


ORGANIZATIONAL COMMITMENT AND EMPLOYEES TURNOVER INTENTION IN SAUDI PUBLIC SECTOR: THE MEDIATING ROLE OF JOB SATISFACTION AND WORK ENVIRONMENT

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 03 July 2023</p> <p>Accepted 06 October 2023</p>	<p>Purpose: Organisational commitment is critical to an organization's success and growth. It leads to increased job satisfaction, lower turnover, improved performance, a more positive organisational culture, and increased customer satisfaction. This research tries to highlight the relationship between organizational commitment and turnover intention taking into account the mediation role of job satisfaction and work environment.</p>
<p>Keywords:</p> <p>Organizational Commitment; Employees; Turnover Intention; Job Satisfaction; Work Environment.</p>	<p>Theoretical framework: Organizational commitment is very crucial in today working environment. Employees are more likely to be inspired and dedicated to their work when they feel committed to their organisation.(Freudenberger, 1974) .This results in increased productivity and performance. Furthermore, organizational commitment is important in employee retention. Employees that are committed to their company are less inclined to depart for other chances(Mathieu, Fabi, Lacoursiere, & Raymond, 2016). This lowers turnover rates and the costs associated with hiring and training new personnel.</p>
	<p>Methodology: This is a quantitative study that employed a structured questionnaire design. This study's sample consists of 193 public officers from the Saudi public sector in the western region who were chosen at randomly. Raw data gathered via mail questionnaires. The data collected was analyzed by SmartPLS 3 to test the study's hypotheses.</p> <p>Findings: Finding of this study indicates that organizational commitment has a substantial and statistically significant influence on Job Satisfaction ($\beta = 0.601$, $t = 8.580$, $p = .001$), and turnover intention ($\beta = -0.363$, $t = 4.737$, $p = .001$). In addition, the work environment and job satisfaction show mediation role in the relationship between organizational commitment and turnover intention.</p> <p>Research, Practical & Social implications: Managers at the public organizations need to apply different strategies to enhance the overall job satisfaction like giving employees a voice and involving them in problem-solving. This make them feel valued and motivated. Such practice can lead to create a conducive working environment where few people decide to quit. Employees that are committed to their organisation are more inclined to put in extra effort and go the extra mile. It is highly recommended to adopt high-performance working environment. This requires an updated human resource management techniques and practices.</p> <p>Originality/Value: The findings of this study indicates that ORC has a substantial and statistically significant influence on Job Satisfaction, working environment, and turnover intention. This study also finds the work environment and job satisfaction are significantly mediated the relationship between organizational commitment and turnover intention. This contributes to the current literature especially in the public organizations studies.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i10.3788</p>

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COMPROMISSO ORGANIZACIONAL E INTENÇÃO DE ROTATIVIDADE DOS FUNCIONÁRIOS NO SETOR PÚBLICO SAUDITA: O PAPEL MEDIADOR DA SATISFAÇÃO NO TRABALHO E DO AMBIENTE DE TRABAL

RESUMO

Objetivo: O comprometimento organizacional é fundamental para o sucesso e o crescimento de uma organização. Isso leva ao aumento da satisfação no trabalho, menor rotatividade, melhor desempenho, uma cultura organizacional mais positiva e maior satisfação do cliente. Esta pesquisa tenta destacar a relação entre o comprometimento organizacional e a intenção de rotatividade levando em consideração o papel mediador da satisfação no trabalho e do ambiente de trabalho.

Enquadramento teórico: O comprometimento organizacional é muito importante no ambiente de trabalho atual. É mais provável que os funcionários se sintam inspirados e dedicados ao seu trabalho quando se sentem comprometidos com a sua organização. (Freudenberger, 1974). Isto resulta num aumento da produtividade e do desempenho. Além disso, o comprometimento organizacional é importante na retenção de funcionários. Funcionários comprometidos com sua empresa estão menos inclinados a partir em busca de outras oportunidades (Mathieu, Fabi, Lacoursiere, & Raymond, 2016). Isso reduz as taxas de rotatividade e os custos associados à contratação e treinamento de novos funcionários.

Metodologia: Trata-se de um estudo quantitativo que utilizou um desenho de questionário estruturado. A amostra deste estudo consiste em 193 funcionários públicos do setor público saudita da região oeste, escolhidos aleatoriamente. Dados brutos coletados por meio de questionários por correio. Os dados coletados foram analisados pelo SmartPLS 3 para testar as hipóteses do estudo.

Resultados: Os resultados deste estudo indicam que o comprometimento organizacional tem uma influência substancial e estatisticamente significativa na satisfação no trabalho ($\beta = 0,601$, $t = 8,580$, $p = 0,001$) e na intenção de rotatividade ($\beta = -0,363$, $t = 4,737$, $p = 0,001$). Além disso, o ambiente de trabalho e a satisfação no trabalho apresentam papel mediador na relação entre comprometimento organizacional e intenção de rotatividade.

Implicações de pesquisa, Práticas e Sociais: Os gestores das organizações públicas precisam aplicar diferentes estratégias para aumentar a satisfação geral no trabalho, como dar voz aos funcionários e envolvê-los na resolução de problemas. Isso faz com que eles se sintam valorizados e motivados. Essa prática pode levar à criação de um ambiente de trabalho propício, onde poucas pessoas decidam pedir demissão. Os funcionários comprometidos com sua organização estão mais inclinados a fazer um esforço extra e ir além. É altamente recomendável adotar um ambiente de trabalho de alto desempenho. Isto requer técnicas e práticas atualizadas de gestão de recursos humanos.

