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Turnover Intention Challenges: The Effects Of Financial Compensation, Organizational Climate, And Organizational Commitment

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Abstract

This research aims to find out and analyze whether financial compensation, organizational climate, and organizational commitment influence the turnover intention of PT Sumber Alfaria Trijaya Jember's employees. This type of research is quantitative using primary data sources and secondary data. The research sample used in this research was 78 respondents. The data collection methods used in this research were interviews, questionnaires and literature studies. The data analysis method used is multiple linear regression analysis. The results of this research show that: 1) Financial Compensation has an insignificant positive effect on turnover intention in PT. Sumber Alfaria Trijaya Branch Jember. 2) Organizational climate has a negative and significant effect on turnover intention in PT Sumber Alfaria Trijaya Branch Jember. 3) Organizational commitment has a negative and significant effect on PT turnover intention. Source Alfaria Trijaya Branch Jember. PT. Sumber Alfaria Trijaya should hire & onboard well to esure job fit and smooth integration, pay competitively to offer fair salaries, bonuses, and benefits, giving support career growth to provide training, promotions, and internal mobility, promote work-life balance to lower the turnover intention.

Key words: Organizational Climate, Organizational Commitment, Financial Compensation, Turnover Intention.

INTRODUCTION

In the current millennial era, there are many strategic issues related to human resource management. One of them is the demographic bonus and its impact on the number of millennials and generation X who are now entering the workforce. Based on a survey

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conducted by Deloitte (2019) Many company leaders complain about the attitudes of the millennial and generation X generations. Millennial and X generation employees are also considered disloyal to companies that only treat companies as "job hoppers" and do not have long-term commitments (Irawan, 2020). This is in line with the statement of the Chairman of the Indonesian Human Resource Management Association that employees currently expect faster self-development, faster and more satisfying positions and careers (Delloite, 2019) In addition, based on the IDN Research Institute (2019) the two highest factors that employees consider to move companies are due to self-development factors and as much as 26% followed by salary/compensation factors as much as 17%.

With optimal human resource management, companies can reduce turnover rates by reducing employees' desire to change jobs. The desire of employees to change jobs from one company to another can be called turnover intention. Mobley (2015) stated that turnover intention is the termination of membership in an organization by an individual with the aim of moving to another job. In general, employees who want to change jobs expect a better job than their previous job. One of the factors that encourages employees to change jobs is financial compensation.

In addition to financial compensation factors, organizational climate is also a factor that can affect Turnover Intention. Luthans (2008) explains that organizational climate is the internal environment of an organization. Organizational climate affects HR practices and policies accepted by members of the organization. It should be noted that each organization will have a different organizational climate. Organizational climate is important to create because it is a person's perception of what is given by the organization and is used as a basis for determining the behavior of subsequent members. Davis & Newstrom (2000:137) said that organizational climate is a concept that describes the internal atmosphere of the organizational environment felt by its members during their activities in order to achieve organizational goals. Thus, it can be seen that organizational climate is related to the creation of a conducive work atmosphere. With an organizational climate that makes employees comfortable, this will help reduce the desire of employees to move workplaces. On the other hand, every employee is required to work optimally in the process of achieving company goals. Even if employees feel dissatisfied with things that are not in accordance with their wishes. Realizing this, the company requires organizational commitment from employees.

The high level of turnover intention nowadays is a serious problem for companies. This problem was also found in PT. Sumber Alfaria Trijaya Jember Branch. PT. Sumber Alfaria Trijaya is one of the large retail companies in Indonesia and has Distribution Centers (DC) spread across various regions in Indonesia, one of which is in Jember Regency. PT.

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Sumber Alfaria Trijaya, better known as Alfamart, is a company engaged in the retail sector where this company provides daily necessities.

In the personnel department of this company, every month they receive employee resignation letters. Based on the results of research observations, PT. Sumber Alfaria Trijaya Jember Branch has a fairly high turnover. From the results of the calculation of the turnover rate in 2023, an increase was found from the previous year. Based on Gilles (1989) in Dhanjaya (2020), the employee turnover rate is said to be still within the normal range if it is in the range of 5-10%, but if the employee turnover rate is more than 10%, it can be said that the company has a high turnover rate. Based on the statement above, it can be seen that PT. Sumber Alfaria Trijaya Jember Branch has a high turnover rate. This is an important problem considering that the high turnover rate can disrupt the company's activities. This problem will have an impact on the company's operational activities. This is certainly very unfortunate considering that PT. Sumber Alfaria Trijaya Jember Branch has an important role in distributing goods for the Jember, Lumajang, Bondowoso, Situbondo, Banyuwangi, and Probolinggo areas. Therefore, it is necessary to know what are the factors that cause employees' desire to leave their jobs or the level of employee turnover intention at PT. Sumber Alfaria Trijaya, Jember Branch.

