

Job Satisfaction, Work Environment, and Organizational Commitment as Predictors of Turnover Intention among “Richness” Bali Art Instructors

Celesta Flora Irawan^{1✉}, Ni Made Ary Widiastini²

^{1,2}Master of Management Program, Faculty of Economics, Universitas Pendidikan Ganesha, Indonesia

Abstract

This study aims to examine the effects of job satisfaction, work environment, and organizational commitment on turnover intention among instructors in the “Richness” art community in Bali. Previous studies have predominantly focused on formal organizations, leaving limited attention to turnover intention in non-formal, community-based organizations, particularly within the arts sector. Furthermore, the integration of Job Embeddedness Theory dimensions; fit, links, and sacrifice, within this context remains underexplored. A quantitative approach was employed by involving all active instructors as of February 2026, totaling 36 respondents, using a saturated sampling (census) technique. Data were collected through a Likert-scale questionnaire (1-5) and analyzed using multiple linear regression with SPSS. The findings indicate that job satisfaction, work environment, and organizational commitment each have a negative and significant effect on turnover intention. Simultaneously, these variables also exert a significant influence, with a coefficient of determination (R^2) of 0.871, indicating that 87.1% of the variance in turnover intention is explained by the model. The study contributes theoretically by extending the application of Job Embeddedness Theory to nonformal, community based art organizations. Practically, the findings suggest that enhancing job satisfaction, fostering a supportive work environment, and strengthening organizational commitment are essential to reducing turnover intention.

Keywords: *turnover intention; job satisfaction; work environment; organizational commitment.*

Copyright (c) 2026 Celesta Flora Irawan

✉ Corresponding author :

Email Address : cesta21@yahoo.com

INTRODUCTION

The dynamic evolution of societal lifestyles has driven the growth of the creative industry, which demands high levels of creativity and innovation (Putri et al., 2025). This sector not only emphasizes products but also prioritizes the quality of human resources capable of generating value through ideas and skills (Widiastini et al., 2023). One segment of the creative industry is the arts sector, including art communities that play a role in character development, thereby contributing to the enhancement of human resource quality (Kurniawan, 2025). As community-based organizations, their sustainability is influenced by the quality of social relationships among members (Telagawathi et al., 2024). This condition indicates that the continuity of a community largely depends on individuals’ willingness to remain actively involved in organizational activities. Therefore, human resource management becomes a crucial aspect in maintaining the stability and sustainability of such communities (L. G. Putri et al., 2025).

The nonformal and flexible nature of art communities results in employment relationships that are not always strongly bound (Andanjaya, 2023; Rahayu et al., 2025). In many cases, instructors do not consider teaching activities as their primary occupation, making the continuity of their roles highly dependent on individual circumstances and priorities. While such flexibility provides a degree of autonomy, it also increases the potential for human resource instability within the community (Delavani, 2025). This condition may be reflected in individuals' tendencies to reduce their involvement or even leave the community, commonly referred to as turnover intention (Mobley, 1977).

This phenomenon is evident in the "Richness" Bali Art Community, which faces challenges in retaining its instructors. Historical data from the establishment of the community in 2023 until December 31 2025 indicate that a significant proportion of instructors have relatively short tenure, with 47% leaving within less than one year. This condition suggests potential human resource instability that may affect the sustainability of community activities, particularly in maintaining program consistency and the quality of instruction. The high proportion of short-tenured instructors highlights the importance of understanding the factors that influence individuals' intentions to remain in or leave the community (Nam et al., 2026; Muna et al., 2025).

Table 1. Historical Data of Instructor Turnover from June 2023 to 31 December 2025

No.	Length of Service at Exit	Frequency	Percentage (%)
1.	< 1 year	9	47
2.	1 to < 2 years	6	32
3.	2 to < 3 years	4	21
Total		19	100

Source: Internal Data of "Richness" Bali Art Community (2025)

Turnover intention refers to an individual's conscious tendency to consider or intend to leave an organization within a certain period (Mobley, 1977). It is commonly regarded as a precursor to actual turnover, making it an important indicator for predicting employee withdrawal behavior (Nguyen et al., 2022). Individuals who exhibit turnover intention tend to experience a decline in psychological attachment to the organization, which is reflected in their attitudes, level of commitment, and desire to seek alternative employment opportunities (Mobley, 1977). Previous studies have demonstrated that turnover intention does not emerge suddenly; rather, it is influenced by individuals' evaluations of their work experiences, including job satisfaction, work environment conditions, and motivation in performing their roles (Heryanda, 2019; Oktavia & Ali, 2022; Metariani & Heryanda, 2022; Pawesty & Kartini, 2025). Therefore, understanding the factors that can reduce turnover intention is essential to maintaining organizational stability and sustainability (Saepudin et al., 2025).

Turnover intention is influenced by various factors, one of which can be explained through the Job Embeddedness Theory. This theory, introduced by Mitchell et al. (2001) posits that an individual's decision to remain in or leave an organization is determined by the level of attachment to their job and surrounding environment, which consists of three main dimensions: fit, links, and sacrifice. The fit dimension refers to the compatibility between individuals and their job as well as the organization, which in this study is represented by job satisfaction (Locke, 1976; Robbins & Judge, 2019). The links dimension reflects social relationships and organizational networks, represented by the work environment (Rhoades & Eisenberger, 2002). Meanwhile, the sacrifice dimension refers to the perceived psychological, financial, and social costs that individuals would incur if they leave the organization, such as the loss of benefits, status, or valuable social relationships. In this study, organizational commitment is used as a proxy for sacrifice, referring to the perceived

loss associated with leaving the organization, measured through organizational commitment (Meyer & Allen, 1991). These three dimensions collectively play a role in reducing turnover intention, as higher levels of attachment in terms of fit, links, and sacrifice are associated with a lower tendency to leave the organization (Setthakorn et al., 2024).

