



**ANTECEDENTS OF EMPLOYEE TURNOVER INTENTION ON FOOD AND
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Abstract

This study aims to examine the influence of Affective Commitment, Normative Commitment, and Occupational Stress on Turnover Intention. The research method used is a quantitative research method with a questionnaire as the data collection tool. The sampling technique used was purposive sampling, with a sample size of 115 employees of Coffeeshop Food & Beverage in the West Region of Semarang City. Data analysis was conducted using validity and reliability tests and multiple linear regression. The results of this analysis indicate that there is a positive insignificant influence of affective commitment on turnover intention, a negative insignificant influence of normative commitment on turnover intention and a positive significant influence of occupational stress on turnover intention. Simultaneously, all three independent variables significantly influence turnover intention. This finding indicates that job stress will influence high turnover intention, and the negative influence of normative commitment will have an impact on no intention to leave low. This study provides theoretical implications in the development of human resources management concepts and suggests that organizations always pay attention to employees to prevent higher turnover intentions, with policies that are more beneficial to employees.

Keywords: Commitment Affectif, Commitment Normatif, Occupational Stress, Turnover Intention



INTRODUCTION

Coffee shops are now a business trend attracting many entrepreneurs due to their promising prospects. However, this also presents a challenge: the emergence of numerous brands offering similar products, leading to a significant increase in product quantity. If the growth of similar businesses doesn't keep pace with market growth, intense competition will result, creating business challenges.

Human resources play a crucial role and are a key asset in achieving company goals. Global companies must be able to maximize employee engagement, enabling them to work responsibly and achieve high performance (Fitriasari & Kussudyarsana, 2025). According to Jaya and Widiastini (2021), human resources are the most valuable and crucial asset an organization or company possesses, as their success is largely determined by their human resources. Therefore, companies must be able to properly care for and retain qualified and well-regarded employees within the company, preventing them from having the desire to move or even leave the company (turnover intention)

High turnover intention levels in a company will result in poor performance productivity, delays in achieving company targets, and employee turnover (Narayan & Das, 2025). Not only do long-term employees need to be considered, but also new employees who have joined the company. This also impacts subsequent turnover intention levels. According to Andriawan and Games (2019), turnover intention itself is the departure or entry of employees based on a specific time period. The reduction in experienced employees in fields needed by the company is an impact that companies need to pay attention to.

Several factors influence turnover intention, such as an individual's commitment to the company. An employee's commitment is divided into three components: affective commitment, continuance commitment, and normative commitment (Sari, 2018). In addition to commitment, occupational stress also increases turnover intention.

Affective commitment has a negative influence on employee turnover intention. This means that the higher an employee's affective commitment to the organization, the lower their desire to leave their job. According to Kindangen et al. (2019), a factor influencing turnover intention is low normative commitment from an employee. Normative commitment is the emergence of values from employees who remain in the company due to the awareness that committing to the company is an obligation and must be carried out. Suswati (2020) states that the influence of work stress on turnover intention can be caused by excessive



workload, an unfavorable work environment, or compensation or reciprocity that is perceived as unfair by an employee.

LITERATURE REVIEW

Turnover Intention

Zimmerman, R. D. (2008), in (Dewi & Mansyur, 2022) The term turnover intention refers to three specific elements in the cognitive withdrawal process (i.e., thoughts of quitting a job, intentions to look for another job, and then intentions to quit). According to Ahmad, (2018) turnover intention can be defined as an employee's cognitive response to the working conditions of a particular organization and the overall economic conditions of a nation that stimulate employees to look for better alternative jobs and become an intention to leave the organization voluntarily.

Affective Commitment

According to Robbins and Judge (2021), affective commitment is an employee's emotional and psychological attachment to their organization. This means the employee feels emotionally attached to the organization, identifies with its values, and feels proud to be part of it.

Normative Commitment

According to experts, normative commitment is a sense of moral or ethical obligation felt by employees to remain in an organization. This is not due to liking or fear of loss, but rather due to the belief that they should remain in the organization. Luthans (2011) states that normative commitment is the acceptance of an organization's values and goals and the belief that they should remain members of the organization.