Table 1: Turnover Data of PT. Sumber Alfaria Trijaya Jember Branch

Quarterly	Early Employee	Number of employees		Final Employee
		Enter	Go out	
1	105	9	10	104
2	104	13	20	97
3	97	10	17	94
4	94	14	16	92

Source: PT Sumber Alfaria Trijaya Jember Branch

The emergence of similar companies in Jember Regency is a challenge for PT. Sumber Alfaria Trijaya Jember Branch in managing its human resources. Most of the employees of PT. Sumber Alfaria Trijaya Jember Branch are contract employees with compensation adjusted to work targets. Many similar companies are oriented towards short-term profits which usually offer quite high compensation with work experience from similar companies. This will certainly trigger the desire of employees to leave the company if they get a higher compensation offer. Based on the results of observations, not a few employees of PT. Sumber

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Alfaria Trijaya Jember Branch left the company because of higher compensation offers from other companies. This is one of the triggers that makes employees less committed to continuing to work at PT. Sumber Alfaria Trijaya and choose to plan to leave their current jobs. On the other hand, the company has made efforts to continue to provide financial compensation, in the form of salaries, bonuses, and allowances for employees in the hope that employees will stay in the company.

Based on the results of observations made, the Organizational Climate at PT. Sumber Alfaria Trijaya Jember Branch employees often feel incompatible with the warehouse manager. In addition, the absence of evaluations that are rarely carried out can also trigger a bad organizational climate. This condition does not actually directly affect the health of the work climate but has an effect on the mood of the employees in it. Overall, researchers see that the existing organizational climate is considered less than good. Therefore, this is one of the things that researchers want to observe whether the organizational climate really has an effect on employees' desire to change workplaces.

Employees of PT. Sumber Alfaria Trijaya Jember Branch are divided into two parts, namely permanent employees and non-permanent employees. However, most of the employees in this company are non-permanent. Employees with non-permanent status tend to feel dissatisfied so that it is not uncommon for them to look for other jobs that are considered better. This can trigger the level of commitment of an employee. If the commitment of an employee is high, of course this can reduce the level of turnover intention at PT. Sumber Alfaria Trijaya Jember Branch.

Based on the theoretical review and empirical study above, the hypotheses in this study include the following:H1) There is an influence of financial compensation on employee turnover intention at PT Sumber Alfaria Trijaya, Jember Branch (H2) There is an influence of organizational climate on employee turnover intention at PT Sumber Alfaria Trijaya, Jember Branch (H3) There is an influence of organizational commitment on employee turnover intention at PT Sumber Alfaria Trijaya, Jember Branch.

Based on the background above, the objectives of this research include: (1) To analyze and determine the effect of financial compensation on employee turnover intention at PT Sumber Alfaria Triyaja, Jember Branch, (2) To analyze and determine the effect of organizational climate on employee turnover intention at PT Sumber Alfaria Triyaja, Jember Branch, (3) To analyze and determine the effect of organizational commitment on employee turnover intention at PT Sumber Alfaria Triyaja, Jember Branch.

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LITERATURE ANALYSIS AND METHODOLOGY

Compensation is one of the strategic functions of human resources that influences other human resources (Syahrizal, 2018). Financial compensation is a form of appreciation given to employees as a reward for contributions or performance given to the company in the form of salary, wages, bonuses, or commissions. Financial compensation is one of the factors that can influence the level of employee desire to leave the organization or company where they work (Okae, 2018). Based on the presentation of the theory and the results of previous research that has been conducted, it can be seen that financial compensation is one of the factors that can influence turnover intention.

Robbins (2015:47) explains that organizational commitment is the level at which a person or employee identifies an organization, and sets goals and expectations to be able to remain a member or part of the organization. Employees who have committed will have less desire to resign. Even though sometimes they find dissatisfaction in working. This is because they have a sense of loyalty and attachment to the organization (Robbins, 2015:47).

