

Research Article

Job Satisfaction as a Mediator of Work Engagement and Remuneration on Teachers' Turnover Intention

Ririn Uke Saraswati ^{1*}, Suripto Moh. Zulkifli², Aura Diva Maryam³

^{1,2,3} Sekolah Tinggi Ilmu Ekonomi Ekadharma Indonesia, Indonesia: ririnukesaras@gmail.com

* Corresponding Author: Ririn Uke Saraswati

Abstract: Turnover intention is the tendency or desire of an employee to leave their current job and seek employment elsewhere. The high turnover intention of teachers at Dewantara Vocational High School can be influenced by various factors such as work engagement and remuneration. The purpose of this study is to analyze the influence of work engagement and remuneration on turnover intention through the mediation of job satisfaction. The research method used an associative quantitative approach. The population consisted of 40 teachers through a saturated sampling technique. Data was collected through a pre-survey and a Google Form questionnaire. Data analysis using multiple linear regression, t-test, F-test, and path analysis with SPSS V26 application. The results of the study show that work engagement has a significant negative effect on turnover intention ($t = -14.455 > t \text{ table } 2.028$), remuneration has a significant negative effect on turnover intention ($t = -3.224 > t \text{ table } 2.028$), work engagement has a significant positive effect on job satisfaction ($t = 4.983 > t \text{ table } 2.026$), remuneration has a significant positive effect on job satisfaction ($t = 6.302 > t \text{ table } 2.026$), job satisfaction has a significant positive effect on turnover intention ($t = 3.004 > t \text{ table } 2.028$), and job satisfaction cannot mediate the relationship between work engagement and remuneration on turnover intention. Simultaneously, work engagement, remuneration, and job satisfaction have a significant effect of 92.0% on turnover intention.

Keywords: Job Satisfaction; Remuneration; Turnover Intention; Vocational High School; Work Engagement.

1. Introduction

Human resources are one of the determining factors for a company's success. In order to manage human resources well, special attention is needed to increase employee loyalty and productivity (Saraswati et al., 2025). The performance generated by productive human resources has an impact on the success of the organization (Tjoa et al., 2023). Nevertheless, almost every company still faces the problem of turnover intention, which occurs quite frequently (Rahadiyanti & Prahiawan, 2024). Turnover intention can occur in the form of employees resigning, transferring out of the organizational unit, termination of employment, or the death of a member of the organization (Rahman et al., 2023). High turnover intention among employees can have a negative impact on the company because it creates instability and uncertainty in workforce management and hinders efforts to improve the quality of human resources (Astuty & Risanti, 2024). According to (AwardCo, 2022), the education industry ranks fifth with a turnover rate of 39%. This shows that the issue of turnover intention is not trivial. A similar phenomenon occurs at Dewantara Vocational High School a private vocational high school in Bekasi Regency. High turnover rates are often seen as a reflection of turnover intention issues within the organization (Rahman et al., 2023).. To reinforce this picture, the following data shows teacher turnover at Dewantara Vocational High School over the past two years.

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Tabel 1. Teacher Turnover Data 2023-2024 Period

Bulan	2023	2024
January	-	1
February	-	-
March	-	-
April	-	-
May	-	-
June	-	-
July	2	8
August	-	1
September	-	-
October	-	-
November	-	1
December	-	3
Total	2	14

Data Source: Internal School, 2025.

Table 1 above shows that in 2023, two teachers left. Meanwhile, in 2024, the number of teachers who left increased significantly to 14. The turnover rate is calculated by dividing the number of employees who left by the average number of employees in a year, then multiplying by 100% (Indeed Editorial Team, 2025). The average number of employees is obtained by adding the number of employees at the beginning and end of the year, then dividing by two. Based on data personnel department, the number of teachers at the beginning and end of 2024 was the same, namely 40 people, so the average number of teachers for that year was 40 people. Thus, the teacher turnover rate at the school in 2023 was 5%, and in 2024 it jumped to 35%. Ideally, a company or agency should have an average turnover rate of around 5% to 10% per year (Rahmawati et al., 2024).

The challenge for companies lies not only in retaining quality employees, but also in building employee engagement with the company (Kusumawati et al., 2021). Initial interview results show that some teachers feel less involved in various school activities. This indicates a low level of work engagement between teachers and schools, which then causes teachers to experience a decline in motivation and feel underappreciated, leading to a desire to change jobs (turnover intention). In addition, some teachers showed low levels of work enthusiasm. One of the reasons for this is the requirement to teach a minimum of three days at school, which gives teachers the opportunity to teach at other schools. On average, teachers teach at two schools, which gives them the opportunity to compare working conditions at each place.