Originalidade/Valor: As conclusões deste estudo indicam que o ORC tem uma influência substancial e estatisticamente significativa na satisfação no trabalho, no ambiente de trabalho e na intenção de rotatividade. Este estudo também constata que o ambiente de trabalho e a satisfação no trabalho são mediados significativamente na relação entre o comprometimento organizacional e a intenção de rotatividade. Isto contribui para a literatura atual especialmente nos estudos de organizações públicas.

Palavras-chave: Compromisso Organizacional, Funcionários, Intenção de Rotatividade, Satisfação no Trabalho, Ambiente de Trabalho.

COMPROMISO ORGANIZATIVO E INTENCIÓN DE ROTACIÓN DE EMPLEADOS EN EL SECTOR PÚBLICO SAUDÍ: EL PAPEL MEDIADOR DE LA SATISFACCIÓN LABORAL Y EL AMBIENTE LABORAL

RESUMEN

Propósito: El compromiso organizacional es fundamental para el éxito y el crecimiento de una organización. Conduce a una mayor satisfacción laboral, una menor rotación, un mejor desempeño, una cultura organizacional más positiva y una mayor satisfacción del cliente. Esta investigación intenta resaltar la relación entre el compromiso organizacional y la intención de rotación teniendo en cuenta el papel mediador de la satisfacción laboral y el clima laboral.

Marco teórico: El compromiso organizacional es muy crucial en el entorno laboral actual. Es más probable que los empleados se sientan inspirados y dedicados a su trabajo cuando se sienten comprometidos con su organización (Freudenberger, 1974). Esto da como resultado una mayor productividad y rendimiento. Además, el compromiso organizacional es importante para la retención de empleados. Los empleados que están comprometidos con su empresa son menos propensos a partir en busca de otras oportunidades (Mathieu, Fabi, Lacoursiere y Raymond, 2016). Esto reduce las tasas de rotación y los costos asociados con la contratación y capacitación de nuevo personal.

Metodología: Se trata de un estudio cuantitativo que empleó un diseño de cuestionario estructurado. La muestra de este estudio consta de 193 funcionarios públicos del sector público saudita en la región occidental que fueron

elegidos al azar. Datos brutos recopilados a través de cuestionarios por correo. Los datos recopilados fueron analizados por SmartPLS 3 para probar las hipótesis del estudio.

Hallazgos: Los hallazgos de este estudio indican que el compromiso organizacional tiene una influencia sustancial y estadísticamente significativa en la satisfacción laboral ($\beta = 0,601$, $t = 8,580$, $p = 0,001$) y la intención de rotación ($\beta = -0,363$, $t = 4,737$, $p = .001$). Además, el clima laboral y la satisfacción laboral muestran un papel mediador en la relación entre el compromiso organizacional y la intención de rotación.

Implicaciones de investigación, Prácticas y Sociales: los gerentes de las organizaciones públicas deben aplicar diferentes estrategias para mejorar la satisfacción laboral general, como dar voz a los empleados e involucrarlos en la resolución de problemas. Esto los hace sentir valorados y motivados. Esta práctica puede conducir a la creación de un ambiente de trabajo propicio en el que pocas personas deciden renunciar. Los empleados que están comprometidos con su organización están más dispuestos a esforzarse más y hacer un esfuerzo adicional. Se recomienda encarecidamente adoptar un entorno de trabajo de alto rendimiento. Esto requiere técnicas y prácticas actualizadas de gestión de recursos humanos.

Originalidad/Valor: Los hallazgos de este estudio indican que ORC tiene una influencia sustancial y estadísticamente significativa en la satisfacción laboral, el entorno laboral y la intención de rotación. Este estudio también encuentra que el ambiente de trabajo y la satisfacción laboral están significativamente mediados por la relación entre el compromiso organizacional y la intención de rotación. Esto contribuye a la literatura actual, especialmente en los estudios de organizaciones públicas.

Palabras clave: Compromiso Organizacional, Empleados, Intención Facturación, Satisfacción Laboral, Ambiente de Trabajo.

INTRODUCTION

Organizational commitment is very crucial in today working environment. Employees are more likely to be inspired and dedicated to their work when they feel committed to their organisation.(Freudenberger, 1974) .This results in increased productivity and performance. Furthermore, organizational commitment is important in employee retention. Employees that are committed to their company are less inclined to depart for other chances(Mathieu et al., 2016). This lowers turnover rates and the costs associated with hiring and training new personnel.

Furthermore, organizational commitment has an impact on employee engagement. Employees that are devoted to their company are more likely to be interested in their work, which leads to increased job satisfaction and a sense of purpose.

As a result, increased levels of creativity, innovation, and overall organizational success are achieved. The psychological attachment and devotion of an employee to an organisation is referred to as organizational commitment(Meyer & Allen, 2001). It is the level of dedication and loyalty that an employee feels for their organisation, as well as their readiness to put forth effort on their behalf(Mowday, 1998).Organisational commitment has three components which include the affective commitment, continuance commitment, and normative commitment(Meyer & Allen, 1991).

Employees with high levels of commitment have better levels of job satisfaction and engagement, and they are more likely to stay with the organisation for a longer amount of

time (Kustiawan, Marpaung, Lestari, & Andiyana, 2022). They are also more likely to go above and beyond their work responsibilities, contribute to the organization's overall performance, and serve as positive advocates for the organisation (Alfalla-Luque, Marin-Garcia, & Medina-Lopez, 2015).