This research is an explanatory research, namely research that tests the relationship between several variables through hypothesis testing. This research is quantitative with the object of research being employees of PT.Source Alfaria Trijaya Jember Branch. In this study, it will be analized whether financial compensation, organizational climate, and organizational commitment influence the turnover intention. The population in this study were all employees of PT. Alfaria Trijaya Jember Branch warehouse section totaling 92. The data collection technique in this study used purposive sampling technique, namely determining samples based on certain objectives with samples being employees who have more than 6 months of work experience at PT. Sumber Alfaria Trijaya Jember Branch so that a sample of 78 people was obtained.

The type of data in this study is quantitative data, namely data obtained from respondents' answers through questionnaires using a Likert measurement scale. The data sources used as considerations in this study are primary data sources and secondary data. Primary data sources are obtained directly in the field from primary sources using the questionnaire method. While secondary data which is a supporter of primary data, is obtained from library studies, official agency websites, books and literature. The data analysis method used in this study is multiple linear regression analysis

RESEARCH AND RESULTS

The description of the characteristics of the respondents in this study is an explanation of the primary data collected through a questionnaire that has been filled out by the research respondents, namely employees of PT. Sumber Alfaria Trijaya Jember Branch, warehouse

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section who have worked for more than six months, totaling 78 employees. It can be seen that the description of the respondents in this study includes gender, age, education level, and length of service

Table 2. Respondents' Gender

Gender	Amount	Percentage (%)
Man	73	93.6
Woman	5	6.4
Total	**78**	**100**

Source: processed data, 2024

Based on Table 2.It can be seen that 73 respondents were male (93.6%) and 5 respondents were female (6.4%). This shows that the majority of respondents were male. According to Ukkas (2017), gender is an important factor that determines work productivity. In general, the productivity level of male workers tends to be higher than that of female workers. The reasons include that men have greater physical strength than women, where industrial workers rely more on physical strength.

Table 3. Respondents' Age

Age	Amount	Percentage (%)
18 – 25 Years (Generation Z)	33	42.3
26 – 41 Years (Generation Y)	34	43.6
42 – 57 Years (Generation X)	11	14.1
Total	**78**	**100**

Source: processed data, 2024

Based on Table 3, it can be seen that respondents aged between 18 to 25 years were 33 people (42.3%), 26 to 41 years were 34 people (43.6%), between 42 to 57 years were 11 people (14.1%). This shows that the majority of respondents are aged between 26 to 41 years. According to Robbins and Judge (2017:87) the distribution of various generations in the work environment is very beneficial for an organization, where the younger generation is more adaptable to new technology and easier in developing skills, but the older generation is more stable emotionally and wiser in decision making.

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Table 4. Respondents' Education

Education	Amount	Percentage (%)
High School Equivalent	59	75.6
D3	6	7.7
S1	13	16.7
Total	**78**	**100**

Source: processed data, 2024

Based on Table 4, it can be seen from 78 employees, most respondents based on their last education level were high school graduates as many as 59 people (75.6%), D3 as many as 6 people (7.7%) and S1 as many as 13 people (16.7%). According to Robbins and Judge (2017:129) the higher a person's education level, the higher their abilities, but increases the risk of dissatisfaction with their work, because they look more at other job alternatives.

Table 5. Respondents' Working Period

Working Period	Amount	Percentage (%)
Less than 1 Year	13	16.7
13 years old	43	55.1
More than 3 Years	22	28.2
Total	78	100

Source: processed data, 2024

Based on Table 5, it can be seen that respondents with a working period of less than 1 year were 13 people (16.7%), between 1 to 3 years were 43 people (55.1%), and more than 3 years were 22 people (28.2%). This shows that the majority of respondents have a working period of between 1 to 3 years. According to Kreitner and Kinicki in Jayanti and Dewi (2021), a long working period will tend to make an employee feel more at home in an organization, this is because they have adapted to the work environment for a long time so that an employee will feel comfortable with their work.