Another factor that influences turnover intention is remuneration. Remuneration can help human resource management achieve the company's vision and mission by improving employee quality, enhancing departmental performance, motivating employees, and optimizing organizational activities (Putra & Gunawan, 2023). In this school, teacher remuneration is based on the number of teaching hours. Temporary teachers with fewer teaching hours earn lower incomes, making them more prone to turnover intention. Based on employment data, teachers' salaries only range from IDR 1,000,000.00 to IDR 1,750,000.00 per month. This amount is still far below the average teacher salary in Indonesia, which reaches IDR 4,551,007.00 per month (Indeed, 2025) and also does not meet the average per capita expenditure in Bekasi Regency in 2024, which is IDR 1,898,977.00 per month (Badan Pusat Statistik Kabupaten Bekasi, 2025). This situation could increase the risk of turnover intention among teachers.

Job satisfaction is another factor that has the potential to trigger turnover intention among employees (Utoyo & Lataruva, 2023).. Based on the results of interviews conducted, some teachers said that opportunities for career development in schools were still limited. This is reflected in the tendency of a number of teachers to join the Government Employee with Work Agreement (PPPK) program. This program requires private school teachers to switch to teaching at public schools, thus indirectly indicating turnover intention among teachers who choose this path. Teachers with high abilities also have greater expectations for career opportunities, so these limited opportunities have the potential to cause job dissatisfaction. Good job satisfaction encourages employees to stay, while job dissatisfaction increases the potential for turnover intention (Suton & Nefianto, 2023)..

Previous research by (Laswitarni & Pratiwi, 2022) found that there is a significant negative influence of job satisfaction in mediating turnover intention. This means that job satisfaction as a mediator can help reduce turnover intention. However, different results were found in a study conducted by (Rahadiyanti & Prahiawan, 2024), which stated that job satisfaction as an intervening variable had a significant positive effect on turnover intention.

Based on the explanation above, it can be concluded that turnover intention among teachers at Dewantara Vocational High School is influenced by several factors, including work engagement, remuneration, and job satisfaction. The increasing turnover rate over the past two years indicates a serious problem that needs to be addressed immediately, as it can disrupt organizational stability and hinder efforts to improve the quality of education. Previous studies have shown inconsistent findings regarding the role of job satisfaction as a mediating variable, creating a research gap that needs further investigation. Therefore, this study aims to analyze the effect of work engagement and remuneration on turnover intention with job satisfaction as a mediating variable among teachers at Dewantara Vocational High School.

2. Literature Review

Turnover Intention

According to Mobley, as quoted by (Drastyana, 2022), turnover intention is an individual's assessment of the continuation of their relationship with the company, even though it has not yet been realized in real life. Mathis and Jackson in (Hanafi et al., 2021), Expressing turnover intention as the employee's intention to leave the organization and must be replaced. Furthermore, ((Ansory & Indrasari, 2018) state that turnover intention is an employee's desire to leave the company, either voluntarily or involuntarily, with compensation provided. Based on this definition, turnover intention can be concluded as a process or intention of a person to leave an organization or workplace permanently, either for internal or external reasons. Turnover intention can be influenced by several factors, including job satisfaction and job commitment (Suton & Nefianto, 2023) as well as remuneration (Wibowo et al., 2023). Previous research (Kusumawati et al., 2021) shows that job commitment has a significant negative effect on turnover intention. The results of the study (Lazuardy et al., 2024) reveal that remuneration has a significant effect on turnover intention. Meanwhile, (Laswitarni & Pratiwi, 2022) state that job satisfaction mediation has a significant negative effect on turnover intention. The indicators of turnover intention according to Mobley in (Drastyana, 2022) include: (1) thinking of quitting, (2) intention to find another job, and (3) intention to stop

Employment Commitment

According to Schaufeli in (Bakker et al., 2023), the definition of work engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption,” which means that work engagement is a positive attitude toward work and experience that is demonstrated through vigor, dedication, and full involvement. Work engagement is a state in which an employee feels strongly attached to the company or organization and will think about the progress or development of the company (Susita & Busharmaidi, 2024). Meanwhile, (Pranitasari, 2019) states that work engagement is a person's involvement in their work and having a role in a positive and active manner physically, psychologically, and cognitively. Thus, work engagement can be interpreted as a positive condition in which employees are actively, emotionally, and cognitively involved in their work, as demonstrated by enthusiasm, dedication, and full involvement. Strong work engagement encourages employees to remain committed to the organization, thereby reducing their intention to leave their jobs, as this engagement is also associated with better mental well-being and a better work-life balance (Susita & Busharmaidi, 2024).