Creating a positive organizational culture, providing opportunities for employee growth and development, encouraging open communication and transparency, recognizing and rewarding employee contributions, and promoting work-life balance are all ways that organizations can foster and improve organizational commitment (Harini, Luddin, & Hamidah, 2019). Organizations must provide a friendly and engaging work environment in order to increase employee commitment and improve overall performance. By addressing employees' needs and concerns, a supportive work environment promotes employee happiness (Espasandín-Bustelo, Ganaza-Vargas, & Diaz-Carrion, 2021; Khan, Mahmood, & Shoaib, 2022).

Organizations that prioritize employee well-being and provide a healthy work environment make employees feel appreciated, which leads to better levels of job satisfaction. Employees that are satisfied with their jobs are more likely to be dedicated to their employers (Kumari & Rachna, 2011). Employees that are emotionally linked to their work are more willing to go above and beyond to achieve organizational goals. This leads to improve the turnover rates among employees (Fulmore, Fulmore, Mull, & Cooper, 2023; Shuck, Twyford, Reio Jr, & Shuck, 2014). Few studies were conducted in the public sector to highlight the impact of organizational commitment on turnover intention. Providing chances for growth and development, competitive salary and benefits, creating a pleasant work culture and strong leadership, and displaying gratitude and acknowledgment for employees' efforts are all ways to increase organizational commitment. Organizational commitment is critical in today's working environment since it has a direct impact on employee engagement, productivity, and attrition rates (Hanaysha, 2016). Employers and organizations should aim to create a culture that encourages and supports organizational commitment in order to gain the myriad rewards that come with it.

The public sector faced with the problem of a low level of commitment for many reasons. Many factors might shape this relationship including the job satisfaction, working environment, and other demographic factors like gender. This research aims to fill the gap in the management studies by highlighting the direct impact of organizational commitment on the turnover intention taking into consideration the role expected to play by the work environment and job satisfaction to shape this relationship.

LITREATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational Commitment (ORC) and Job Satisfaction (JobSt)

The subject of job satisfaction has been extensively researched in the literature since many experts, managers, and researchers believe its patterns can affect and influence work productivity, employee turnover, and employee retention. Most studies have handled work satisfaction as an independent variable and organizational commitment as a dependent variable (Jernigan, Beggs, & Kohut, 2002).

An employee is defined as intrinsically satisfied if he receives no apparent reward other than the activity itself, whereas extrinsic satisfaction is the inverse concept (that is, an employee is extrinsically satisfied if he receives monetary compensation or other material rewards to modify his behaviour) (Rose, 2001).

Job satisfaction is a pleasurable emotional state caused by the appraisal of one's job as attaining or helping the fulfilment of certain goals (Locke, 1968). Studies of organizational bonds, particularly those of commitment, have received significant attention in the field of organizational behavior because to their significance in enabling a better understanding of the interactions built between workers and their organisation. Thus, high commitment helps to improve the level of job satisfaction among employees (Mahboub et al., 2023).

Commitment is anticipated from these organizational players because of its impact on desirable variables such as performance and organizational citizenship behaviour, among others (Leite, Rodrigues, & Albuquerque, 2014). An individual's psychological attachment and devotion to their organisation is referred to as organizational commitment. It displays how much employees feel a sense of belonging and how much they identify with the organization's goals and values.

Higher levels of organizational commitment result in increased staff enthusiasm, dedication, and effort (Nagar, 2012). In contrast, job satisfaction relates to an individual's entire feelings and attitudes towards their job. It expresses how much pleasure or fulfilment one derives from one's employment. Employees that are happy with their jobs are more engaged, productive, and less inclined to leave their company. Organisational commitment and work happiness have a strong relationship. Employees who are committed to their organisation are more likely to feel better levels of job satisfaction, according to research (McDonald & Makin, 2000). This is because when people have a sense of commitment, they are more likely to have a good perspective of their organisation, which increases their job satisfaction.

We argue to say that employees that are happy with their jobs are more likely to be committed to their company. Work-life balance, difficult duties, career progression prospects,

fair salary, and supportive coworkers all contribute to job happiness might improve satisfaction level. Employees are more likely to build a strong connection to their organisation if they are satisfied with these aspects. Organisational commitment and job happiness are linked to the psychological contract that employees have with their employers (McDonald & Makin, 2000). Employees who believe their organisation has met their expectations are more likely to be satisfied with their jobs and to generate a higher level of dedication.

H1: Organizational Commitment (ORC) has a significant direct impact on Job Satisfaction (JobSt).

Organizational Commitment (ORC) and Turnover Intention (Tur)

Since its inception, the analysis of departure intentions has been a mainstay of general turnover research (Cho & Lewis, 2012). Motivation in the government sector has a direct positive impact on public personnel' attitudes and behaviors (Bright, 2008). Turnover intention refers to an employee's intention to depart the organisation. It is a measure of how likely an employee is to quit or leave their employment voluntarily. A range of factors might influence turnover intention, including job discontent, a lack of career options, low perceived organizational support, and projected alternative job opportunities. Researchers have anticipated that turnover intention will be the best predictor of actual turnover behavior (Currivan, 1999; Griffeth, Hom, & Gaertner, 2000). Organisational commitment and turnover intention are inextricably linked. Employees with high degrees of organizational commitment are less likely to intend to leave because they have a strong sense of loyalty and attachment to the organisation. Employees with low levels of organizational commitment are more likely to consider leaving their jobs because they do not feel a strong connection to the organisation and are more open to examining new work alternatives.

