists tend to have a fairly good level of commitment, not reducing the possibility of turnover. Turnover can occur due to career opportunities, a more comfortable work environment, higher salary offers, and other factors.

Simultaneously, job satisfaction and employee commitment have a significant effect on turnover that occurs in three generations of journalists at the Media Group. The study found that job satisfaction and employee commitment have an effect on the decision of Generation Z journalists to change jobs or leave the company. The results of the study can be interpreted as the higher the level of job satisfaction and employee commitment, the less likely it is that Generation Z journalists will resign.

The study offers novelty in the form of new measurements for the variables of job satisfaction, employee commitment, and turnover intention, specifically for Generation Z or post-millennials. Job satisfaction from the findings can be measured by factors such as competitive salary provision, training provision, employee involvement in problem solving, provision of leave rights, motivation, evaluation of standard operating procedures, teamwork, and job placement according to expertise. Employee commitment can be measured by the dimensions: company as an asset of employee life, trust, and job opportunities. Turnover variables can be measured by 2 dimensions, namely new job opportunities, compensation, and employee personal decisions.

RECOMMENDATION

The study recommends that media companies establish and create good communication between colleagues and leaders in the company environment and involve employees in making company policies to improve employee performance. Media companies also increase affective commitment so that journalists feel comfortable, happy, and proud to be part of the company to prevent or minimize the desire to move to other companies. In addition, media companies need to explore more deeply the problems and solutions so that Generation Z journalists do not move due to workload and salary problems and the discomfort of working in media to reduce the level of turnover intention.

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