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to analyze the effect of financial compensation(X1), organizational climate (X2) and organizational commitment (X3) towards employee turnover intention at PT Sumber Alfaria Triyaja, Jember Branch.The results of multiple linear regression analysis are presented as follows:

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Table 6. Results of Multiple Linear Regression Analysis

Variables	Regression Coefficient	Sig.	Result
Constants	527,210		
Financial Compensation (FCC)	0.124	0.173	Not Significant
Organizational Climate (IO)	- 0.297	0.011	Significant
Organizational Commitment (OC)	- 0.463	0,000	Significant

Source: processed data, 2024

Based on Table 6, the results of the multiple linear regression analysis form the following equation.

$$Y = 527.210 + 0.124KF - 0.297IO - 0.463KO + e$$

After conducting the classical assumption test which shows that the data used in this study are normally distributed and there are no symptoms of multicollinearity and heteroscedasticity, a hypothesis test is conducted using the t-test. The t-test is used to test the significance of the constant of each independent variable, whether the variables of financial compensation (KF), organizational climate (IO) and organizational commitment (KO) have a partial (separate) effect on the dependent variable, namely the turnover intention (TI) of employees of PT Sumber Alfaria Trijaya, Jember Branch.Test resultstas follows:

Table 7. t-Test Results

Variables	T count	Sig.	Result
Financial Compensation (FCC)	1,376	0.173	H1 rejected
Organizational Climate (IO)	2,609	0.011	H2 accepted
Organizational Commitment (OC)	5,181	0,000	H3 accepted

Source: processed data, 2024

Based on Table 7, the results of the t-test of the variables of financial compensation (KF), organizational climate (IO) and organizational commitment (KO) on turnover intention (TI) can be seen, the results are as follows.

a. The results of testing the influence between the financial compensation (KF) variable on turnover intention (TI) obtained a calculated t value smaller than the t table (1.376<1.993) and a significance value greater than the specified significance level (0.173>0.05) so that H0 is accepted and H1 is rejected, which means that financial

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compensation partially does not have a significant effect on turnover intention at PT Sumber Alfaria Triajaya Tbk, Jember Branch.

b. The results of testing the influence between organizational climate variables (IO) on turnover intention (TI) obtained a calculated t value greater than the t table (2.609>1.993) and a significance value smaller than the specified significance level (0.011>0.05) so that H0 was rejected and H2 was accepted, which means that organizational climate partially has a significant effect on turnover intention at PT Sumber Alfaria Triajaya Tbk, Jember Branch.
c. The results of testing the influence between the organizational commitment (KO) variable on turnover intention (TI) obtained a calculated t value greater than the t table (5.181>1.993) and a significance value smaller than the specified significance level (0.000>0.05) so that H0 was rejected and H3 was accepted, which means that organizational commitment partially has a significant effect on turnover intention at PT Sumber Alfaria Triajaya Tbk, Jember Branch.

The Influence of Financial Compensation on Turnover Intention

Financial compensation does not affect turnover intention at PT. Sumber Alfaria Trijaya Jember Branch as evidenced by the t-test which shows the calculated t value is smaller than the t table (1.376<1.993) and the significance value is greater than the specified significance level (0.173>0.05). The relationship indicated by the regression coefficient value is positive and not significant, indicating that the high or low financial compensation will not affect the turnover intention level of employees of PT. Sumber Alfaria Trijaya Jember Branch.

PT. Sumber Alfaria Trijaya Jember Branch provides compensation to its employees quite well, this is shown in the results of respondents' answers related to the financial compensation variable of 3.42 on a scale of 5. Statement X1.1 related to the salary indicator shows an average distribution of answers in the strongly agree answer of 33.3%. This shows that the salary received by employees of PT. Sumber Alfaria Trijaya Jember Branch every month is in accordance with their job responsibilities. The salary received by employees is never late from the specified date and the amount is also in accordance with the agreement. However, the turnover intention rate at PT. Sumber Alfaria Trijaya remains high because the provision of salaries does not affect the desire of employees to leave the company.

Statement X1.2 related to incentive indicators shows an average respondent answer of 3.41 with an average distribution of answers in the strongly agree answer of 30.8%. This shows that the incentives received by employees of PT. Sumber Alfaria Trijaya Jember

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Branch are in accordance with the performance achieved. Employees get incentives in the form of bonuses when they have to work overtime, in addition, incentives are also given by the company if employees can work beyond the specified target. Employees are satisfied with the incentives promised by PT. Sumber Alfaria Trijaya Jember Branch because they are actually given directly to employees. However, the turnover intention level at PT. Sumber Alfaria Trijaya remains high because the incentives received by employees still make employees want to find jobs that are considered better.

