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Workforce Retention in an Industrial Inspection Services Company: The Effect of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Turnover Intention

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ABSTRACT

Employee turnover is a critical workforce management issue for industrial service companies whose operations depend on skilled and certified personnel. PT. XYZ, a testing, inspection, certification, training, and consulting company, recorded annual turnover rates of 25%, 12%, and 23% in its inspection department from 2019 to 2021. This study analyzes the partial and simultaneous effects of work motivation, job satisfaction, and organizational commitment on employee turnover intention at PT. XYZ. A quantitative approach was used, collecting primary data through a questionnaire distributed to 43 employees selected by saturated sampling. The data were tested for validity, reliability, and classical assumptions and analyzed using multiple linear regression with one-tailed t tests for the directional hypotheses and a simultaneous F test. Work motivation had a significant but positive effect on turnover intention (B = 0.580; t = 3.069; p = 0.004), contrary to the hypothesized negative effect, whereas job satisfaction (t = 1.602; p = 0.117) and organizational commitment (t = −0.003; p = 0.998) had no significant effect. Together, the three variables explained 97.0% of the variance in turnover intention (F = 420.518; p < 0.001); this unusually high value, together with moderate collinearity among the predictors, calls for caution in interpreting the partial effects. The findings suggest that highly motivated inspectors, whose certifications are valued in the labor market, may be the employees most inclined to leave, so retention strategies in industrial service companies should combine recognition with clear career paths and market-competitive compensation rather than rely on motivation programs alone.

Keywords: human resource management; job satisfaction; organizational commitment; turnover intention; work motivation; workforce retention

Introduction

Human resources remain a decisive factor in the operational performance of industrial service companies, because the quality of their services depends directly on the competence and continuity of their workforce [1], [2]. Work motivation can be understood as the energy that directs employees to invest their abilities and experience in organizational goals; self-determination theory further distinguishes autonomous motivation, which arises from interest and personal values, from controlled motivation, which depends on rewards and external pressure [3]. Motivation is therefore important for every member of an organization, as it influences both job satisfaction and productivity [4], [5].

A high level of job satisfaction is associated with low absenteeism and turnover rates [6], [7]. Employees who are satisfied with their positions tend to put more effort into their tasks, which in turn supports service quality and the achievement of business goals. Job satisfaction also fosters the development of organizational commitment within the company [7].

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Organizational commitment describes the degree to which employees identify with their organization, take part in its activities, and remain loyal to its goals. Related meta-analytic evidence on occupational commitment, that is, commitment to one's profession, links it with better task performance [8]; this construct should be distinguished from organizational commitment, because certified professionals may remain committed to their profession while intending to leave their employer. Conversely, work stress has been shown to lower employee performance [9] and, together with weak employee engagement, to increase turnover intention [10]. Empirical evidence also indicates that organizational commitment is negatively related to turnover intention and, in some settings, is its only significant predictor [11].

The external labor environment adds to this challenge. The Job Creation Law (Law No. 11 of 2020), which amended Law No. 13 of 2003 on Manpower and was later replaced by Law No. 6 of 2023, drew strong opposition from employees and the general public, mainly because it reduced the severance compensation received by laid-off employees. Legal analyses of its employment cluster argue that the more flexible employment arrangements it introduced to attract investment have left workers in a less secure position [12]. Such regulatory changes may affect employees' sense of job security and their attitudes toward their current employers; job security is not measured in this study but is considered in the discussion of the results.

PT. XYZ is a company that provides testing, inspection, certification, training, and consulting services to ensure a safe, compliant, and economically profitable working environment. Since its establishment in 2007, the company has relied on certified and experienced inspectors, whose continuity is essential for the quality and reliability of its services.

However, data compiled from the inspection department of PT. XYZ show a workforce turnover rate of around 20% between 2019 and 2021. If staff turnover remains high and continues to increase, it will harm the business as a whole; this issue therefore requires attention and a solution. Employee turnover refers to employees changing jobs, quitting, or leaving their positions, either voluntarily or at the company's discretion, and employees who leave generally do so in search of better opportunities [13]. A century of research has treated turnover as a costly organizational outcome and has placed job attitudes, such as satisfaction and commitment, among its central explanations [14]. Table 1 presents the annual turnover rate in the inspection department of PT. XYZ, together with the number of employees at the beginning and end of each year and the number of employees who left.