Organizations should attempt to promote high levels of organizational commitment among their employees in order to minimize the likelihood of turnover. This can be accomplished through fostering a happy work atmosphere that encourages job satisfaction, providing chances for growth and development, recognizing and rewarding employees' efforts, and implementing fair and supportive management practices. Organizations can boost staff retention and reduce turnover costs by improving organizational commitment. (Huselid, 1995).

H2: Organizational Commitment (ORC) has a significant direct impact on Turnover Intention (Tur).

Work Environment (WorE) and Organizational Commitment (ORC)

The work environment has a significant impact on an employee's level of organizational commitment. A pleasant work environment promotes a sense of belonging, job satisfaction, and commitment, whereas a bad or toxic work environment promotes low commitment and greater turnover (Hanaysha, 2016). Employees feel valued, respected, and encouraged in their job in a great work environment with a supportive culture (Giffords, 2009). Employees are more likely to create a strong sense of devotion to the organisation when they feel effectively supported. Effective leadership is critical in fostering a healthy work environment (Aldabbas, Pinnington, & Lahrech, 2023). Employees are more likely to be devoted to an organisation when leaders inspire and motivate their team members, set clear goals and expectations, and offer assistance and recognition (Chiang & Hsieh, 2012).

A work environment that prioritizes staff development and provides possibilities for advancement can boost organizational commitment. Employees are more likely to feel devoted and dedicated to their organisation when they sense that their organisation invests in their professional development. This improves the organizational commitment among employees.

Positive work environments are created by organizations that prioritize work-life balance and provide flexible work arrangements. Employees who believe they can properly balance their personal and work lives are more likely to be dedicated to and satisfied with their organisation. Thus, their retention rates improved significantly (Ritter, 2011).

Findings of previous studies show that demands and supports function together to promote retention, implying that agencies can target particular parts of workers' roles and support difficulties to increase retention without requiring a single method to battle workload and environment at the same time (Radey & Wilke, 2023). Employee commitment can be increased by fairly and consistently recognizing and rewarding employee contributions. Employees are more likely to feel engaged and inspired to continue contributing to the organization's success when their efforts are recognized and rewarded.

H3: Organizational Commitment (ORC) has a significant direct impact on Work Environment (WorE).

H4: Work Environment (WorE) has a significant direct impact on Turnover Intention (Tur).

Job Satisfaction (JobSt) and Turnover Intention (Tur)

Authors found that high job satisfaction leads to lesser turnover, while low job satisfaction leads to increased turnover. Employees are more likely to stay with a company for

a longer amount of time if they are content with their job, work environment, and overall experience. This results in reduced turnover rates. Employees who are dissatisfied, on the other hand, are more inclined to seek better possibilities elsewhere, resulting in higher turnover rates. Low job satisfaction can be caused by a variety of causes, including poor management, a lack of advancement possibilities, insufficient salary, or a hostile work culture.(T. W. Lee & Mowday, 1987; Tett & Meyer, 1993). Companies may develop a sense of loyalty, commitment, and job satisfaction among their employees by identifying and eliminating any sources of unhappiness, minimizing the need to hire and train new personnel on a regular basis. This personnel consistency can lead to better production, improved morale, and overall organizational success. Job dissatisfaction might considered to be more predictive of turnover. If it was viewed in the context of an individual's proclivity to be happy with regular life happenings(Weitz, 1952). Job satisfaction was discovered to have a direct negative link with desire to leave(Amah, 2009). Employees that are satisfied are more likely to stay and contribute to an organization's competitive edge and productivity(T. W. Lee & Mowday, 1987).

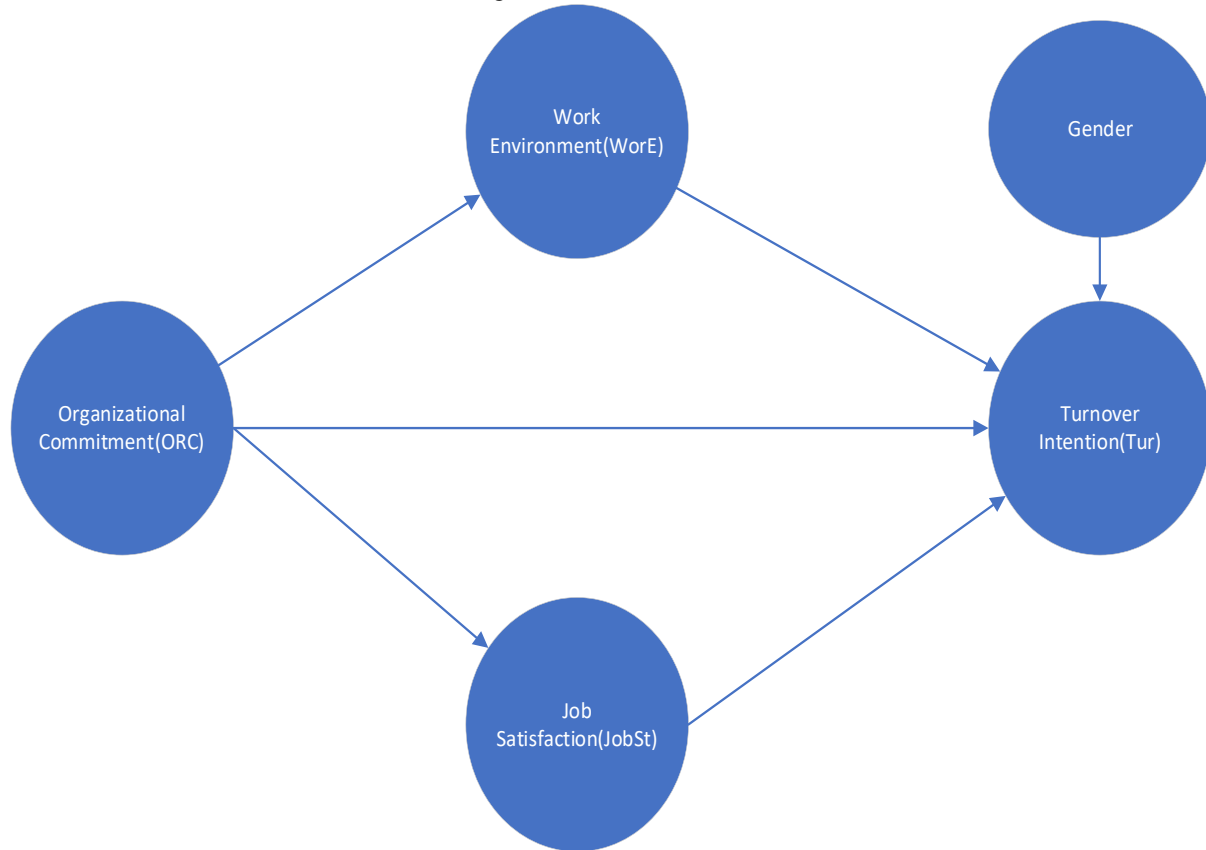
H5: Job Satisfaction (JobSt) has a significant direct impact on Turnover Intention (Tur).