Previous studies conducted by (Kusumawati et al., 2021), (Tjoa et al., 2023), and (Putri et al., 2023) indicate that there is a significant negative relationship between work engagement and turnover intention. Based on the Utrecht Work Engagement Scale (UWES) model developed by Schaufelli and Bakker in (Susita & Busharmaidi, 2024), indicators of work engagement include (1) Vigor, (2) Dedication, and (3) Absorption.

Remuneration

Remuneration is a reward given to employees in return for their contributions to the organization (Nurhayati & Supardi, 2020). According to Pora (Apriansyah, 2020) remuneration is compensation received by employees from the company as a reward for

their achievements in supporting the organization's goals. Meanwhile, (Ruky, 2020) defines remuneration as all forms of compensation received by workers from the company for the work they do, including cash, benefits in kind, services, facilities, and others. It can be concluded that remuneration includes all forms of compensation given to employees, whether in the form of cash, facilities, or other forms, as a form of appreciation for their contribution to the achievement of organizational goals. Remuneration system reform is carried out to improve the quality of human resources while retaining productive employees, thereby reducing their tendency to move to other sectors (Murliasari, 2023). Therefore, an appropriate remuneration system can influence employees' intention to remain in the organization, thereby potentially reducing turnover intention. Several previous studies (Lazuardy et al., 2024) and (Sutaguna et al., 2023) state that there is a significant negative effect of remuneration on turnover intention.

The remuneration indicators mentioned by Pora in (Apriansyah, 2020) are (1) salary, (2) incentives, (3) benefits, (4) bonuses, and (5) allowances.

Job Satisfaction

Job satisfaction is a positive feeling toward work that arises from an assessment of its various characteristics (Robbins & Judge, 2015). According to (Sinambela, 2021), job satisfaction is a set of feelings that employees have about how enjoyable their work is. Meanwhile, (Hasibuan, 2023) states that job satisfaction is when someone feels happy and loves the work they do. Therefore, it can be concluded that job satisfaction is a positive feeling or emotional response of employees towards their work and work environment, which can be seen from how happy employees are in carrying out their work (Saraswati, 2024). Dissatisfied employees are more likely to consider moving when they feel there are opportunities elsewhere (Robbins & Judge, 2015).

Previous studies conducted by (Laswitarni & Pratiwi, 2022), (Astuty & Risanti, 2024), (Putri et al., 2023) and (Ramadhani & Erdhianto, 2020) show that job satisfaction has a negative and significant effect on turnover intention.

The indicators of job satisfaction in this study are based on (Robbins & Judge, 2015) opinions, namely: (1) the job itself, (2) salary, (3) promotion, (4) supervision, and (5) coworkers.

Framework

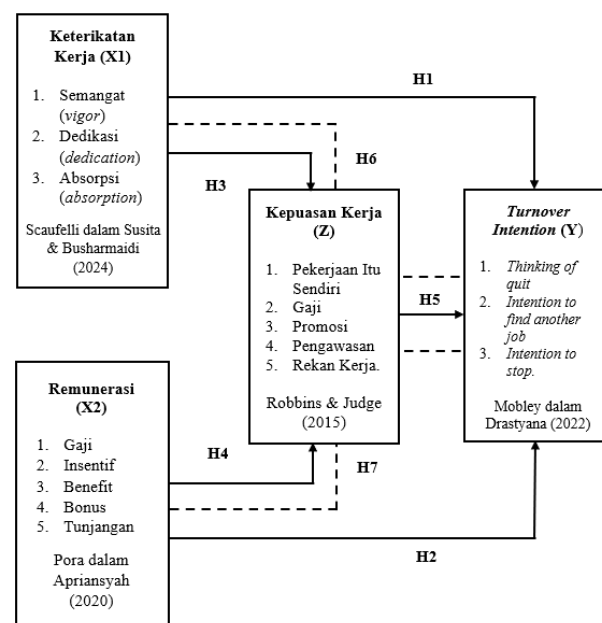


Figure 1. Framework.

Hypothesis

H1 : It is suspected that there is a significant effect of work engagement on turnover intention among teachers at SMK Dewantara.

H2 : It is suspected that there is a significant effect of remuneration on turnover intention among teachers at SMK Dewantara.

H3 : It is suspected that there is a significant effect of work engagement on job satisfaction among teachers at SMK Dewantara.