Table 1. Annual turnover rate in the inspection department of PT. XYZ, 2019–2021

Year	Employees at the beginning of the year	Employees at the end of the year	Employees leaving (end of contract and resignation)	Annual turnover (%)
2019	41	40	10	25
2020	40	44	5	12
2021	44	42	10	23

(Source: processed by the researchers, 2021)

Table 1 shows that turnover at PT. XYZ fluctuated: it reached 25% in 2019, fell to 12% in 2020, and rose again to 23% in 2021. The annual rate is calculated as the number of employees leaving divided by the average of the headcounts at the beginning and end of the year. The lower rate in 2020 may reflect the limited labor market opportunities during the COVID-19 pandemic. The figures include both contract expiry and resignation; because turnover intention concerns voluntary departure, resignations are the more relevant indicator, but Table 1 does not separate the two. Each departure requires the employee to be replaced immediately, and the departure of experienced employees,

especially those with strong opportunities to work elsewhere, is one of the largest losses a business can experience.

In industrial settings, employee retention has become a strategic concern. Skilled technical staff form the technical backbone of industrial firms, and their resignation is increasingly viewed as a loss of talent that companies must actively prevent [15]. Among millennial employees in Indonesian manufacturing, competency development, work–life balance, and meaningful work significantly shape job satisfaction [16], and among women factory workers, job satisfaction mediates the relationship between demographic factors and the intention to leave [17]. In the industrial area of Batam, organizational commitment, but not job satisfaction, was found to affect the turnover intention of contract manufacturing employees [18]. In the IT consultancy sector, occupational health and safety policies strengthen organizational commitment and are negatively related to turnover intention [19], a finding that is particularly relevant to companies whose core business is workplace safety.

Previous studies have examined the effects of work motivation, job satisfaction, and organizational commitment on turnover intention in manufacturing, hospitality, and other service settings [10], [18], [20], [21]. Testing, inspection, and certification (TIC) companies, whose services depend on certified and experienced inspectors, have received less attention in this body of work. This context differs theoretically from the settings studied previously: inspector certifications are portable across employers and often in demand in industrial areas, so certified inspectors may perceive more job alternatives and be less embedded in their current organization [34]. Under these conditions, the usual expectation that motivated, satisfied, and committed employees are less inclined to leave may not hold. This study therefore aims to analyze the partial and simultaneous effects of work motivation, job satisfaction, and organizational commitment on employee turnover intention at PT. XYZ, and to provide a basis for workforce retention strategies in industrial service companies.

Methods

Theoretical Framework and Hypothesis Development

Work motivation and turnover intention

Motivation is the internal drive that moves a person to act. Each motive is directed at a goal, namely satisfying employees' internal needs so that they can adjust to their work environment [2]. Managers' efforts to motivate employees rest on an understanding of and concern for human behavior, which is essential for organizations that treat people as a key success factor and attend closely to their needs. Leaders who perform this motivating role well can bring the goals of individual members into line with those of the organization as a whole [1]. Masfufah [21] found that work motivation affects turnover intention, and Bimaputra and Parwoto [20] examined the same relationship together with workload and job satisfaction. More recent studies have examined work motivation as a predictor of turnover intention [22], [23] and as a moderator of the effect of work overload on auditors' turnover intention [24]. The type of motivation also matters: among public employees, intrinsic motivation reduced turnover intention, whereas extrinsic motivation had no significant effect [25]. From the perspective of self-determination theory, autonomous motivation that arises from interest and personal values binds employees to their work, whereas controlled motivation that depends on external rewards may lead them to seek better rewards elsewhere [3], [25]. Because most previous studies expect motivated employees to be less inclined to leave, the first hypothesis is formulated as follows.

H1: Work motivation has a significant negative effect on turnover intention at PT. XYZ.

Job satisfaction and turnover intention

According to the job characteristics approach, employees' job satisfaction depends mainly on the nature of the work itself, and the balance between what employees give and what they receive in return largely determines how satisfied they are. Job satisfaction reflects employees' favorable attitudes and feelings toward their work and is shaped by the quality of their work life, so that an unsupportive work environment lowers satisfaction [26]. Enjoyment of work and a positive state of mind are signs of job satisfaction, and high satisfaction is needed to strengthen employees' work ethic, dedication, and discipline. Several studies found that job satisfaction affects turnover intention [6], [7], [21], and a meta-analysis of 91 studies reported a large negative relationship between the two variables [27], consistent with earlier meta-analytic evidence on the antecedents of employee turnover [38]. Other studies, however, found that only extrinsic job satisfaction predicts turnover intention [28] or that job satisfaction has no significant effect [18]. Therefore, the second hypothesis is formulated as follows.