Statement X1.3 related to the allowance indicator shows an average respondent answer of 3.46 with an average distribution of answers in the strongly agree answer of 32.1%. This shows that the allowances provided by PT. Sumber Alfaria Trijaya Jember Branch are in accordance with employee expectations. PT. Sumber Alfaria Trijaya Jember Branch provides allowances to employees, one of which is health benefits. This allowance is used as one of the insurances if employees experience health problems and need money to get treatment. In addition, PT. Sumber Alfaria Trijaya Jember Branch also provides holiday allowances, where employees are entitled to receive allowances outside of their basic salary received before Eid al-Fitr, this is proof of the company's responsibility to its employees, however, these appropriate allowances do not make employees want to leave the company and look for other jobs.

The results of this study prove that financial compensation does not have a significant effect on turnover intention at PT. Sumber Alfaria Trijaya Jember Branch, this is because the compensation given by the company is good but cannot retain employees to have the desire to leave the company. The results of the variable description show that the less than optimal indicator is regarding salary, so it is important for PT. Sumber Alfaria Trijaya Jember Branch to evaluate the salary given to employees so that employees are willing to stay as members of the company.

The Influence of Organizational Climate on Turnover Intention

Organizational climate has an effect on turnover intention at PT. Sumber Alfaria Trijaya Jember Branch as evidenced by the t-test which shows that the calculated t is greater than the t table (2.609>1.993) and the significance value is smaller than the specified significance level (0.011>0.05). The relationship indicated by the regression coefficient value is significantly negative indicating that the better the organizational climate, the turnover intention of employees of PT. Sumber Alfaria Trijaya Jember Branch will decrease.

PT. Sumber Alfaria Trijaya Jember Branch has a less than good organizational climate, this is shown in the results of respondents' answers related to the organizational

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climate variable of 3.10 on a scale of 5. Statement X2.1 related to the leadership quality indicator shows an average respondent answer of 2.96 with an average distribution of answers on disagreeing answers of 44.9%. This shows that the warehouse head of PT. Sumber Alfaria Trijaya Jember Branch is less able to direct employees in carrying out their work. Employees feel that the warehouse head does not mix well with his employees and even rarely provides direction or briefings so that employees feel they are not getting enough attention, this is what makes employees want to look for jobs other than their current jobs at PT. Sumber Alfaria Trijaya Jember Branch.

Statement X2.2 related to the trust indicator shows an average respondent answer of 3.18 with an average distribution of answers to disagree answers of 39.7%. This shows that PT. Sumber Alfaria Trijaya Jember Branch does not give me enough trust to carry out responsibilities. Several employees complained about their work results which were considered not in accordance with the standards set by the company, this made employees feel less trusted so that there was a desire for employees to move from the company.

Statement X2.3 related to communication indicators shows an average respondent answer of 3.29 with an average distribution of answers to disagree of 31.2%. This shows that communication between employees of PT. Sumber Alfaria Trijaya Jember Branch is not going on positively. Some employees do not want to help their coworkers to complete their work because they consider it is not their obligation to help. Employees rarely communicate so that the relationship is less harmonious due to the lack of closeness between employees. Some employees are even reluctant to socialize because they feel they have no interest in other employees, this creates an uncomfortable work environment so that there is an intention for employees to leave the company.

Statement X2.4 related to the opportunity indicator shows an average respondent answer of 3.13 with an average distribution of answers to disagree of 41%. This shows that PT. Sumber Alfaria Trijaya Jember Branch does not provide enough opportunities to improve achievements for career development. Employees do not have a clear career path, even with a long enough work period, it does not guarantee employees to become permanent employees. Employees who excel only get bonuses without getting the opportunity to have a safe job, this makes employees want to look for other jobs that are safer and guarantee the welfare of their employees.

Statement X2.5 related to the opportunity indicator shows an average respondent answer of 2.96 with an average distribution of answers to disagree answers of 38.5%. This shows that PT. Sumber Alfaria Trijaya Jember Branch does not conduct periodic performance evaluations. The warehouse manager only focuses on employee work achievements without providing assessments for the best employees, this makes

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employees feel less appreciated and work only to achieve targets.Employee performance appraisals are generally conducted by company leaders. In addition to motivating employees, this effort is intended to suppress inappropriate behavior. This should make workers feel more appreciated for their work. But sometimes the opposite happens. Performance appraisals conducted by company leaders actually make employees feel anxious and left out.

The results of this study prove that organizational climate has a significant effect on turnover intention at PT. Sumber Alfaria Trijaya, Jember Branch, this is because the organizational climate at PT. Sumber Alfaria Trijaya, Jember Branch is only considered sufficient so that employees feel uncomfortable and want to leave the company. The results of the variable description show that the indicators that need to be considered are regarding leadership quality, so it is important for PT. Sumber Alfaria Trijaya, Jember Branch to improve the quality of leadership, especially warehouse heads, so that they provide direction to employees more often so that they will create good relationships.