Job satisfaction is defined as a positive feeling or a subjective evaluation of an employee toward their job, encompassing both intrinsic and extrinsic aspects such as the nature of the work itself, rewards, relationships with colleagues, and opportunities for personal development (Locke, 1976). Within the framework of Job Embeddedness Theory, job satisfaction represents the fit dimension, which refers to the compatibility between individuals and their job as well as the organization. A higher level of job satisfaction indicates a stronger alignment between employees' values, goals, and personal needs with job demands and organizational culture (Locke, 1976; Robbins & Judge, 2019). This alignment fosters a sense of comfort, recognition, and motivation to remain within the organization. Consequently, job satisfaction plays a crucial role in reducing turnover intention, as employees who are satisfied with their work are less likely to leave positions that align with their preferences, competencies, and expectations, thereby minimizing the perceived loss of valuable aspects associated with their job (Heryanda, 2019).

Previous empirical findings regarding the effect of job satisfaction on turnover intention have shown inconsistent results. Dwiyantri (2020) found that job satisfaction has a negative effect on turnover intention. Similarly, Sahara et al. (2026), Oktavia & Ali (2022) reported that job satisfaction has a significant negative effect on turnover intention. In contrast, Azzahra & Gani (2026) found that job satisfaction does not have a significant effect on turnover intention.

According to Job Embeddedness Theory, turnover intention is also influenced by the work environment. The work environment encompasses social and psychological conditions, as well as the availability of physical facilities that affect employees' comfort, productivity, and well-being (Mawey et al., 2024). Within the framework of Job Embeddedness Theory, the work environment represents the links dimension, referring to the social connections and the extent to which individuals are attached to other people and networks within the organization. A supportive, open, and collaborative work environment fosters positive interactions with colleagues and supervisors, strengthens a sense of belonging, and enhances employees' attachment to the organization (Rhoades & Eisenberger, 2002). A positive work environment, effective communication, and the presence of constructive organizational norms and culture further contribute to employees' sense of connectedness, making them less likely to leave the organization. Therefore, a favorable work environment can reduce turnover intention, as employees who are socially embedded within the organization tend to remain and demonstrate stronger commitment, thereby lowering their intention to seek employment elsewhere (Metariani & Heryanda, 2022).

Previous studies examining the effect of the work environment on turnover intention have yielded inconsistent findings. Oktavia & Ali (2022) and Antara et al. (2024) reported that the work environment has a significant negative effect on turnover intention. In contrast, Nursalimah & Oktafien (2023) found a significant positive relationship between the work environment and turnover intention. Stefanya & Winarto (2024) also identified a negative effect of the work environment on turnover intention, although the relationship was not consistently significant across contexts. Meanwhile, Jannah & Laili (2024) concluded that the work environment has no significant effect on turnover intention. These mixed findings indicate the need for further investigation to clarify the role of the work environment in influencing turnover intention across different organizational settings.

Organizational commitment refers to the degree of employees' identification, involvement, and loyalty toward the organization in which they work. Within the framework of Job Embeddedness Theory, organizational commitment functions as an indicator of the sacrifice dimension, reflecting the perceived losses an individual may

experience if leaving the organization, including financial, psychological, and social costs (Meyer & Allen, 1991). Employees with a high level of commitment tend to perceive significant value, security, and meaningful relationships within the organization, such that leaving would result in substantial losses, including benefits, status, and valuable social networks (Rebecca, 2020). These perceived sacrifices lead employees to be more cautious in making decisions to leave. Therefore, organizational commitment acts as a protective factor against turnover intention, as stronger commitment reduces the likelihood of seeking alternative employment while enhancing loyalty and attachment to organizational goals and values (Callado et al., 2023).

Previous studies examining the effect of organizational commitment on turnover intention have produced inconsistent findings. Research by Jaya & Widiastini (2021) indicates that organizational commitment has a significant effect on turnover intention. In contrast, Neli et al. (2021) found that organizational commitment does not have a significant effect on turnover intention. Furthermore, Indah et al. (2023) reported that organizational commitment has a positive and significant effect on turnover intention, whereas Amalia (2020) found a negative effect of organizational commitment on turnover intention. These inconsistencies highlight the need for further empirical investigation to better understand the role of organizational commitment in influencing turnover intention across different organizational contexts.

Although turnover intention has become an important issue for organizational sustainability, most prior studies have predominantly focused on formal organizations such as corporations or public institutions. In contrast, research on turnover within community-based organizations, particularly art communities, remains relatively limited. In fact, the flexible and non-formal characteristics of such communities create distinct dynamics in human resource management compared to formal organizations. Furthermore, the inconsistency of findings in previous studies indicates that examining the effects of job satisfaction, work environment, and organizational commitment on turnover intention remains a relevant and necessary area of inquiry. Given these conditions, this study offers novelty by simultaneously incorporating job satisfaction, work environment, and organizational commitment as predictors of turnover intention, while also employing a unique research setting within a community-based art organization.

Based on the aforementioned background, this study is entitled "Job Satisfaction, Work Environment, and Organizational Commitment as Predictors of Turnover Intention among "Richness" Bali Art Instructors" The primary objective of this research is to analyze the influence of job satisfaction, work environment, and organizational commitment on the turnover intention of teachers within the "Richness" art community in Bali.