H2: Job satisfaction has a significant negative effect on turnover intention at PT. XYZ.

Organizational commitment and turnover intention

Organizational commitment can be defined as the thoughts, feelings, and actions through which employees identify with the organization, take part in its activities, and remain loyal to its goals. It also reflects employees' wish to stay with the company, deliver results at work, and adopt the organization's goals as their own. This loyalty influences whether employees remain members of the company or leave for new jobs, which is the essence of turnover intention. Meyer and Allen [29] describe organizational commitment as a psychological state that characterizes the bond between employees and their organization, affects their decision to stay, and consists of affective, continuance, and normative components. Applying this model, Al Balushi et al. [30] found that affective and continuance commitment mediated the effect of career growth on turnover intention in the public sector of Oman. Previous studies also found that organizational commitment is negatively related to turnover intention [11], [18], [19], and a meta-analysis reported an effect size similar to that of job satisfaction [27]. Therefore, the third hypothesis is formulated as follows.

H3: Organizational commitment has a significant negative effect on turnover intention at PT. XYZ.

Simultaneous effect on turnover intention

Robbins, as cited in Kartono [13], defines turnover intention as employees' desire to leave the company permanently, which may have serious consequences for the human resource management budget. In Mobley's model of the withdrawal process, the intention to quit is the final step before actual departure and follows the evaluation of the current job and of available alternatives [35]. Saragih and Hendy [6] found that organizational commitment and job satisfaction jointly explained 67% of the variation in turnover intention, and Bimaputra and Parwoto [20] examined job satisfaction and work motivation together with workload as joint predictors. A meta-analysis of the antecedents of voluntary turnover likewise showed that job attitudes, such as job satisfaction and organizational commitment, operate together with other individual and organizational factors in predicting employees' departure [31]. Therefore, the fourth hypothesis is formulated as follows, and the complete research framework is shown in Figure 1.

H4: Work motivation, job satisfaction, and organizational commitment simultaneously have a significant effect on turnover intention at PT. XYZ.

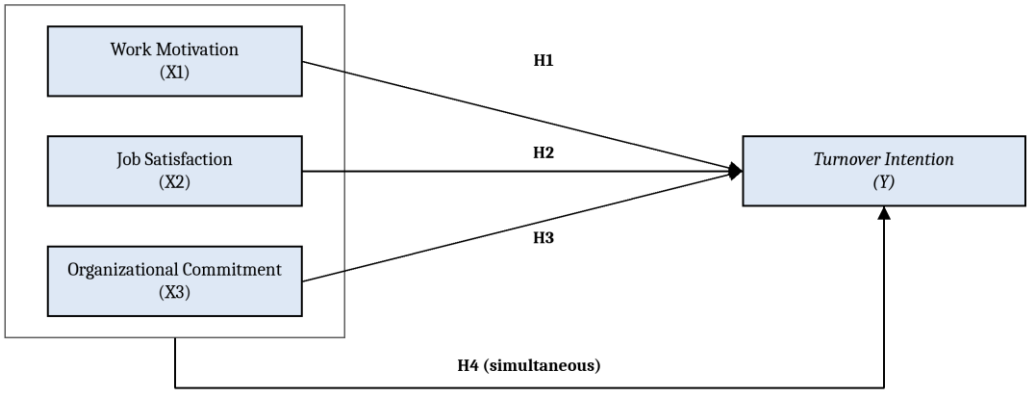


Figure 1. Research framework

Research Design and Data Analysis

This study takes a quantitative approach, in which the collected data are analyzed statistically to test the research hypotheses [32]. It examines the relationship between three independent variables, namely work motivation (X1), job satisfaction (X2), and organizational commitment (X3), and one dependent variable, turnover intention (Y). The study relies on primary data, that is, data obtained by the researchers directly from the respondents [32]. Data were collected through a questionnaire consisting of 10 statements on work motivation, 10 on job satisfaction, 10 on organizational commitment, and 6 on turnover intention. Using saturated sampling, the questionnaire was distributed to 43 employees of PT. XYZ.