H6: Work Environment (WorE) mediates the relationship between Organizational Commitment (ORC) and Turnover Intention (Tur).

H7: Job Satisfaction (JobSt) mediates the relationship between Organizational Commitment (ORC) and Turnover Intention (Tur).

H8: Gender moderates the relationship between Work Environment (WorE) and Turnover Intention (Tur).

Figure 1: Research Model



Source: Developed by Researchers

METHODOLOGY

Design & Sample

This study is a quantitative study used a structured questionnaire design. The sample of this study is 300 public officers from the Saudi public sector in western area who selected randomly. Total of 193(64.33%) completed and returned their questionnaire. Data collected in the summer of 2023, during a 3-month period. To test the hypotheses of this study, the collected data analyzed by SmartPLS 3.

Procedures

Raw data collected through mail surveys. The links of these surveys sent to the formal emails of the chosen organizations.

Measures

This research uses a questionnaires developed by Meyer and Allen in 2004(Meyer & Allen, 2004) and known as the Three-Component Model. The Employee Commitment Survey has been widely used to assess three types of organizational employee commitment. The

Affective Commitment Scale, the Normative Commitment Scale, and the Continuance Commitment Scale were all well-validated instruments used in the study. The other variables which include job satisfaction, work environment, and turnover intention were developed by the researchers from the previous studies.

FINDINGS

Measurement Model

A measurement model in a research study is a statistical framework that defines how latent constructs are related to the observable indicators. It serves as a tool to gauge the accuracy and consistency of these indicators in measuring the constructs of interest. This model stands as a fundamental element within research endeavors that involve latent constructs and observable indicators. The precision with which the measurement model is defined plays a pivotal role in assuring the reliability and validity of research findings (Hair Jr, Hult, Ringle, & Sarstedt, 2021).

To validate the measurement model, researchers employ appropriate statistical methods. Initially, they scrutinize the reliability of the indicators by examining their loadings on the relevant constructs. Subsequently, they evaluate the internal consistency of these constructs by calculating both Cronbach's alpha (CA) and composite reliability (CR). To further ensure convergent validity, they compute the average variance extracted (AVE) values for all indicators within each construct. The results, encompassing item loadings, CR, AVE, and CA, are presented in Table 1, offering a comprehensive overview of the model's performance (J. F. Hair, Black, Babin, & Anderson, 2010). In terms of AVE, the values range from 0.519 to 0.846, all surpassing the recommended threshold of 0.50 established by Fornell and Larcker (1981) as indicated in Table 1.

Table 1: Item Loadings, CR, AVE, and CA

Constructs	Items	Loadings	(CA)	(CR)	(AVE)
JobSt	JOBSa1	0.818	0.785	0.859	0.607
	JOBSa2	0.818			
	JOBSa3	0.851			
	JOBSa4	0.603			
ORC	ORC1	0.867	0.804	0.870	0.632
	ORC2	0.858			
	ORC3	0.590			
	ORC4	0.831			
Tur	Tur1	0.923	0.909	0.943	0.846
	Tur2	0.909			
	Tur3	0.927			
WorE	WORE1	0.573	0.783	0.840	0.519
	WORE2	0.870			
	WORE4	0.636			

	WORE5	0.629			
	WORE6	0.843			

Source: Developed from Research's Data

Based on Table 1, the AVE values were accepted, and CR exceeded the benchmark of 0.85 (J. Hair, Hult, Ringle, & Sarstedt, 2014). For adequate discriminant validity, as proposed by (Fornell & Larcker, 1981), “the square root must be greater than the correlations of the latent constructs”. This is indicated in Table 2.

Table 2: Discriminant validity.