Within the framework of Job Embeddedness Theory, job satisfaction represents the fit dimension, referring to the alignment between individuals and their jobs as well as the organization (Locke, 1976; Robbins & Judge, 2019). Individuals who experience higher levels of job satisfaction tend to feel more comfortable, motivated, and psychologically attached to the organization, thereby reducing their intention to leave (Heryanda, 2019). Previous empirical studies generally support the relationship between job satisfaction and turnover intention, although some inconsistencies have been identified. Studies by Dwiyanti (2020), Sahara et al. (2026), and Oktavia & Ali (2022) reported a significant negative effect of job satisfaction on turnover intention. In contrast, Azzahra & Gani (2026) found that job satisfaction has no significant effect on turnover intention. Based on these findings, the first hypothesis proposed in this study is as follows:

H1: Job satisfaction has a negative effect on instructors' turnover intention.

The work environment encompasses social, psychological, and physical conditions that influence employees' comfort, productivity, and well-being (Mawey et al., 2024). Within the framework of Job Embeddedness Theory, the work environment represents the links dimension, referring to the social connections and networks individuals develop within the

organization (Rhoades & Eisenberger, 2002). A supportive, open, and collaborative work environment fosters positive interactions, enhances a sense of belonging, and strengthens individuals' attachment to the organization. Consequently, a favorable work environment is expected to reduce turnover intention, as socially embedded employees are more likely to remain in the organization (Metariani & Heryanda, 2022). Empirical findings on the relationship between the work environment and turnover intention, however, remain inconsistent. Studies by Oktavia & Ali (2022) and Antara et al. (2024) found a significant negative effect, while Stefanya & Winarto (2024) also reported a negative relationship. In contrast, Nursalimah & Oktafiyen (2023) identified a significant positive effect, and Jannah & Laili (2024) found no significant relationship between the work environment and turnover intention. Based on these findings, the second hypothesis proposed in this study is as follows:

H2: The work environment has a negative effect on instructors' turnover intention.

Organizational commitment reflects the degree of employees' identification, involvement, and loyalty toward the organization (Meyer & Allen, 1991). Within the framework of Job Embeddedness Theory, organizational commitment represents the sacrifice dimension, which refers to the perceived losses that may arise when leaving the organization, including financial, psychological, and social costs (Callado et al., 2023). Higher levels of organizational commitment increase the perceived cost of leaving, thereby reducing turnover intention and strengthening employees' loyalty to organizational goals and values. However, empirical findings regarding the relationship between organizational commitment and turnover intention remain inconsistent. Jaya & Widiastini (2021) reported a significant effect, while Indah et al. (2023) found a significant positive relationship. In contrast, Amalia (2020) identified a negative effect, whereas Neli et al. (2021) found no significant influence of organizational commitment on turnover intention. Based on these findings, the third hypothesis proposed in this study is as follows:

H3: Organizational commitment has a negative effect on instructors' turnover intention.

Referring to Job Embeddedness Theory, job satisfaction (fit), work environment (links), and organizational commitment (sacrifice) interact to reduce turnover intention (Mitchell et al., 2001; Setthakorn et al., 2024). Individuals who experience a strong alignment with their jobs, maintain positive social connections within the work environment, and demonstrate high organizational commitment are less likely to leave the organization. These interconnected factors collectively provide a more comprehensive explanation of turnover intention when examined simultaneously. Accordingly, the fourth hypothesis proposed in this study is as follows:

H4: Job satisfaction, work environment, and organizational commitment simultaneously have a negative effect on instructors' turnover intention.

METHODOLOGY

This study employed a quantitative research approach. The population consisted of all active instructors in the "Richness" Art Community Bali, totaling 36 individuals; therefore, a saturated sampling (census) technique was applied. Primary data were collected through a questionnaire using a five-point Likert scale. Turnover intention was measured using indicators adapted from Locke (1976) including: (1) thinking of quitting, reflecting an individual's tendency to consider leaving the organization; (2) intention to search, referring to the willingness to actively seek alternative employment opportunities; and (3) intention to quit, indicating the conscious likelihood of leaving the organization in the near future. Job satisfaction was assessed based on Locke (1976), encompassing satisfaction with the job itself, rewards received, and opportunities for personal development. The work environment was measured using indicators from Rhoades & Eisenberger (2002), including social conditions in the workplace, psychological support from colleagues and supervisors, and the availability

of physical facilities. Organizational commitment was evaluated based on Meyer & Allen (1991), covering organizational identification, emotional involvement, and loyalty to organizational goals and values. Data were analyzed using multiple linear regression with SPSS to examine both partial effects (t-test) and simultaneous effects (F-test) of the independent variables on turnover intention. The analysis was supported by validity testing, reliability testing, classical assumption tests, multiple regression analysis, and the coefficient of determination.

RESULTS AND DISCUSSION

The data analysis technique employed in this study was multiple linear regression using SPSS version 25. This method was utilized to examine the effect of independent variables on the dependent variable, both partially and simultaneously. Prior to hypothesis testing, instrument quality testing was conducted, including validity and reliability tests, followed by classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests.

The validity test was performed to assess the extent to which the research instrument accurately measures the variables under investigation. An indicator is considered valid if the correlation coefficient (r-count) exceeds the critical value (r-table) and has a positive value.

Table 2. Validity Test of Dependent and Independent Variables

Variable	Indicator	Corrected item - total correlation	Decision
Job Satisfaction (X1)	1	0,765	Valid
	2	0,779	
	3	0,825	
Work Environment (X2)	1	0,836	
	2	0,763	
	3	0,873	
Organizational Commitment (X3)	1	0,884	
	2	0,730	
	3	0,821	
Turnover Intention (Y)	1	0,887	
	2	0,904	
	3	0,937	

Source: Processed data (2026)

Based on the validity test results, the number of respondents in this study was 36, resulting in degrees of freedom (df) of 34 (n-2). Using a significance level of 0,05 in a two-tailed test, the r-table value was determined to be 0,329. The results indicate that all indicators have corrected item-total correlation values greater than the r-table value and are positive. Therefore, all measurement items in this study are considered valid and appropriate for use as research instruments (Ghozali, 2012).