The data were analyzed in four stages: (1) validity and reliability tests of the instrument; (2) classical assumption tests, consisting of normality, multicollinearity, and heteroscedasticity tests; (3) multiple linear regression analysis; and (4) hypothesis testing using the partial t test and the simultaneous F test at a significance level of 0.05. Because H1–H3 predict negative effects, they are tested one-tailed and are supported only when the coefficient is negative and significant. The regression model is expressed in Equation (1), where a is the constant, $b1$ to $b3$ are the regression coefficients, and e is the error term.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (1)$$

Results and Discussion

Respondent Characteristics

Table 2 summarizes the characteristics of the 43 respondents by gender, age, and length of service. Male respondents form a slight majority (22 people, 51%) compared with female respondents (21 people, 49%). Most respondents are aged 22–31 years (47%), followed by those aged 42–51 years (30%) and 32–41 years (23%). In terms of length of service, the largest group has worked for 9–12 years (18 people, 42%), followed by 5–8 years (33%) and 0–4 years (26%).

Table 2. Characteristics of respondents (n = 43)

Characteristic	Category	Number of respondents	Percentage (%)
Gender	Male	22	51
	Female	21	49
Age (years)	22–31	20	47
	32–41	10	23
	42–51	13	30
Length of service	0–4 years	11	26
	5–8 years	14	33
	9–12 years	18	42

(Source: processed primary data)

Validity and Reliability Tests

Validity indicates whether an instrument actually measures the construct it is meant to measure. An item is treated as valid when its computed r value exceeds the critical r value or, equivalently, when its significance value is lower than 0.05. As Table 3 shows, every item of work motivation (WM), job satisfaction (JS), organizational commitment (OC), and turnover intention (TI) has a significance value of 0.000 (< 0.05); therefore, all items are valid.

Table 3. Validity test results

Item	Sig.	Result	Item	Sig.	Result
WM1	0.000	Valid	OC1	0.000	Valid
WM2	0.000	Valid	OC2	0.000	Valid
WM3	0.000	Valid	OC3	0.000	Valid
WM4	0.000	Valid	OC4	0.000	Valid
WM5	0.000	Valid	OC5	0.000	Valid
WM6	0.000	Valid	OC6	0.000	Valid
WM7	0.000	Valid	OC7	0.000	Valid
WM8	0.000	Valid	OC8	0.000	Valid
WM9	0.000	Valid	OC9	0.000	Valid
WM10	0.000	Valid	OC10	0.000	Valid
JS1	0.000	Valid	TI1	0.000	Valid
JS2	0.000	Valid	TI2	0.000	Valid
JS3	0.000	Valid	TI3	0.000	Valid
JS4	0.000	Valid	TI4	0.000	Valid
JS5	0.000	Valid	TI5	0.000	Valid
JS6	0.000	Valid	TI6	0.000	Valid
JS7	0.000	Valid			
JS8	0.000	Valid			
JS9	0.000	Valid			
JS10	0.000	Valid			

WM = work motivation; JS = job satisfaction; OC = organizational commitment; TI = turnover intention.

Reliability shows how consistently the questionnaire produces the same results when the same object is measured repeatedly. A scale is regarded as reliable when its Cronbach's alpha is higher than 0.70. Table 4 reports Cronbach's alpha computed on the four variable scores (0.983), with all 43 cases valid. This value indicates high internal consistency across the four scores, but it is not a substitute for construct-level reliability; moreover, such a high value shows that the four scores are very strongly intercorrelated, which is taken into account in interpreting the regression results.

Table 4. Reliability test results

Measure	Value	%
Valid cases	43	100
Excluded cases[a]	0	0
Total cases	43	100
Cronbach's alpha	0.983	
Number of items	4	

[a] Listwise deletion based on all variables in the procedure.

Classical Assumption Tests

The normality test checks whether the regression variables are normally distributed, using the Kolmogorov–Smirnov and Shapiro–Wilk tests (Table 5); a significance value above 0.05 indicates a normal distribution. Based on the Kolmogorov–Smirnov test, work motivation (0.200), organizational commitment (0.111), and turnover intention (0.200) have significance values above 0.05, while job satisfaction has a value of 0.020. Based on the Shapiro–Wilk test, work motivation (0.100) and turnover intention (0.124) exceed 0.05, whereas job satisfaction (0.007) and organizational commitment (0.035) are below 0.05. Because the normality assumption of ordinary least squares regression concerns the residuals rather than the individual variables, and two of the variables are not normally distributed, the significance tests below are interpreted with caution.