	1	2	3	4	5
Gender	1.000				
JobSt	-0.142	0.779			
ORC	-0.141	0.601	0.795		
Tur	0.024	-0.474	-0.481	0.920	
WorE	-0.254	0.635	0.615	-0.294	0.720

Source: Developed from Research's Data

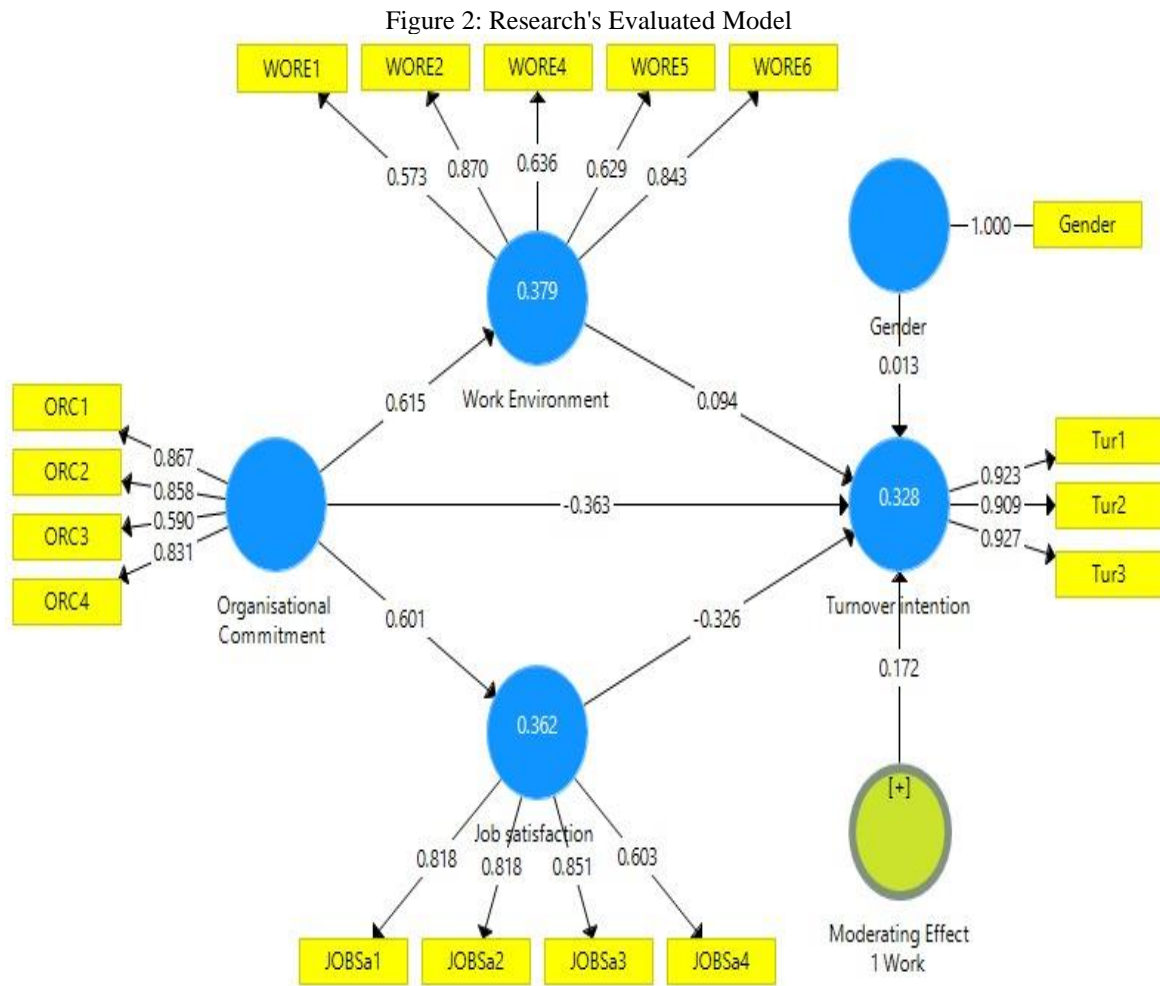
Structural Model

Path coefficients play a pivotal role in assessing the hypotheses of the structural model by examining both the strength and significance of the relationships between variables. These coefficients depict the direct impact of one variable on another within the model, while also considering the influence of all other variables present in the model. This section elaborates on the results derived from utilizing path coefficients to test the hypotheses of the structural model concerning the variables examined. In this study, SmartPLS 3 was utilized, accompanied by a bootstrapping procedure incorporating 5,000 subsamples and 193 cases. This approach was employed to ascertain the significance of the path coefficients (J. Hair et al., 2014). The outcomes of these analyses are effectively illustrated through Figure 1 and Table 3.

The structural model reflects the hypothesized paths outlined in the research framework. The evaluation of a structural model is based on several key indicators, including R^2 , Q^2 , and the significance of the paths. The quality of the model is assessed by examining the strength of each structural path, as indicated by the R^2 value for the dependent variable Briones Peñalver, Bernal Conesa, and de Nieves Nieto (2018). In their study, an R^2 value equal to or exceeding 0.1 is considered acceptable (Falk & Miller, 1992). Upon reviewing the results presented in Table 3, it is evident that all R^2 values surpass 0.1. Consequently, the model exhibits a solid predictive capability. Furthermore, the predictive relevance of the endogenous constructs is established through the Q^2 measure. A Q^2 value exceeding 0 indicates that the model possesses predictive relevance. In the context of the study's findings, it becomes apparent that there is

significant predictive power within the constructs, as demonstrated in Table 3. To assess the fit of the model, the Standardized Root Mean Residual (SRMR) is employed. With an SRMR value of 0.099, falling below the threshold of 0.10, the model's fit is considered acceptable (J. F. Hair, Sarstedt, Ringle, & Gudergan, 2017). Subsequently, to thoroughly evaluate the goodness of fit, hypotheses are rigorously tested to determine the significance of the relationships between variables.