Table 3. Reliability Test of Dependent and Independent Variables

Variable	Cronbach's Alpha	Decision
Job Satisfaction (X1)	0,693	Reliable
Work Environment (X2)	0,755	
Organizational Commitment (X3)	0,745	
Turnover Intention (Y)	0,893	

Source: Processed data (2026)

Reliability testing was conducted to assess the consistency of respondents' answers. A variable is considered reliable if it has a Cronbach's Alpha value greater than 0,60. The results indicate that all variables have Cronbach's Alpha values exceeding 0,60. Therefore, it can be concluded that all measurement items used in this study are reliable and appropriate for use as research instruments (Ghozali, 2012).

Table 4. Classical Assumption Test; Normality Test

<i>Asymp. Sig. (2-tailed)</i>	Decision
0,200	Passed

Source: Processed data (2026)

The normality test was conducted to determine whether the data in this study are normally distributed. The Kolmogorov-Smirnov test was employed using SPSS software. The test results show an Asymp. Sig. (2-tailed) value of 0,200, which is greater than the significance level of 0,05. Therefore, it can be concluded that the data are normally distributed. Accordingly, the normality assumption of the regression model has been satisfied.

Table 5. Classical Assumption Test; Multicollinearity Test

Variable	Tolerance	VIF	Decision
Job Satisfaction (X1)	0,534	1,874	Passed
Work Environment (X2)	0,311	3,214	
Organizational Commitment (X3)	0,308	3,245	

Source: Processed data (2026)

The multicollinearity test was conducted to examine whether there is a high correlation among the independent variables in the regression model. This test was performed by evaluating the Tolerance values and the Variance Inflation Factor (VIF). A regression model is considered free from multicollinearity if the Tolerance value is greater than 0,10 and the VIF value is less than 10. The results indicate that all independent variables have Tolerance values exceeding 0,10 and VIF values below 10. Therefore, it can be concluded that the regression model in this study does not exhibit multicollinearity, and the independent variables are suitable for further analysis.

Table 6. Classical Assumption Test; Heteroskedasticity Test

Variable	Sig.	Decision
Job Satisfaction (X1)	0,371	Passed
Work Environment (X2)	0,994	
Organizational Commitment (X3)	0,524	

Source: Processed data (2026)

The heteroskedasticity test aims to examine whether there is an inequality of residual variances in the regression model. In this study, the test was conducted using the Glejser method by observing the significance values of each independent variable. A regression model is considered free from heteroskedasticity if the significance value exceeds 0,05. The results indicate that all independent variables have significance values greater than 0,05. Therefore, it can be concluded that the regression model in this study does not exhibit symptoms of heteroskedasticity, indicating that the assumption of homoscedasticity has been fulfilled (Ghozali, 2012).

Multiple linear regression analysis is employed to examine the relationship and the effect of several independent variables on a single dependent variable. This model illustrates how changes in the independent variables influence the dependent variable, both partially

and simultaneously, under the assumption that other variables remain constant. The regression equation obtained in this study is as follows:

$$Y = 22,857 - 0,292X_1 - 0,397X_2 - 0,775X_3$$

The constant value of 22,857 indicates that when Job Satisfaction (X_1), Work Environment (X_2), and Organizational Commitment (X_3) are equal to zero, the value of the dependent variable is 22,857. The regression coefficient for Job Satisfaction (X_1) is -0,292, implying that a one-unit increase in Job Satisfaction leads to a decrease of 0,292 units in the dependent variable, assuming other variables remain constant. Similarly, the regression coefficient for Work Environment (X_2) is -0,397, indicating that a one-unit increase in the Work Environment results in a decrease of 0,397 units in the dependent variable. Furthermore, the regression coefficient for Organizational Commitment (X_3) is -0,775, which suggests that a one-unit increase in Organizational Commitment reduces the dependent variable by 0,775 units.

Overall, all independent variables demonstrate negative coefficients, indicating an inverse relationship with the dependent variable. This implies that improvements in Job Satisfaction, Work Environment, and Organizational Commitment are associated with a reduction in turnover intention, while holding other variables constant.

Table 7. Coefficient of Determination (R^2 Test)

R Square	Interpretation
0,871	The model explains 87,1% of the variance in the dependent variable

Source: Processed data (2026)

The coefficient of determination (R^2) is used to assess the extent to which the independent variables explain the variation in the dependent variable within the regression model. Based on the analysis, the R Square value is 0,871, indicating that Job Satisfaction (X_1), Work Environment (X_2), and Organizational Commitment (X_3) collectively explain 87,1% of the variance in turnover intention. The remaining 12,9% of variance is influenced by other factors not examined in this study, such as compensation, workload, and burnout, which Yosiana & Suci (2022) found to affect turnover intention.

The relatively high coefficient of determination suggests that variations in turnover intention, particularly within the context of art communities, are predominantly influenced by internal organizational factors, especially psychological and social aspects of employees. This finding implies that job satisfaction, the quality of the work environment, and organizational commitment are key determinants in explaining individuals' intention to remain in or leave an organization. However, the high R Square value should be interpreted with caution. The relatively small sample size and the homogeneous characteristics of respondents within a specific community setting may artificially increase the model fit and limit the generalizability of the findings (Babyak, 2004; Hair et al., 2019).