Occupational Stress

According to Robbins and Judge, (2021), work stress is a dynamic condition in which an individual is faced with opportunities, demands or resources related to what the individual wants, the results of which are considered uncertain and also important.

Hypothesis Development

The Relationship between Affective Commitment and Turnover Intention

Affective commitment and turnover intention have a negative and significant relationship. Employees with high affective commitment (a sense of emotional attachment to the organization) tend to have lower turnover intentions. Conversely, employees with low affective commitment are more likely to leave the organization. The higher the affective commitment, the lower the turnover intention. Employees who feel emotionally attached to the organization are less



likely to look for new jobs. This is consistent with research by Islamy (2016) that found negative affective commitment has a significant influence on turnover intention. This is supported by Permatasari et al. (2022), Firmansyah et al. (2023), Muchtadin and Sundry (2023), and Akbar et al. (2024). There is a significant negative role of organizational affective commitment on turnover.

H₁ : Significant negative influence between Affective Commitment and Turnover Intention.

The Relationship between Normative Commitment and Turnover Intention

Normative commitment has a significant and negative relationship with employee turnover. The higher a person's normative commitment, the lower their likelihood of leaving the organization, and vice versa. Previous empirical research indicates that normative commitment has a negative and insignificant effect on turnover intention (Islamy, 2016). This finding suggests that normative commitment can negatively influence turnover intention.

H₂ : Significant negative influence between Normative Commitment and Turnover Intention

The Relationship between Occupational Stress and Turnover Intention

Job stress has a positive relationship with turnover intention, meaning that the higher the job stress, the higher the employee's desire to leave. Job stress can impact the desire to leave, as evidenced by research by Morangkey and Bernarto (2024), which found that job stress had a significant and positive effect on turnover intention. This finding is supported by other studies, including Nassani et al. (2021), Hakro et al. (2022), and Sahputra et al. (2023).

H₃ : Significant positive influence between Occupational Stress on Turnover Intention

Research Framework

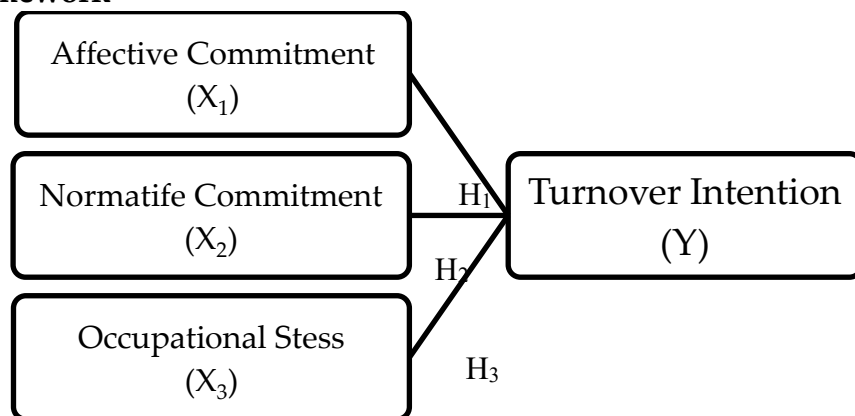


Figure 1. Conceptual Framework



RESEARCH METHOD

This study uses a quantitative approach to examine the influence of affective commitment, normative commitment, and job stress on turnover intention. Primary data were collected through questionnaires distributed to cafe shop employees in the West Semarang area, using purposive sampling to select respondents who were cafe shop employees. Data analysis used factor analysis with the SPSS program, suitable for small samples and non-normal distributions, with validity and reliability, and linear regression analysis

RESULTS AND DISCUSSION

Respondent Description

The population in this study were Coffeeshop Food & Beverage Employees in the West Region of Semarang City. This population was chosen because in the global era, Semarang society is very competitive, Coffeeshop Food & Beverage Employees in the West Region of Semarang City are likely to have many turnover intentions, the sampling technique used in the study was purposive sampling. For this reason, the researcher determined the number of samples as many as 125 respondents, but not all questionnaires were returned and some were incomplete in filling out, only 115 were sampled in the study.