H4 : It is suspected that remuneration has a significant effect on job satisfaction among teachers at SMK Dewantara.

H5 : It is suspected that job satisfaction has a significant effect on turnover intention among teachers at SMK Dewantara.

H6 : It is suspected that job satisfaction can mediate the relationship between work commitment and turnover intention among teachers at SMK Dewantara.

H7 : It is suspected that job satisfaction can mediate the relationship between remuneration and turnover intention among teachers at SMK Dewantara.

3. Research Method

This study uses a quantitative approach with an associative design, namely to test the relationship and influence between variables. Quantitative methods are based on positivism philosophy, used on specific populations or samples, data is collected with research instruments, then analyzed statistically to test hypotheses (Sugiyono, 2023)

The research was conducted at SMK Dewantara, located on Jalan Raya Sukamantri KM.01, Sukaraya Village, Karang Bahagia District, Bekasi Regency. The research population consisted of all 40 teachers working at SMK Dewantara, and all of them were used as samples using saturated sampling techniques.

Primary data was obtained through the distribution of an online questionnaire (Google Form) designed with a 5-point Likert scale, as well as pre-survey interviews. Secondary data was obtained from books, articles, and scientific journals relevant to the research variables, and personnel data from SMK Dewantara.

Data analysis was performed using SPSS version 26 through instrument testing (validity and reliability), classical assumption testing (normality, linearity, heteroscedasticity, and multicollinearity), multiple linear regression analysis, coefficient of determination test, hypothesis testing (t-test and F-test), and path analysis to measure the causal relationship between variables (Ghozali, 2021). Path analysis used two regression models. Regression model I analyzes the effect of work commitment (X1), remuneration (X2), and job satisfaction (Z) on turnover intention (Y). Regression model II analyzes the effect of work commitment (X1) and remuneration (X2) on job satisfaction (Z). The path diagram is shown in Figure 2:

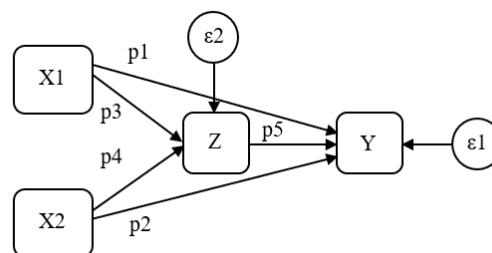


Figure 2. Path Analysis Diagram.

4. Results and Discussion

Description of respondents

Table 2. Respondent Descriptions.

Category	Subcategory	Frequency	Percentage
Gender	Male	19	47,5%
	Female	21	52,5%
Years Old	20-25	6	15%
	26-30	7	17,5%
	31-35	12	30%
	36-40	6	15%
	> 40	9	22,5%
Employment Period (Years)	< 1	7	17,5%
	1-3	8	20%

4-5	5	12.5%
6-10	9	22.5%
> 10	11	27.5%

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 2, the respondents consisted of 40 employees with a relatively balanced gender distribution, where 52.5% were female and 47.5% were male. Most respondents were aged 31–35 years (30%), followed by those aged over 40 years (22.5%). In terms of tenure, the majority of respondents had worked for more than 10 years (27.5%), indicating that respondents generally possess adequate work experience and familiarity with organizational conditions.

Validity and Reliability Tests

Validity Test

Validity testing is used to ensure that research instruments are capable of measuring the variables under study (Ghozali, 2021). The testing was conducted on 30 respondents, with the validity criteria being a calculated r value $>$ table r (0.3610) and $\text{sig.} < 0.05$. Based on the validity test results, all items of the work commitment variable (X1), remuneration (X2), job satisfaction (Z), and turnover intention (Y) met these criteria and were therefore declared valid.

Reliability Tests

Table 3. Reliability Test Results for Variables X1, X2, Z, and Y.

Variable	Cronbach's alpha	Limits of Determination	Description
Employment Commitment (X1)	0,958	0,70	Reliable
Remuneration (X2)	0,931	0,70	Reliable
Job Satisfaction (Z)	0,944	0,70	Reliable
Turnover Intention (Y)	0,963	0,70	Reliable

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 3, the reliability test results show that all research variables meet the reliability criteria. The Cronbach's alpha values for Employment Commitment (X1), Remuneration (X2), Job Satisfaction (Z), and Turnover Intention (Y) are 0.958, 0.931, 0.944, and 0.963, respectively, all of which exceed the minimum threshold of 0.70. Therefore, it can be concluded that all measurement instruments used in this study are reliable and suitable for further analysis.