Additionally, the use of self-reported questionnaire data collected at a single point in time may introduce common method bias. This condition can inflate the observed relationships among variables, as the variance may be influenced not only by the constructs being measured but also by the measurement method itself (Podsakoff et al., 2003). Furthermore, the high coefficient of determination may also be associated with the potential for overfitting, particularly in studies with limited sample sizes. Although the regression model may demonstrate a strong fit with the observed data, it does not necessarily guarantee equivalent predictive power when applied to a broader population (Babyak, 2004). Therefore, the findings of this study should be interpreted prudently, and future research is recommended to validate the model using larger and more diverse samples to enhance external validity.

Table 8. F-Test (Simultaneous Test)

F-value	Sig.
71,960	0,000

Source: Processed data (2026)

The F-test is conducted to examine whether the independent variables simultaneously have a significant effect on the dependent variable within the regression model. This test is performed by comparing the significance value with the predetermined level of significance ($\alpha = 0,05$). Based on the results, the calculated F-value is 71,960 with a significance value of 0,000. Since the significance value is lower than 0,05, it can be concluded that Job Satisfaction (X_1), Work Environment (X_2), and Organizational Commitment (X_3) simultaneously have a significant effect on the dependent variable. Therefore, the regression model employed in this study is statistically appropriate and can be used to explain the relationships among the variables under investigation.

Table 9. t-Test (Partial Test)

Variable	t-value	Sig.
Job Satisfaction (X_1)	-2,073	0,046
Work Environment (X_2)	-2,761	0,009
Organizational Commitment (X_3)	-4,577	0,000

Source: Processed data (2026)

The t-test is employed to examine the partial effect of each independent variable on the dependent variable. This test is conducted by comparing the significance value with the predetermined significance level ($\alpha = 0,05$). An independent variable is considered to have a significant effect on the dependent variable if its significance value is less than 0,05 (Ghozali, 2012). At a significance level of 0,05 (two-tailed test), the critical t-value is 2,037.

The results indicate that Job Satisfaction has a t-value of -2,073 with a significance value of 0,046, Work Environment has a t-value of -2,761 with a significance value of 0,009, and Organizational Commitment has a t-value of -4,577 with a significance value of 0,000. In absolute terms, all calculated t-values exceed the critical t-value ($|t\text{-value}| > t\text{-table}$), indicating that all independent variables significantly affect the dependent variable. Furthermore, all coefficients are negative, suggesting that increases in Job Satisfaction, Work Environment, and Organizational Commitment are associated with a decrease in turnover intention.

The Influence of Job Satisfaction on Turnover Intention in the "Richness" Bali Art Community.

The findings of this study demonstrate that job satisfaction exerts a significant negative effect on turnover intention. This indicates that higher levels of perceived job satisfaction among employees correspond to diminished intentions to leave the organization. Conversely, low job satisfaction heightens employees' propensity to depart. This dynamic underscores job satisfaction as a critical factor in sustaining the workforce, as it fosters feelings of comfort, appreciation, and attachment to the job, thereby encouraging employee retention.

The influence of job satisfaction on turnover intention is grounded in Job Embeddedness Theory. This theory posits that individuals' decisions to remain in or exit an organization are shaped by their degree of embeddedness in the job, particularly through the dimension of fit. Job satisfaction embodies the alignment between individuals and their roles, encompassing congruence between personal values, needs, and expectations and the

actual working conditions. When such alignment is perceived, employees experience comfort, emotional attachment, and motivation to stay within the organization. In the context of an art community, job satisfaction extends beyond financial aspects to include the meaningfulness of work, freedom of expression, social relationships, and opportunities for self-development. These elements strengthen individuals' bonds to their work environment, enhancing their sense of ownership toward the organization. Furthermore, individuals weigh the potential sacrifices of leaving, such as the loss of social networks, creative opportunities, and a sense of identity tied to the community. Thus, greater individual-job fit substantially reduces the likelihood of turnover intention.

These results align with those of Dwiyanti (2020), Sahara et al. (2026), and Oktavia & Ali (2022), who similarly identified a negative effect of job satisfaction on turnover intention. The findings are further supported by Rafsanjani et al. (2021), who employed the Job Demands-Resources (JDR) model to elucidate the role of occupational well-being. In the art community context, satisfaction derived from role balance and minimal work conflicts effectively suppresses instructors' exit intentions. Additionally, these results corroborate Heryanda et al. (2022), who examined farmers' well-being in Buleleng and emphasized that competence and satisfaction with work outcomes form the primary foundation for professional resilience.

The Influence of Work Environment on Turnover Intention in the "Richness" Bali Art Community.

The findings indicate that work environment exerts a significant negative effect on turnover intention. This suggests that favorable work environment conditions both physical and non-physical, generate comfort and support employees in performing their duties. A conducive work environment also enhances interpersonal relationships, communication, and a harmonious atmosphere, fostering greater employee attachment and retention within the organization. Conversely, an unsupportive work environment induces discomfort and elevates employees' desires to exit their positions.

Within Job Embeddedness Theory, work environment corresponds to the links dimension, representing individuals' connections to others and networks within the organization. A supportive work environment, bolstered by open communication, strong interpersonal relationships, and a positive organizational culture, cultivates harmonious interactions among members. In the art community context, work environment transcends mere facilities to encompass collaborative atmospheres, spaces for expression, and social support that reinforce interpersonal bonds. These connections engender a sense of belonging and emotional attachment to the organization, positioning individuals as integral parts of the community. Moreover, established social relationships serve as key retention factors, as departure entails forfeiting networks, comfort, and shared experiences. Consequently, stronger social ties forged in the work environment substantially diminish individuals' turnover intentions.