H1 assesses whether ORC significantly impacts JobSt. The analysis indicates that ORC indeed has a substantial and statistically significant influence on Job Satisfaction ($\beta = 0.601$, $t = 8.580$, $p = .001$), supporting H1. H2 examines whether ORC significantly affects Tur. The findings indicate that ORC holds a significant and noteworthy impact on Tur ($\beta = -0.363$, $t = 4.737$, $p = .001$), thereby supporting H2. H3 investigates whether ORC significantly influences WorE. The outcomes show that ORC does indeed exert a significant impact on WorkE ($\beta = 0.615$, $t = 13.580$, $p = .001$), confirming H3. H4 scrutinizes whether WorkE significantly impacts Tur. The results reveal a significant impact of WorkE on Tur ($\beta = 0.094$, $t = 0.973$, $p = 0.331$), thus supporting H4. H5 explores whether JobSt significantly influences Tur. The analysis demonstrates a negative and significant impact of JobSt on Tur ($\beta = -0.094$, $t = 0.973$, $p = 0.331$), in line with H5. H6 investigates whether JobSt significantly impacts Tur. The findings indicate a negative and significant impact of JobSt on Tur ($\beta = -0.326$, $t = 3.641$, $p = .001$), thus supporting H6. The study's approach involved generating 5000 resamples to establish 95% confidence intervals, which are presented in Table 3. Any confidence interval distinct from zero signifies a significant relationship. The summarized results of the hypotheses testing are available in Table 3.



Source: Developed from Research's Data

Table 3: Mediation Analysis

Hy	Relationship	Beta	SE	T-Value	P-value	2.5%	97.5%	Findings
H1	ORC -> JobSt	0.601	0.070	8.580	0.000	0.426	0.709	Supported
H2	ORC -> Tur	-0.363	0.077	4.737	0.000	-0.513	-0.214	Supported
H3	ORC -> WorE	0.615	0.045	13.580	0.000	0.514	0.693	Supported
H4	WorE -> Tur	0.094	0.097	0.973	0.331	-0.090	0.289	Unsupported
H5	JobSt -> Tur	-0.326	0.090	3.641	0.000	-0.483	-0.142	Supported
	R²	Q²						
JobSt		0.362	0.208					
Tur		0.328	0.260					
WorE		0.379	0.175					

Source: Developed from Research's Data

Mediation analysis was performed to assess the mediating role of WorkE and JobSt. The results (see Table 4) revealed significant ($p < .05$) competitive partial mediation roles of WorkE between ORC and

Tur, H6: ($\beta = -0.196, t = 3.757, p = .001$), which indicated H6 was supported. However, JobSt revealed insignificant and did not mediate the relationship between ORC and Tur H7: ($\beta = 0.058, t = 0.947, p = .344$), which indicated H7 was not supported.

Table 4: Direct and Total Effect

	Total Effect	T- Value	Sig	Direct Effect	Sig	Hypothesis	Effect	T	Sig
ORC - Tur	-0.502	7.517	0.000	0.615	0.000	ORC – WorkE - Tur	-0.196	3.757	0.000
						ORC – JobSt - Tur	0.058	0.947	0.344

Source: Developed from Research's Data

Moderation analysis

Moderation analysis was performed to evaluate the moderating role of gender. The results (see Table 5) revealed a significant moderating role of gender on the relationship between WorkE and Tur ($\beta = 0.058, t = 0.947, p = .344$). Thus, H8 was supported.

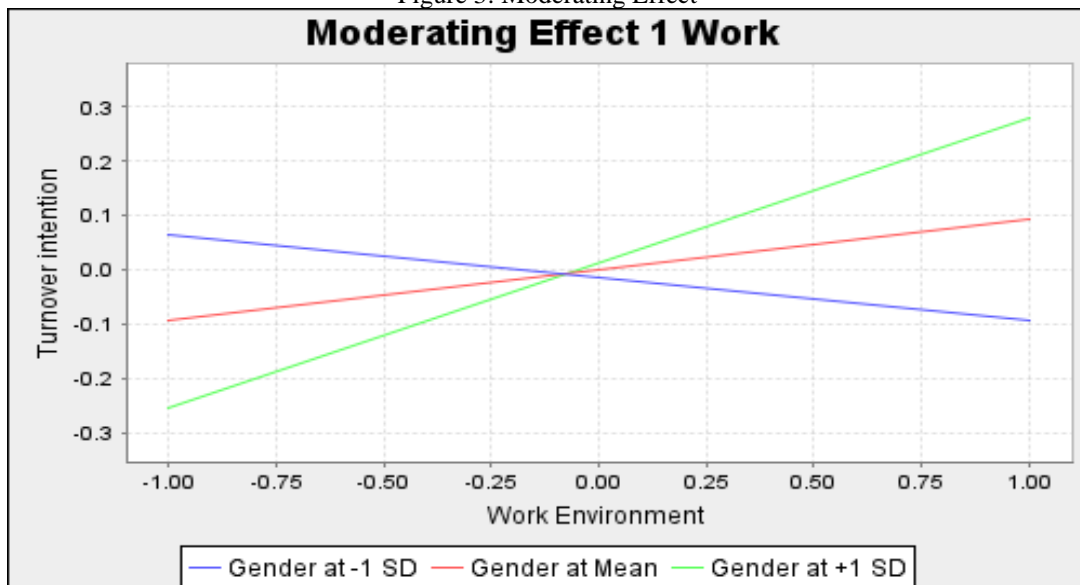
Table 5: Moderating Effect

Hypothesis	Beta	SE	T	Sig
Moderating Effect WorkE -> Tur	0.172	0.074	2.335	0.020

Source: Developed from Research's Data

Figure 3 illustrates the outcomes of moderations conducted. The relationship between the moderated variable of turnover intention in this study is depicted by the green line. When the green line intersects, a comparison is made: if the green line is positioned above the red and blue lines, it signifies a positive relationship. In the context of Figure 3, the positive relationships among the moderated variables are evident, as indicated by the green line being situated above both the blue and red lines.