Table 1.
Respondent Description

No	Respondent Identity		Frequency	
	Identity		Respondent	Procentation
1	Gender	Man	82	71.3
		Woman	33	28.7
2	Age	< 25 Year	61	53.0
		26-36 Year	31	27.0
		36-45 Year	18	15.7
		> 45 Year	5	4.3
3	Years of service	< 1 Year	32	27.8
		1-3 Year	37	32.2
		4-6 Year	23	20.0
		> 6 Year	23	20.0
4	Education	SMP	22	19.1
		SMA/SMK	62	53.9
		D3	4	3.5



		S1	26	22.6
		S2	1	0.9
5	Status	Still	63	54.8
		Contract	29	25.2
		Part-Time	23	20.0
6	Wages	< 1.5 Million	18	15.7
		1.5-3 Million	54	47.0
		3-5 Million	26	22.6
		> 5 Million	17	14.8

Source: Processed Data

Based on Table 1, the Coffeeshop Food & Beverage employees in the West Region of Semarang City are predominantly male. Most employees are under 25 years old, with the most years of service ranging from less than 1 to 3 years. The average education level is high school or vocational school. This indicates that the Coffeeshop Food & Beverage employees in the West Region of Semarang City are young and still seeking work experience.

Descriptive Statistics of Research Variables

Table 2.

Descriptive Statistics of Research Variables

No	Variable	Statement	Descriptive Statistics				
			Mean	Median	Mode	Min	Max
1	<i>Commitment Affective</i>	X.1.1	3.67	4.00	4.0	1	5
		X1.2	3.54	3.00	3.0	2	5
		X1.3	3.52	4.00	4.0	1	5
		X1.4	3.67	4.00	4.0	2	5
		X.1.5	3.57	4.00	4.0	1	5
		X1.6	3.28	3.00	4.0	1	5
		X1.7	3.60	4.00	4.0	2	5
		X1.8	3.67	4.00	4.0	1	5
		<i>Average</i>	3.56	3.75	3.87	2	5
		X.2.1	3.49	4.00	4.0	1	5



2	<i>Commitment Normative</i>	X2.2	3.40	3.00	3.0	1	5
		X2.3	3.29	3.00	3.0	1	5
		X2.4	3.59	4.00	4.0	1	5
		X.2.5	3.69	4.00	4.0	1	5
		X2.6	3.61	4.00	4.0	1	5
		X2.7	3.76	4.00	4.0	2	5
		X2.8	3.75	4.00	4.0	2	5
		Average		3.57	3.75	3.75	2
3	<i>Occupational Stress</i>	X.3.1	3.20	3.00	3.0	1	5
		X3.2	3.16	3.00	3.0	1	5
		X3.3	3.27	3.00	4.0	1	5
		X2.4	3.30	3.00	3.0	1	5
		X.3.5	3.25	3.00	3.0	1	5
		X3.6	2.83	3.00	3.0	1	5
		X3.7	3.03	3.00	4.0	1	5
		X3.8	3.03	3.00	2.0	1	5
	Average		3.13	3.00	3.0	1	5
4	<i>Turnover Intention</i>	Y1	2.85	3.00	3.0	1	5
		Y2	2.93	3.00	2.0	1	5
		Y3	3.24	3.00	4.0	1	5
		Y4	3.00	3.00	3.0	1	5
		Y5	2.94	3.00	3.0	1	5
		Y6	3.45	3.00	4.0	1	5
		Y7	3.03	3.00	3.0	1	5
		Y8	3.07	3.00	3.0	1	5
	Average		3.07	3.00	3.0	1	5

Source: Processed Data



Based on the table, the respondents' answers were mostly neutral and agreed, this shows that respondents have not given a definite answer that the work they do is for their future life.