These results align with Oktavia & Ali (2022), Antara et al. (2024), and Stefanya & Winarto (2024), who likewise reported a negative effect of work environment on turnover intention. The findings are corroborated by Meitriana & Irwansyah (2025), whose study on digital ecosystems highlights that adaptive and supportive environments build resilience among creative economy actors. In the "Richness" art community, a collaborative work environment acts as a social and professional anchor (links). Furthermore, Suparsa et al. (2021) assert that infrastructural and technological support plays a pivotal role in enhancing instructors' performance and comfort, particularly amid evolving environmental dynamics.

The Influence of Organizational Commitment on Turnover Intention in the "Richness" Bali Art Community.

The findings reveal that organizational commitment exerts a significant negative effect on turnover intention. This demonstrates that employees' levels of attachment, loyalty, and sense of ownership toward the organization play a crucial role in suppressing desires to leave. Employees with high commitment tend to feel comfortable, value the organization's presence, and assume responsibility for its continuity. Moreover, established emotional bonds and accumulated work experiences prompt employees to weigh multiple factors before deciding to exit, thereby reducing turnover intentions.

According to Job Embeddedness Theory, organizational commitment embodies the sacrifice dimension, reflecting individuals' perceptions of potential losses incurred by leaving the organization. Employees with strong commitment exhibit emotional attachment and loyalty, viewing their roles not merely as income sources but as integral to their personal identity. In the art community context, this attachment intensifies due to shared values, creative opportunities, and close-knit social relationships among members. Individuals contemplate various consequences of departure, such as forfeiting expressive outlets, professional networks, and recognition for built contributions. Additionally, enduring relationships and collective experiences further reinforce retention considerations. Perceptions of these potential sacrifices motivate individuals to maintain their organizational membership. Thus, greater perceived value from the organization substantially diminishes turnover intentions.

Consistent with Jaya & Widiastini (2021) and Amalia (2020), this study confirms the influence of organizational commitment on turnover intention. Widiastini et al. (2019) revealed that providing career opportunities and organizational trust fosters high emotional loyalty. This commitment aligns with the sacrifice concept in Job Embeddedness Theory, where art instructors perceive the loss of valuable opportunities upon community exit. Furthermore, Arsa et al. (2025) emphasize that managing cultural capital and group identity cultivates pride, strengthening individuals' long-term intentions to remain and contribute.

Simultaneous Influence of Job Satisfaction, Work Environment, and Organizational Commitment on Turnover Intention in the "Richness" Bali Art Community.

The findings demonstrate that job satisfaction, work environment, and organizational commitment collectively exert a significant influence on turnover intention. This indicates that employees' decisions to remain or depart from the organization are not determined by a single factor but rather emerge from the interplay of multiple job-related aspects. Comfortable working conditions, harmonious relationships, and organizational attachment mutually reinforce one another in shaping employee attitudes. When these three elements are adequately fulfilled, employees' propensity to leave diminishes substantially.

Consistent with Job Embeddedness Theory, the dimensions of fit, links, and sacrifice interact to influence individuals' choices to stay or exit the organization. In the art community context, individual-job fit manifests through satisfaction derived from creative expression, while a collaborative work environment fosters tight-knit social connections among members. Meanwhile, organizational commitment bolsters attachment via considerations of accumulated value, experiences, and networks. These factors do not operate in isolation but complement each other to forge robust individual-organization bonds. When individuals perceive alignment, social support, and meaningful value from the organization, their turnover intentions decline markedly. Accordingly, the combination of these variables provides a more comprehensive explanation of turnover intention than partial analyses.

These simultaneous findings are supported by Mastiasih et al. (2025), who demonstrated that the integration of motivation, workload, and compensation (as proxies for job satisfaction and work environment) collectively determines employee performance and retention in educational organizations. The synergy of satisfaction, conducive environments, and strong commitment creates a stable work ecosystem, as emphasized in multidisciplinary

studies on university faculty regarding the critical role of internal and external factor interactions in curbing employee turnover rates.

CONCLUSION

Based on the data analysis of 36 instructors in the “Richness” Bali Art Community, it is concluded that job satisfaction, work environment, and organizational commitment both individually and collectively, exert significant negative effects on turnover intention. These findings validate Job Embeddedness Theory, wherein the dimensions of fit (job satisfaction), links (work environment), and sacrifice (organizational commitment) serve as primary anchors binding instructors to the organization. High job satisfaction fosters value congruence, while a conducive work environment strengthens social networks among art instructors. Organizational commitment emerges as a pivotal factor due to perceptions of material and social losses upon community exit. Simultaneously, the integration of these three factors comprehensively predicts instructors’ turnover intentions, underscoring that workforce sustainability in the creative sector hinges on harmonious and meaningful work ecosystems. Thus, bolstering psychological well-being, facility support, and emotional loyalty in tandem will effectively curb turnover intentions, thereby preserving instructional stability and quality in the community.

This study is limited by its relatively small sample size (census of 36 respondents) and geographically confined scope to a single Bali-based community, necessitating cautious generalization of results. Recommendations for future research include expanding to more heterogeneous art communities and incorporating moderating variables such as self-efficacy or transformational leadership. For the “Richness” Art Community management, it is advised to continually nurture creative expression spaces and tighten interpersonal bonds to reinforce instructor attachment and ensure long-term retention.