Shapiro-Wilk Classical Normality Assumption Test for Regression Model I

Table 4. Shapiro-Wilk Normalcy Test of Classical Assumptions Regression Model I.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
RES_2	0.082	40	0.200	0.972	40	0.410
a. Lilliefors Significance Correction						

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 4, the Shapiro-Wilk sig. Value is 0.410 $>$ 0.05, so the residual data is normally distributed. The Shapiro-Wilk method is used because it is effective for small samples (Quraissy, 2022).

Multiple Linear Regression Test Regression Model I

Table 5. Multiple Linear Regression Test Regression Model I.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	sig.
	B	Std. Error	Beta		
1 (Constant)	7.631	0.204		37.314	0.000
Keterikatan Kerja	-1.074	0.074	-1.038	-14.455	0.000

Remunerasi	-0.230	0.071	-0.258	-3.224	0.003
Kepuasan Kerja	0.291	0.097	0.307	3.004	0.005

a. Dependent Variable: Turnover Intention

Data Source: Primary data processed using SPSS V26, 2025.

Referring to Table 5, regression equation I is obtained:

$$Y = a + p_1X_1 + p_2X_2 + p_3Z + \epsilon_1$$

$$Y = 7,631 -1,074 X_1 -0,230 X_2 + 0,291 Z + \epsilon_1$$

Based on the regression equation of regression model I, it can be explained that:

- The constant value (a) is 7.631. This means that if work commitment, remuneration, and job satisfaction = 0, then turnover intention is 7.631.
- The regression coefficient for work commitment (X1) is -1.074, meaning that every increase in work commitment decreases turnover intention by 1.074 (assuming remuneration and job satisfaction remain constant).
- The regression coefficient for remuneration (X2) is -0.230, meaning that every increase in remuneration reduces turnover intention by 0.230 (assuming job commitment and job satisfaction remain constant).
- The regression coefficient for job satisfaction (Z) is 0.291, meaning that every increase in job satisfaction increases turnover intention by 0.291 (assuming job commitment and remuneration remain constant).

T-test of Regression Model I

Based on the results of the multiple linear regression test of regression model I in Table 5, the t-table value for the t-test result is obtained using the formula = (a/2; n-k-1). Thus, the t-table for regression model I is 2.028. Conclusion of the t-test results for regression model I:

- H1: The effect of Work Commitment (X1) on Turnover Intention (Y)
The sig. Value of work commitment (X1) is 0.000 < 0.05 and the t-value is -14.455 (absolutely > t-table 2.028). Thus, Ho is rejected and Ha is accepted. This means that H1, which states that there is a significant effect of work commitment (X1) on turnover intention (Y), is accepted.
- H2: The Effect of Remuneration (X2) on Turnover Intention (Y)
The significance value of remuneration (X2) is 0.003 < 0.05 and the t-value is -3.224 (absolutely > t-table 2.028). Therefore, Ho is rejected and Ha is accepted. This means that H2, which states that there is a significant effect of remuneration (X2) on turnover intention (Y), is accepted.
- H5: The effect of job satisfaction (Z) on Turnover Intention (Y)
The sig. Value of job satisfaction (Z) is 0.005 < 0.05 and the t-value is 3.004 > t-table 2.028, so Ho is rejected and Ha is accepted. Therefore, H5, which states that there is a significant effect of job satisfaction (Z) on turnover intention (Y), is accepted.

F Test of Regression Model I

Table 6. F Test of Regression Model I.

		ANOVA ^a			
Model		Sum of Squares	Df	Mean Square	F
1	Regression	0.921	3	0.307	150.552
	Residual	0.073	36	0.002	
	Total	0.994	39		

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Kepuasan Kerja, Keterikatan Kerja, Remunerasi

Data Source: Primary data processed using SPSS V26, 2025.

The F table value is obtained using the formula = (k; n-k), so the F table value for regression model I = 2.86. Based on Table 6, it is known that the sig. Value is 0.000 < 0.05 and the calculated F value is 150.552 > the F table value of 2.86, the variables of work commitment (X1), remuneration (X2), and job satisfaction (Z) together have a significant effect on turnover intention (Y).

Testing the Coefficient of Determination of Regression Model I**Table 7.** Test of the Coefficient of Determination for Regression Model I.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962 ^a	0.926	0.920	0.04515

a. Predictors: (Constant), Kepuasan Kerja, Keterikatan Kerja, Remunerasi

Data Source: Primary data processed using SPSS V26, 2025

Based on Table 7, the Adjusted R Square value of 0.920 indicates that work engagement (X1), remuneration (X2), and job satisfaction (Z) together affect turnover intention (Y) by 92%, while 8% is influenced by other variables outside this study.