Instrument Test

Validity Test

Validity testing is the process of determining how well a research tool or instrument measures what it is supposed to measure. In other words, validity testing shows how well the measurement tool does what it is supposed to do. (Hair et al., 2019a) explain that validity is the extent to which a measurement accurately reflects the research objectives. Validity relates to how well the concept is defined by the variable. A common way to check whether an instrument is functioning is to compare the score of each item with the total score of all items. Instrument items are considered valid if their correlation value is ≥ 0.4 . The results of the validity test using SPSS 25 software are as *follows*:

Table 3.
Testing the Validity of Research Variables

Variabel	Item	Nilai Component Matrix	Standard Loading	Kriteria
<i>Commitment Affective</i>	Feeling part of the organization	0.749	> 0.4	Valid
	Emotionally attached to the organization	0.728	> 0.4	Valid
	Strong ties with the organization	0.823	> 0.4	Valid
	Proud of the organization	0.812	> 0.4	Valid
	Organizational problems are our problems	0.757	> 0.4	Valid
	Happy with career in organization	0.669	> 0.4	Valid
	The organization's values align with ours	0.772	> 0.4	Valid
	Organizations provide many things to us	0.778	> 0.4	Valid



<i>Commitment Normative</i>	Moral obligation to the organization	0.675	> 0.4	Valid
	Unethical to leave the organization	0.601	> 0.4	Valid
	Debt to the organization	0.581	> 0.4	Valid
	Responsible for contributing	0.667	> 0.4	Valid
	Loyalty within the organization	0.695	> 0.4	Valid
	Loyalty is important in the organization	0.755	> 0.4	Valid
	Moving indicates disloyalty	0.682	> 0.4	Valid
	Long-term commitment to the organization	0.756	> 0.4	Valid
<i>Occupational Stress</i>	Excessive workloa	0.748	> 0.4	Valid
	Short deadline	0.666	> 0.4	Valid
	Frequent overtim	0.716	> 0.4	Valid
	Increasing workloa	0.832	> 0.4	Valid
	Diverse task	0.712	> 0.4	Valid
	Unclear task	0.708	> 0.4	Valid
	Work outside of one's rol	0.662	> 0.4	Valid
	Difficulty balancing work demand	0.753	> 0.4	Valid
<i>Turnover Intention</i>	Thinking about leaving	0.798	> 0.4	Valid
	Looking for a new job	0.830	> 0.4	Valid
	Developing a career elsewhere	0.745	> 0.4	Valid
	Lack of prospects for the future	0.776	> 0.4	Valid
	Intention to leave soon	0.830	> 0.4	Valid
	Leaving if a better job is found	0.641	> 0.4	Valid
	Not staying with the organization	0.861	> 0.4	Valid
	Feeling ready to leave	0.791	> 0.4	Valid

Source: Processed Data

The results show that all loading factor (component matrix) values are greater than 0.4, thus concluding that all items in the variable indicators of Affective Commitment, Normative Commitment, Occupational Stress, and Turnover Intention are valid. Validity means the level of suitability of the questionnaire used by the researcher to obtain data from respondents is



appropriate.

Reliability Test

Reliability testing is a method used to determine whether a research instrument produces the same results when measurements are taken on the same subjects under the same conditions repeatedly. Reliability refers to how well a measurement instrument produces stable and consistent data over time. The reliability test method uses Cronbach's alpha, which has an alpha coefficient of ≥ 0.7 . The results of the reliability test can be seen in the following table:

Table 4.
Reliability Test

Variable	Cronbach Alpha	Standard Value	Information
Commitment Affective	0.892	> 0.70	Reliable
Commitment Normative	0.828	> 0.70	Reliable
Occupational Stress	0.870	> 0.70	Reliable
Turnover Intention	0.911	> 0.70	Reliable

Source: Processed Data

Based on Table 4 of the Reliability Test, it can be seen that the variables Affective Commitment, Normative Commitment, Occupational Stress, and Turnover Intention are reliable. This is evidenced by the overall Cronbach's alpha value > 0.7 . This means that the questionnaire used in this study is truly reliable as a data collection tool.

Model Test

Test of the Coefficient of Determination

The coefficient of determination is the square of the correlation coefficient, which is the percentage of the total variation in the Y value described by the regression line (Hair et al., 2019b). The coefficient of determination is used to assess the extent to which a regression model explains variation in the dependent variable that is simultaneously influenced by the independent variables. R² values range from 0 to 1, with values close to 1 indicating that the independent variable can explain almost all of the variation in the dependent variable, while values close to 0 indicate minimal explanatory power.