References :

- Amalia, A. (2020). Pengaruh Komitmen Organisasi terhadap Turnover Intention Karyawan Generasi Milenial pada Perusahaan The Rich Jogja Hotel. *Acta Psychologia*, 2(1), 63–71.
- Andanjaya, N. S. (2023). Menyoal Pengaturan Fleksibilitas Hubungan Kerja di Indonesia: Perspektif Undang-Undang Cipta Kerja. *Jurnal Ilmiah Pendidikan Pancasila Dan Kewarganegaraan*, 8(1), 1–11.
- Antara, I. P. C. W., Widiantara, I. M., Fakhrurozi, R. N., & Suidarma, I. M. (2024). Analisis Disiplin Kerja, Motivasi Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan di Klapa Resort. *Jurnal Ilmiah Akuntansi And Bisnis*, 9(1), 33–45.
- Arsa, I. K. S., Mertanadi, I. M., & Widiastini, N. M. A. (2025). Celuk Jewelry Festivals as a Catalyst for Tourism-based Creative Economy: Managing Cultural and Economic Capital in Bali. *International Journal of Applied Sciences in Tourism and Events*, 9(2), 109–122.
- Azzahra, Y., & Gani, N. A. (2026). Pengaruh Kepuasan Kerja dan Stress Kerja Terhadap Turnover Intention Karyawan pada Perusahaan Kompas Gramedia Palmerah. *Journal of Artificial Intelligence and Digital Business (RIGGS)*, 5(1), 302–311.
- Babyak, M. A. (2004). What you see may not be what you get: A brief, nontechnical introduction to overfitting in regression-type models. *Psychosomatic Medicine*, 66(3), 411–421.
- Callado, A., Teixeira, G., & Lucas, P. (2023). Turnover Intention and Organizational Commitment of Primary Healthcare Nurses. *MDPI*, 1–11.
- Delavani, E. (2025). *Freelancer di Industri Kreatif: Analisis Mendalam Tentang Fleksibilitas dan Ketidakpastian*. Universitas Islam Indonesia.
- Dwiyanti, N. M. C. (2020). Turnover Intention Karyawan Hotel Bintang 5 di Bali di Tinjau

- dari Budaya Organisasi, Kepuasan Kerja, dan Kompensasi. *Bisma Jurnal Manajemen*, 6(2), 96–102.
- Ghozali, I. (2012). *Aplikasi analisis multivariate dengan program IBM SPSS* (6th ed.). Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Heryanda, K. K. (2019). The Effect of Job Insecurity on Turnover Intention Through Work Satisfaction in Employees of PT. Telkom Access Singaraja. *International Journal of Social Science and Business*, 3(3), 198–205.
- Heryanda, K. K., Utama, M. S., Yuliarmi, N. N., & Purbadhamaja, I. B. P. (2022). Analysis of Garlic Farmers' Welfare in Buleleng Regency, Bali, Indonesia. *Asian Journal of Agriculture and Rural Development*, 12(4), 271–278. <https://doi.org/10.55493/5005.v12i4.4652>
- Indah, G., Elisabet, N. G., Setyanto, E., & Haliawan, P. (2023). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Turnover Intention. *Jurnal Kewirausahaan, Akuntansi dan Manajemen Tri Bisnis*, 5(1), 14–28.
- Jannah, A. N., & Laili, C. N. (2024). Pengaruh Lingkungan Kerja dan Stress Kerja terhadap Turnover Intention (Studi Kasus Departemen Ring Frame PT. Lotus Indah Textile Industries Nganjuk). *BIMA: Journal of Business and Innovation Management*, 7(1). <https://ejournal.unhasy.ac.id/index.php/bima/article/view/7407>
- Jaya, I. M. W. K., & Widiastini, N. M. A. (2021). Kepuasan Kerja dan Komitmen Organisasi terhadap Turnover Intention. *Prospek: Jurnal Manajemen dan Bisnis*, 3(1), 81–86.
- Kurniawan, W. (2025). Peran Seni Rupa dalam Pembentukan Karakter Kreatif dan Inovatif pada Generasi Muda: Sebuah Tinjauan Literatur. *Journal Communication and Design*, 1(2).
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Mastiasih, M., Suarmanayasa, I. N., & Rahmawati, P. I. (2025). The Effect of Motivation, Workload and Compensation on The Performance of Non-Civil Servant Employees of Ganesha Education University. *Journal of Tourism Economics and Policy*, 5(2), 427–440.
- Mawey, E. R., Moniharapon, S., & Saerang, R. (2024). Pengaruh Lingkungan Kerja Fisik dan Lingkungan Kerja Non Fisik terhadap Turnover Intention pada Karyawan PT. Rajawali Nusindo Cabang Manado. *Jurnal EMBA*, 12(01), 911–921.
- Meitriana, M. A., & Irwansyah, M. R. (2025). E-Commerce for All: How Gen Z is Empowering MSMEs Towards Economic Resilience. *Jurnal Ekonomi And Bisnis Jagaditha*, 12(2).
- Metariani, P., & Heryanda, K. K. (2022). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Turnover Intention pada Pegawai BUMDES di Kecamatan Sukasada. *Bisma: Jurnal Manajemen*, 8(1), 1–9.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240.
- Muna, N., Mitariani, N. W. E., & Telagawathi, N. L. W. S. (2025). Eco-Conscious Consumers and Influencer Marketing: Understanding the Path to Green Purchases through the Theory of Planned Behavior. *International Journal of Analysis and Applications*, 1–15.
- Nam, J., Han, J., Ah, Y.-M., & Yu, Y. M. (2026). A nationwide cross-sectional survey on factors affecting turnover intention among hospital pharmacists. *Human Resources for Health*, 1–13.
- Neli, B., Graha, A. N., & Setyastuti, K. (2021). Pengaruh Komitmen Organisasional dan Penilaian Kinerja terhadap Turnover Intention Karyawan pada PT. Bersama Mencapai

Puncak. *Journal Riset Mahasiswa Manajemen (JRMM)*, 7(1), 1–5.