Shapiro Wilk Normality Test Regression Model II**Table 8.** Shapiro Wilk Test for Regression Model II.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
RES_1	0.117	40	0.183	0.974	40	0.463

a. Lilliefors Significance Correction

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 8, the Shapiro-Wilk sig. Value is 0.463 > 0.05, so the residual data is normally distributed.

Multiple Linear Regression Test Regression Model II**Table 9.** Multiple Linear Regression Test Regression Model II.

Coefficients^a					
Model		Unstandardized		Standardized	Sig.
		Coefficients		Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-0.085	0.347		-0.245 0.808
	Keterikatan Kerja	0.486	0.098	0.445	4.983 0.000
	Remunerasi	0.530	0.084	0.563	6.302 0.000

a. Dependent Variable: Kepuasan Kerja

Data Source: Primary data processed using SPSS V26, 2025.

According to Table 9, regression equation II is obtained:

$$Z = a + p_3X_1 + p_4X_2 + \epsilon_2$$

$$Z = -0,085 + 0,486 X_1 + 0,530 X_2 + \epsilon_2$$

Based on the regression equation, it can be explained that:

- The constant value (a) of -0.085 means that if work commitment and remuneration = 0, then job satisfaction is -0.085.
- The regression coefficient for work commitment (X1) is 0.486, meaning that every increase in work commitment increases job satisfaction by 0.486 (assuming remuneration remains constant).
- The regression coefficient for remuneration (X2) is 0.530, meaning that every increase in remuneration increases job satisfaction by 0.530 (assuming job commitment remains constant).

T-test for Regression Model II

Based on the results of multiple linear regression testing of regression model II in Table 9, the t-table value for regression model II is 2.026. It can be concluded that:

- H3: The effect of work commitment (X1) □ Job satisfaction (Z)
The significance value of work commitment (X1) is 0.000 < 0.05 and the calculated t is 4.983 > the table t of 2.026. Therefore, Ho is rejected and Ha is accepted. This means that H3, which states that work commitment (X1) has a significant effect on job satisfaction (Z), is accepted.
- H4: The Effect of Remuneration (X2) □ Job Satisfaction (Z)

The sig. Value of remuneration (X2) is $0.000 < 0.05$ and the t-value is $6.302 >$ the table value of 2.026. Therefore, H_0 is rejected and H_a is accepted. This means that H_4 , which states that remuneration (X2) has a significant effect on job satisfaction (Z), is accepted.

F Test of Regression Model II

Table 10. F Test Results for Regression Model II.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.891	2	0.446	75.866	.000 ^b
	Residual	0.217	37	0.006		
	Total	1.109	39			

a. Dependent Variable: Kepuasan Kerja

b. Predictors: (Constant), Remunerasi, Keterikatan Kerja

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 10, it is known that the significance value is $0.000 < 0.05$ and the calculated F value is $75.866 >$ the F table value for regression model II of 3.24, so that the variables of work commitment (X1) and remuneration (X2) simultaneously affect job satisfaction (Z).

Testing the Coefficient of Determination of Regression Model II

Table 11. Test of the Coefficient of Determination for Regression Model II.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	0.804	0.793	0.07665

a. Predictors: (Constant), Remunerasi, Keterikatan Kerja

b. Dependent Variable: Kepuasan Kerja

Data Source: Primary data processed using SPSS V26, 2025.

Referring to Table 11, the Adjusted R Square value of 0.793 indicates that job commitment (X1) and remuneration (X2) together affect job satisfaction (Z) by 79.3%, while 20.7% is influenced by other variables outside this study.

Path Analysis Test

Table 12. Path Analysis Test of Regression Model I.

Coefficients ^a						
Model		Unstandardized		Standardized	t	sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	7.631	0.204		37.314	0.000
	Keterikatan Kerja	-1.074	0.074	-1.038	-14.455	0.000
	Remunerasi	-0.230	0.071	-0.258	-3.224	0.003
	Kepuasan Kerja	0.291	0.097	0.307	3.004	0.005

a. Dependent Variable: Turnover Intention

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 12, the results of the path analysis test show that the variables of work commitment (X1), remuneration (X2), and job satisfaction (Z) have a significant effect on turnover intention (Y) with sig. Values of < 0.05 , respectively. The path coefficients obtained are $p_1 = -1.038$, $p_2 = -0.258$, and $p_5 = 0.307$, while the error value (ϵ) is obtained using the formula $\sqrt{(1-R^2)}=0.282$. Thus, regression equation I is formulated as follows:

$$Y = p1X1 + p2X2 + p5Z + \epsilon1$$

$$Y = -1,038X1 - 0,258X2 + 0,307Z + 0,282$$

Table 13. Path Analysis Test of Regression Model II.