Table 5. Normality test results

	Kolmogorov–Smirnov[a]			Shapiro–Wilk		
Variable	Statistic	df	Sig.	Statistic	df	Sig.
Work motivation	0.106	43	0.200∗	0.956	43	0.100
Job satisfaction	0.147	43	0.020	0.923	43	0.007
Organizational commitment	0.122	43	0.111	0.944	43	0.035
Turnover intention	0.094	43	0.200∗	0.959	43	0.124

∗ This is a lower bound of the true significance. [a] Lilliefors significance correction.

The multicollinearity test checks whether the independent variables are strongly intercorrelated, using tolerance and variance inflation factor (VIF) values. As Table 6 shows, work motivation (tolerance 0.284; VIF 3.524), job satisfaction (0.247; 4.048), and organizational commitment (0.432; 2.315) all satisfy the commonly used criteria of tolerance above 0.10 and VIF below 10. However, against the stricter thresholds recommended for behavioral research (VIF below 3.3 to 5) [37], these values indicate moderately high collinearity, particularly for job satisfaction, which may make the partial estimates of job satisfaction and organizational commitment less stable.

Table 6. Multicollinearity test results

Variable	Tolerance	VIF
Work motivation (X1)	0.284	3.524
Job satisfaction (X2)	0.247	4.048
Organizational commitment (X3)	0.432	2.315

Dependent variable: turnover intention.

The heteroscedasticity test checks whether the residual variance of the regression model is unequal across observations. Constant residual variance indicates homoscedasticity, whereas changing variance indicates heteroscedasticity. In Table 7, the significance values of work motivation (0.760), job satisfaction (0.410), and organizational commitment (0.235) all exceed 0.05, so the regression model shows no heteroscedasticity.

Table 7. Heteroscedasticity test results

Variable	Sig.	Result
Work motivation (X1)	0.760	No heteroscedasticity
Job satisfaction (X2)	0.410	No heteroscedasticity
Organizational commitment (X3)	0.235	No heteroscedasticity

Dependent variable: turnover intention.

Multiple Linear Regression Analysis

Multiple linear regression estimates the value of the dependent variable (Y) from two or more independent variables (X). Table 8 reports the results, and the resulting regression equation is given in Equation (2).

Table 8. Multiple linear regression and partial t test results

	Unstandardized coefficients		Standardized coefficients		
Variable	B	Std. error	Beta	t	Sig.
(Constant)	−7.132	1.796		−3.972	0.000
Work motivation (X1)	0.580	0.189	0.836	3.069	0.004
Job satisfaction (X2)	0.159	0.100	0.155	1.602	0.117
Organizational commitment (X3)	−0.001	0.192	−0.001	−0.003	0.998

Dependent variable: turnover intention.

$$Y = -7.132 + 0.580X_1 + 0.159X_2 - 0.001X_3 \quad (2)$$

The coefficients of work motivation (0.580) and job satisfaction (0.159) are positive, meaning that higher motivation and satisfaction are associated with higher turnover intention, which is opposite to the direction expected in the hypotheses. The coefficient of organizational commitment (−0.001) is negative but practically zero. Based on the standardized coefficients, work motivation has the strongest association with turnover intention (Beta = 0.836). Given the moderately high collinearity among the predictors and the very high explained variance, these partial coefficients should be interpreted with caution, because collinearity can produce unstable or counterintuitive signs in multiple regression.

Hypothesis Testing

The partial t test assesses the effect of each independent variable on turnover intention separately. With degrees of freedom df = n − k − 1 = 43 − 3 − 1 = 39, where n is the number of respondents and k is the number of independent variables, the one-tailed critical t value at $\alpha = 0.05$ is 1.685. A directional hypothesis is supported only when the coefficient has the predicted negative sign and is significant.

Based on Table 8, the t value of work motivation is 3.069 with a significance value of 0.004, so its effect is significant, but the coefficient is positive rather than negative; therefore, H1 is not supported, because work motivation significantly affects turnover intention in the direction opposite to that hypothesized. The t value of job satisfaction is 1.602 with a significance value of 0.117, and its coefficient is also positive; therefore, H0 is not rejected and H2 is not supported. The t value of organizational commitment is −0.003 with a significance value of 0.998; therefore, H0 is not rejected and H3 is not supported.