Figure 3: Moderating Effect



Source: Developed from Research's Data

DISCUSSION

The purpose of this study is to explore the relationships between organizational commitment (ORC) and turnover intention (Tur) among the public officers. Mediation function of job satisfaction (JobSt) and work environment (WorE) in explaining the relationship between ORC and Tur in the workplace considered in this study.

The findings of this study indicates that ORC has a substantial and statistically significant influence on Job Satisfaction, working environment, and turnover intention. This result confirmed previous studies findings which indicated the existence of favorable connections between ORC and JobS (Gajić et al., 2021; M. Lee & Kim, 2023; Porter, Steers, Mowday, & Boulian, 1974). Thus, this result shows that public organization managers should make the workplace a welcoming and inclusive place of working where employees feel valued and driven to participate. This leads to improve the level of job satisfaction, decrease the turnover rates among public employees, and creates a positive perception towards the working environment (Giffords, 2009).

In addition, managers at public organizations should share values and goals that are in line with the organization's overarching mission and vision. This helps public officer to participate effectively and feel motivated, satisfied, and retained.

The study also finds work environment significantly impact the turnover intention. This comes to support previous studies (Baernholdt & Mark, 2009; Qureshi et al., 2013; Suhartono, Sulastiningsih, Chasanah, Widiastuti, & Purwanto, 2023). Therefore, a supportive and inclusive culture, great cooperation, clear communication, opportunity for professional growth, and work-life balance can all help to reduce turnover intention. Employees are more likely to feel driven, respected, and satisfied in their jobs, which leads to higher job satisfaction and loyalty to the organisation. As a result, organizations should priorities developing a happy work environment in order to reduce employee turnover and retain top talent. This can be accomplished through a variety of tactics, including effective leadership, competitive salary and benefits, work-life balance promotion, opportunities for growth and development, and cultivating a respectful and inclusive workplace culture.

In addition, this study reveals that there is a negative and significant impact of job satisfaction on turnover intention. This result supports the previous findings (Astuti, Safitri, Setrojoyo, & Wibowo, 2023; Lambert, Hogan, & Barton, 2001; Pinnington, Mir, & Ai, 2023). Employees who are highly satisfied with their jobs may feel loyal to the organisation, making it more difficult for them to quit even if they obtain external employment offers or chances.

Furthermore, when people are happy with their jobs, they may form strong social connections and partnerships within the organisation. This can generate a sense of attachment and belonging, making it harder for them to depart emotionally. Their goal to leave may be hampered by the dread of losing these ties and the support network they have established. Furthermore, if a person is highly content with their current job, they may be less likely to actively seek out new chances, resulting in lower job mobility. Because of this lack of job mobility, they may be unable to explore other roles or industries, limiting their professional progress and potential in the long run. While job satisfaction is often regarded as desirable, it can have a detrimental impact on turnover intention by impeding professional advancement, encouraging complacency, limiting job mobility, and establishing emotional obstacles to leaving the organisation.

This study also finds the work environment and job satisfaction are significantly mediated the relationship between organizational commitment and turnover intention. This contributes to the current literature especially in the public organizations studies.

CONCLUSION

This study has different implications including social, economic, and environmental. This results of this study highlights the role of the effective management in the public organizations. Employees who feel devoted to their organisation are more likely to be satisfied with their jobs. They have a feeling of purpose and feel valued, which leads to increased motivation and engagement. Employees that are dedicated to their jobs are less likely to abandon their employers. They have a strong feeling of loyalty and are more inclined to stick around during difficult times or when presented with employment offers from rival organizations. This decreases turnover and ensures organizational stability.

Improving job satisfaction is critical for retaining high levels of employee motivation, engagement, and productivity. It is highly recommended to adopt high-performance working environment. This requires an updated human resource management techniques and practices. By employing these tactics, organisation can establish a happy work environment, which leads to higher staff retention, productivity, and overall organizational success. Managers at the public organizations need to apply different strategies to enhance the overall job satisfaction like giving employees a voice and involving them in problem-solving. This make them feel valued and motivated. Such practice can lead to create a conducive working environment where few people decide to quit. Employees that are committed to their organisation are more inclined to put in extra effort and go the extra mile. They are eager to take on new duties, collaborate

with others, and contribute to the organization's overall success. This leads to increased performance and production.

LIMITATION AND FUTURE STUDY

This study finds that organizational commitment has an important and statistically significant impact on job satisfaction, working environment, and intention to leave. It also finds that work environment and job satisfaction mediate the relationship between organizational commitment and turnover intention. Additionally, there are some findings which come in line with the previous studies. The sample of this study selected from the public sector's officers, in Saudi Arabia, western Area. Future studies might be done in different sectors including the private sector. Furthermore, the location of the study might be differ in the future.

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