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	-0.085	0.347		-0.245 0.808
	Keterikatan Kerja	0.486	0.098	0.445	4.983 0.000
	Remunerasi	0.530	0.084	0.563	6.302 0.000

a. Dependent Variable: Kepuasan Kerja

Data Source: Primary data processed using SPSS V26, 2025.

Based on Table 13, the path analysis test results show that each significance value is < 0.05 . Thus, the variables of work commitment (X1) and remuneration (X2) have a significant effect on job satisfaction (Z). The path coefficients obtained are $p3 = 0.445$ and $p4 = 0.563$, with an error value (ϵ) = 0.454. Thus, regression equation II is formulated as follows:

$$Z = p3X1 + p4X2 + \epsilon2$$

$$Z = 0,445 + 0,563 + 0,454$$

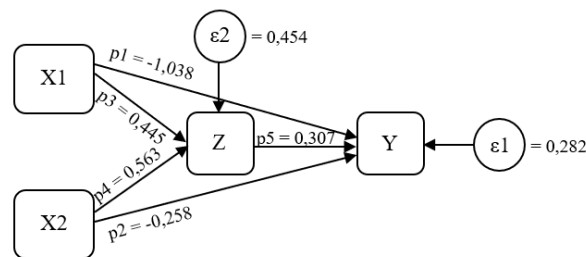
**Figure 3.** Path Analysis Results Diagram.

Figure 3 shows the direction and magnitude of the influence between variables through path analysis, while the results of direct effects, indirect effects, and total effects are presented in the table 14.

Table 14. Path Analysis Results

Variable effect	Direct effect	Indirect effect	Total effect
X1 → Y	-1,038		-1,038
X2 → Y	-0,258		-0,258
X1 → Z	0,445		0,445
X2 → Z	0,563		0,563
Z → Y	0,307		0,307
X1 → Z → Y	-1,038	0,136	-0,902
X2 → Z → Y	-0,258	0,172	-0,086

Data Source: Primary data processed using SPSS V26, 2025.

The basis for the path analysis decision is that if the indirect effect $>$ direct effect, then mediation exists. Therefore, based on Table 14, the following conclusions can be drawn:

- a) H6: The effect of Work Commitment (X1) → Turnover Intention (Y) through the mediation of Job Satisfaction (Z)
 The direct effect value of $X1 \rightarrow Y$ is -1.038, which is greater than the indirect effect through Z of 0.136. Thus, H_0 is accepted and H_a is rejected. Therefore, job satisfaction (Z) does not mediate the relationship between X1 and Y, so H6 is rejected.

- b) H7: The effect of remuneration (X2) $\square$ turnover intention (Y) through the mediation of job satisfaction (Z)

The direct effect of $X2 \rightarrow Y$ is -0.258, which is greater than the indirect effect through Z of 0.172. Thus, H_0 is accepted and H_a is rejected. Therefore, job satisfaction (Z) does not mediate the relationship between X2 and Y, so H7 is rejected.

Discussion

The Effect Of Work Commitment (X1) On Turnover Intention (Y)

Based on the results of testing with SPSS version 26, work engagement has a significant negative effect on turnover intention, with a t-value of -14.455 > t-table = 2.028 in absolute terms and a significance of $0.000 < 0.05$. These results indicate that the higher the work engagement of teachers at SMK Dewantara, the lower the turnover intention. This finding reinforces previous empirical evidence by (Kusumawati et al., 2021), (Ijoa et al., 2023) and (Putri et al., 2023), who also found a significant negative effect of work engagement on turnover intention.

The Effect of Remuneration (X2) on Turnover Intention (Y)

Based on the results of testing with SPSS version 26, remuneration has a significant negative effect on turnover intention, with a t-value of -3.224 > t-table = 2.028 in absolute terms and a significance of $0.003 < 0.05$. This shows that the higher the remuneration received by teachers at Dewantara Vocational School, the lower their turnover intention. These results support previous studies by (Lazuardy et al., 2024) and (Sutaguna et al., 2023), which also found a significant negative effect of remuneration on turnover intention.