The simultaneous F test assesses whether the three independent variables jointly affect turnover intention. Table 9 shows an F value of 420.518 with a significance value of 0.000 < 0.05; therefore, H4 is accepted, meaning that the regression model as a whole is significant. The model explains 97.0% of the variance in turnover intention ($R^2 = 0.970$; adjusted $R^2 = 0.968$, calculated from Table 9). Such a

high value is unusual for cross-sectional perceptual data and, together with the very high alpha across the four scores, suggests overlap among the constructs or common method variance [36]. The significant F test also means only that at least one predictor is related to turnover intention; in this model, the effect is carried mainly by work motivation.

Table 9. Simultaneous F test results (ANOVA)

Model	Sum of squares	df	Mean square	F	Sig.
Regression	1102.115	3	367.372	420.518	0.000[b]
Residual	34.071	39	0.874		
Total	1136.186	42			

Dependent variable: turnover intention. [b] Predictors: (constant), organizational commitment, job satisfaction, work motivation.

Discussion

The most important finding is that work motivation is significantly but positively related to turnover intention. This result is contrary to the hypothesis and to the usual expectation that motivated employees are less inclined to leave, so it is not consistent with studies that report a negative relationship. Several explanations are plausible in the context of PT. XYZ. First, highly motivated inspectors invest more in their competence and certifications, which are portable and valued by other employers, so they perceive more job alternatives and are less embedded in their current organization [34]. Second, if their motivation is largely extrinsic, it may direct them toward better rewards elsewhere, as reported for controlled motivation in the public sector [25]. Third, the positive sign may partly reflect the strong collinearity among the predictors and the possible overlap among the constructs indicated by the very high R^2; this possibility cannot be ruled out with the present data.

Job satisfaction has no significant effect on turnover intention, which differs from Masfufah [21] but is consistent with Setiyanto and Hidayati [18], who found no significant effect among contract employees in Batam. One possible explanation, which was not measured in this study, is that employees who are satisfied with the content of their work may still leave when they see limited career development, in line with evidence that perceived career growth lowers employees' intention to leave [30]. Organizational commitment also has no significant effect, which differs from studies reporting a significant negative effect [11], [18]. Because its coefficient is practically zero in a model with moderately collinear predictors, its unique contribution may be absorbed by work motivation and job satisfaction. The significant F test shows that the model as a whole explains turnover intention, but it does not mean that the three variables operate as an integrated set; future studies could examine richer configurations of job demands and job resources [33] and mediation paths, for example from job satisfaction to organizational commitment and turnover intention.

Limitations

This study has several limitations. It uses a cross-sectional design in a single company with 43 respondents, which limits statistical power for small to medium partial effects and the generalizability of the results. All variables were measured by self-report from the same respondents at the same time, so common method variance cannot be excluded [36]. Reliability was reported for the four variable scores rather than for each construct, and discriminant validity among the constructs was not tested. The turnover data in Table 1 do not separate voluntary from involuntary departures, the data were collected in 2021, and turnover intention does not necessarily lead to actual turnover. Future studies are recommended to use larger samples, construct-level reliability and discriminant validity tests, longitudinal tracking of actual turnover, and additional variables such as perceived job alternatives, job embeddedness, and career growth.

Conclusion

This study analyzed the effects of work motivation, job satisfaction, and organizational commitment on turnover intention at PT. XYZ, an industrial testing and inspection services company. Partially, work motivation has a significant effect on turnover intention, but in a positive direction, contrary to the hypothesis, whereas job satisfaction and organizational commitment have no significant effect. Simultaneously, the regression model is significant and explains most of the variance in turnover intention, although the unusually high explained variance and the collinearity among the predictors call for caution in interpreting the partial effects.

From an industrial management perspective, the results suggest that the most motivated inspectors may also be the most likely to leave. PT. XYZ is therefore advised not to rely on motivation programs alone, but to retain motivated, high-performing inspectors through clear career paths and promotion criteria, compensation that is competitive with the market for certified inspectors, company-funded certification combined with a fair service commitment, and performance-based recognition. Regular stay interviews and monitoring of resignation reasons can help the company identify early which inspectors are at risk of leaving. These measures can help the company retain skilled inspectors and maintain the continuity of its testing and inspection services.

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