Nguyen, T. D., Bettini, E., Redding, C., & Gilmour, A. F. (2022). *Comparing Turnover Intentions and Actual Turnover in the Public Sector Workforce: Evidence from Public School Teachers*. 22, 0–30.

Nursalimah, D., & Oktafien, S. (2023). Pengaruh Lingkungan Kerja dan Stres Kerja terhadap Turnover Intention Karyawan PT. BPR Arthaguna Mandiri. *JIIP (Jurnal Ilmiah Ilmu Pendidikan)*, 6(5), 3224–3236.

Oktavia, S. D., & Ali, S. (2022). Pengaruh Lingkungan Kerja, Budaya Kolaboratif, dan Kepuasan Kerja terhadap Turnover Intention pada PT. Graha Megatama Indonesia selama Pandemi Covid-19. *Owner: Riset & Jurnal Akuntansi*, 6(2), 2085–2100.

Pawesty, E. M., & Kartini, I. N. (2025). Pengaruh Beban Kerja, Komitmen Organisasi, Retensi Karyawan, dan Motivasi Kerja Terhadap Turnover Intention Pada Karyawan PT. Perkebunan Nusantara 1 Regional 4 Surabaya. *GEMAH RIPAH: Jurnal Bisnis*, 05(03), 213–227.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.

Putri, L. G., Melinda, T. F., Irwanto, T., & Putra, I. U. (2025). *Manajemen Sumber Daya Manusia Teori dan Praktik Berkelanjutan* (B. Arianto (ed.)). PT. Ganesha Kreasi Semesta.

Putri, R. D. P. U., Rachmawati, N., & Anshori, M. I. (2025). Kepemimpinan dan Kreatif: Peran Pemimpin Dalam Mengembangkan Industri Kreatif dan Budaya Berbasis Industri. *Didaktik: Jurnal Ilmiah PGSD FKIP Universitas Mandiri*, 11.

Rafsanjani, M. A., Hakim, L., Laily, N., Wijaya, P. A., & Irwansyah, M. R. (2021). Exploring The Predictor Of Innovative Teaching Using The Job Demands-Resources Model. *The Education and Science Journal*, 23(3), 58–74. <https://doi.org/10.17853/1994-5639-2021-3-58-74>

Rahayu, Gusnita, S., Putri, R. A., & Achyar, N. (2025). Dampak Fleksibilitas Kerja terhadap Komitmen Orgaisasi di Era Kerja Hybrid. *Jurnal Media Akademik (JMA)*, 3(12).

Rebecca, K. (2020). *Organizational commitment*. EBSCO Knowledge Advantage. <https://www.ebsco.com/research-starters/business-and-management/organizational-commitment>

Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.

Rustan, Hamzah, P., Jafar, A. N., Asdi, & Adiningrat, A. A. (2023). The Influence of Human Resource Capabilities, and Financial Resources on Business Sustainability. *Management Studies and Entrepreneurship Journal*, 4(3), 2750–2758.

Saepudin, T. H., Jumawan, J., & Sjarifudin, D. (2025). Strategi Retensi Untuk Mencegah Turnover Karyawan. *Journal of Accounting and Finance Management*, 6(5), 2721–2730.

Sahara, M. A., Subiyanto, D., & Purnamarini, T. R. (2026). *Organizational Culture, Career Development, and Job Satisfaction as Predictors of Nurses' Turnover Intention in a Private Hospital*. 6(1), 510–527. <https://doi.org/10.37531/amar.v6i1.3496>

Setthakorn, K. P., Rostiani, R., & Schreier, C. (2024). A Meta-Analytic Review of Job Embeddedness and Turnover Intention: Evidence from South-East Asia. *Sage Journals*, 1–10. <https://doi.org/10.1177/21582440241260092>

Stefanya, Y., & Winarto, J. (2024). Pengaruh Motivasi dan Lingkungan Kerja terhadap Turnover Intention Pada Generasi Milenial. *Jurnal Informatika Ekonomi Bisnis*, 6(4), 897–902. <https://doi.org/10.37034/infv6i4.1044>

Suparsa, I. M., Setini, M., Asih, D., & Telagawathi, N. L. W. S. (2021). Teacher Performance Evaluation through Knowledge Sharing and Technology during the COVID 19

- Pandemic. *Webology*, 18(Special Issue on Computing Technology and Information Management), 832–842. <https://doi.org/10.14704/WEB/V18SI04/WEB18168>
- Telagawathi, N. L. W. S., Suci, N. M., Dewantini, N. M. A., & Sinarwati, N. K. (2024). SMEs Business Survival Model During the COVID-19 Pandemic: A Case Study of Handicraft SMEs in Bali Province. *JIA: Jurnal Ilmiah Akuntansi*, 9(1), 67–81. <https://doi.org/10.23887/jia.v9i1.58292>
- Widiastini, N. M. A., Arsa, I. K. S., Syah, A. M., & Hajarrahmah, D. (2023). How Do Micro, Small, And Medium Enterprises (MSMEs) In Bali Survive The Pandemic? A Qualitative Study In Buleleng, Tabanan, Gianyar, and Denpasar. *International Journal of Professional Business Review*, 8, 1–24.
- Widiastini, N. M. A., Prayudi, M. A., & Andiani, N. D. (2019). Women and Their Job Opportunity in Hotel Industry in Bali. *Advances in Economics, Business and Management Research*, 103, 31–35.
- Yosiana, S., & Suci, N. M. (2022). Pengaruh Kompensasi, Beban Kerja, dan Burnout serta Dampaknya terhadap Turnover Intention Guru Honorer Sekolah Dasar di Kabupaten Jembrana. *Bisma: Jurnal Manajemen*, 8(1), 186–195.