The Influence of Organizational Commitment on Turnover Intention

Organizational commitment has an effect on turnover intention at PT. Sumber Alfaria Trijaya, Jember Branch, as proven by the t-test which shows that the calculated t value is greater than the t table (5.181>1.993) and the significance value is smaller than the specified significance level (0.000>0.05). The relationship indicated by the regression coefficient value is significantly negative indicating that the better the organizational commitment, the turnover intention of employees of PT. Sumber Alfaria Trijaya, Jember Branch will decrease.

Employees of PT. Sumber Alfaria Trijaya Jember Branch have poor organizational commitment, this is shown in the results of respondents' answers related to the organizational commitment variable of 3.06 on a scale of 5. Statement X3.1 related to the affective commitment indicator shows an average respondent answer of 3.08 with an average distribution of answers on the disagree answer of 37.2%. This shows that some employees of PT. Sumber Alfaria Trijaya Jember Branch are not committed to being employees of the company because the work is not pleasant. Warehouse employees have a fairly heavy job desk, one of which is loading goods from the warehouse to the expedition car to make deliveries. This job takes up a lot of time and requires strong energy so that employees often feel tired and want to find a better job.

Statement X3.2 related to the indicator of ongoing commitment shows an average respondent's answer of 3.06 with an average distribution of answers to disagree of 41%. This shows that some employees of PT. Sumber Alfaria Trijaya, Jember Branch do not want

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to remain employees of the company even though they have not found a better job. Employees feel that the work is too hard, making them have a strong desire to leave their current jobs even though they have not found a replacement job. Some employees also complain about having to do work outside of their responsibilities so that employees want to leave the company immediately. Statement X3.3 related to the normative commitment indicator shows an average respondent's answer of 3.09 with an average distribution of answers to disagree of 32.1%. This shows that some employees of PT. Sumber Alfaria Trijaya, Jember Branch do not want to remain employees even though their work follows community ethics. Work at PT. Sumber Alfaria Trijaya, Jember Branch is good for the community, but some employees do not want to stay because of company demands and the lack of commitment from the company to provide opportunities for employees to become permanent employees. This is considered to be something that does not guarantee the survival of employees so that employees want to look for better jobs.

The results of this study prove that organizational commitment has a significant effect on turnover intention at PT. Sumber Alfaria Trijaya, Jember Branch, this is because the organizational commitment to employees of PT. Sumber Alfaria Trijaya, Jember Branch is only considered sufficient so that employees feel uncomfortable and want to look for other jobs. The results of the variable description show that the indicator that needs to be considered is regarding ongoing commitment, so it is important for PT. Sumber Alfaria Trijaya, Jember Branch to retain its employees so that they have a better organizational commitment by proving that their current job is one that can guarantee the lives and welfare of employees.

CONCLUSION AND RECOMMENDATIONS

Based on the results and discussion above relating to the variables of financial compensation, organizational climate and organizational commitment, the following conclusions can be drawn from this research. Financial compensation has no significant effect on turnover intention at PT. Sumber Alfaria Trijaya Jember Branch and has a positive value. The relationship indicated by the regression coefficient value is positive and insignificant, indicating that the high and low financial compensation will not affect the turnover intention level of employees at PT. Sumber Alfaria Trijaya Jember Branch. Organizational climate has a significant effect on turnover intention at PT. Sumber Alfaria Trijaya, Jember Branch and has a negative value. The relationship indicated by the regression coefficient value has a significant negative value indicating that the better the organizational climate, the turnover intention of employees at PT. Sumber Alfaria Trijaya, Jember Branch will decrease. Organizational commitment has a significant effect on turnover intention at PT. Sumber Alfaria

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Trijaya, Jember Branch and has a negative value. The relationship indicated by the regression coefficient value has a significant negative value indicating that the better the organizational commitment, the turnover intention of employees at PT. Sumber Alfaria Trijaya, Jember Branch will decrease. So that, PT. Sumber Alfaria Trijaya should hire & onboard well to esure job fit and smooth integration, pay competitively to offer fair salaries, bonuses, and benefits, giving support career growth to provide training, promotions, and internal mobility, promote work-life balance and Train managers to develop leaders who motivate and communicate effectively.

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