The Effect of Work Engagement (X1) on Job Satisfaction (Z)

Based on the results of testing with SPSS version 26, work engagement has a positive and significant effect on job satisfaction, with a t-value of 4.983 > t-table = 2.026 and significance of $0.000 < 0.05$. These results indicate that the higher the work engagement of teachers at SMK Dewantara, the higher their job satisfaction. This finding is in line with the research by (Rahmawati et al., 2024) and (Putri et al., 2023), which found a significant positive effect of work engagement on job satisfaction.

The Effect of Remuneration (X2) on Job Satisfaction (Z)

Based on the results of testing with SPSS version 26, remuneration has a positive and significant effect on job satisfaction, with a t-value of 6.302 > t-table = 2.026 and significance of $0.000 < 0.05$. This means that the higher the remuneration given to teachers at SMK Dewantara, the higher their job satisfaction. This finding is in line with the research (Wibowo et al., 2023) and (Sutaguna et al., 2023) which proves that remuneration has a positive and significant effect on job satisfaction.

The Effect of Job Satisfaction (Z) on Turnover Intention (Y)

Based on the results of testing with SPSS version 26, job satisfaction has a positive and significant effect on turnover intention, with a t-value of 3.004 > t-table = 2.028 and significance of $0.005 < 0.05$. This means that the higher the job satisfaction of teachers at SMK Dewantara, the higher the turnover intention. This phenomenon can be explained by contextual factors, such as the Government Employee with Work Agreement (PPPK) program policy that requires private teachers to move to public schools. As well as external factors that were not examined in this study. Although these results differ from the general theory which states that job satisfaction should reduce turnover intention. However, these findings support the research by (Rahmawati et al., 2024) and (Wibowo et al., 2023), which found that job satisfaction has a positive and significant effect on turnover intention.

The Effect of Work Commitment (X1) on Turnover Intention (Y) through Job Satisfaction (Z)

Based on the results of path analysis using SPSS version 26, the direct effect of work engagement on turnover intention was -1.038 (absolutely > indirect effect of 0.136). This means that job satisfaction does not mediate the relationship between work engagement and turnover intention among teachers at Dewantara Vocational School. This can be explained by the fact that job satisfaction does not correspond to the theory regarding turnover intention, thereby rendering the mediating role ineffective. This condition may occur because teachers' job satisfaction is only felt in certain aspects, such as comfort or work environment, so that job commitment has a more direct effect on turnover intention. These results are in line with research (Karisma & Jayanegara, 2025) which shows that job satisfaction cannot mediate the relationship between job commitment and turnover intention.

The Effect of Remuneration (X2) on Turnover Intention (Y) through Job Satisfaction (Z)

Based on the results of path analysis using SPSS version 26, the direct effect coefficient of remuneration on turnover intention was -0.258, which was greater than the indirect effect of 0.172. This indicates that job satisfaction did not mediate the relationship between remuneration and turnover intention among teachers at Dewantara Vocational School. This may occur because the direction of the influence of job satisfaction on turnover intention is contrary to theory, rendering the mediating role ineffective. This condition indicates that job satisfaction arising from remuneration is not strong enough to suppress turnover intention, as there are still other external factors such as PPPK selection opportunities that provide higher remuneration certainty and stability until retirement. This finding is in line with research (Sutaguna et al., 2023) which found that job satisfaction cannot be a mediator in the relationship between remuneration and turnover intention.

5. Conclusion, Implications, and Recommendations

This study concludes that job commitment and remuneration have a negative and significant effect on turnover intention and a positive and significant effect on job satisfaction among teachers at Dewantara Vocational School. Both factors are proven to increase job satisfaction, but job satisfaction does not reduce turnover intention because external factors such as PPPK career opportunities actually encourage teachers to leave. Job satisfaction in this study had a positive effect on turnover intention and did not act as a mediator, either in the relationship between job commitment and remuneration with turnover intention. These findings indicate that job satisfaction factors are not sufficient to explain turnover intention, so it is necessary to consider other aspects outside of work.

The implication is that schools need to develop strategies that are not only based on remuneration or employment ties, but also take into account competency development and policy flexibility. Meanwhile, policymakers should consider ensuring that the PPPK program does not exclusively require teachers to transfer to public schools, but allows teachers to continue teaching at private schools with equal rights and guarantees. Thus, the indication of turnover intention due to teachers' participation in the PPPK program, which has so far almost certainly resulted in teachers leaving private schools, can be minimized. The limitation of this study lies in the mediation variable being limited to job satisfaction, so further research is recommended to examine other variables such as motivation, organizational commitment, or work environment, as well as expanding the research object so that the results are more generalizable.

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