Table 5.
Regression Test Results

Model	Independent Variable	Standardized Coefficient Beta	Sig	Information
Equation Between X ₁ , X ₂ , X ₃ Regarding Y	Commitment affective	0.032	0.732	rejected
	Commitment Normative	-0.127	0.184	accepted
	Occupational Stress	0.674	0.000	accepted
	Dependent Variable: Turnover Intention Adjusted R Squared (R ²) : 0.422 F : 28.799 Sig : 0.000			

Source: Processed Data

Based on Table 5, it can be seen that the Affective Commitment hypothesis on turnover intention is rejected, Normative Commitment and Occupation stress on turnover intention are accepted.

The results of the study showed a significance level of $0.000 \leq 0.05$. So it can be concluded that the independent variable has an influence on the dependent variable. The t-test results show a sig value of Affective Commitment on turnover intention of $0.732 > 0.05$. The t-test results show a sig value of Normative Commitment on turnover intention of $0.184 > 0.05$. The t-test results show a sig value of occupation stress on turnover intention of $0.000 < 0.05$. The adjusted R Square value is $0.422 = 42.2\%$. The findings explain that the turnover intention of employees of Coffeeshop Food & Beverage in the West Region of Semarang City is influenced by affective commitment, normative commitment and occupational stress by 42.2%, while the remaining 57.8% is influenced by other factors not examined in this study.

F Test

Table 5 shows the calculated F value of 28,799 with a significance level of 0.000 because the significance value is less than 0.05 (0.009) and the calculated F is greater than the F table ($28,799 > 2.46$) then it is stated that affective commitment, Normative Commitment and occupational stress together/simultaneously have a significant effect on the turnover intention of employees of Coffeeshop Food & Beverage in the West Region of Semarang City.



Hypothesis Testing

Based on Table 3, the significance values for the hypothesis test are as follows:

- 1) The Affective Commitment variable shows a sig. $0.732 > 0.05$, indicating that Affective Commitment has a positive but insignificant influence on turnover intention.
- 2) The Normative Commitment variable shows a sig. $0.184 > 0.05$, indicating that normative commitment has a negative and insignificant influence on turnover intention.
- 3) The Occupational Stress variable shows a sig. $0.000 < 0.05$, indicating that Occupational Stress has a positive and significant influence on turnover intention.

Synthesis of Topic

Relationship between Affective Commitment and Turnover Intention

Affective commitment, as defined by Judge & Robbins (2012), is an employee's emotional and psychological attachment to their organization. This means the employee feels emotionally attached to the organization, identifies with its values, and feels proud to be part of it.

The results of the study indicate that Affective Commitment has a positive but insignificant effect on employee turnover intention at Coffeeshop Food & Beverage in the West Region of Semarang City. This suggests that an increase in organizational commitment does not necessarily increase a person's intention to leave the company (turnover intention) (Aini & Mansyur, 2024). These results are consistent with the research of Nguyen and Can (2024), which stated that "Affective Commitment does not impact Turnover Intention," meaning that affective commitment does not influence turnover intention, but the relationship is positive.

The Relationship between Normative Commitment and Turnover Intention

Normative commitment is the feeling of moral obligation or responsibility an employee feels to remain with an organization. It is driven by the employee's internal values and the belief that leaving the organization would be morally wrong, even if other options were available. Experts believe that normative commitment arises because employees feel indebted to the organization or because they feel ethically bound to remain there.

High normative commitment will not increase turnover intention. This research finding aligns with research conducted by Islamy (2016) that found normative commitment has a negative and insignificant effect on turnover intention.



The Relationship between Occupational Stress and Turnover Intention

Occupational stress is a mental illness that has a significant negative relationship with overall organizational activity (Akgunduz, 2022). In his research, Jeong (2021) explained that occupational stress is a mental and physical change that can occur in both the workplace and society. This indicates that as the workload increases, turnover intention increases (Fatmawati & Mansyur, 2024) This research shows that work stress will impact employees' intention to leave the organization. This is consistent with research by Muchtadin and Sundry (2023), Morangkey and Bernarto (2024), and Nassani et al. (2021), which found that work stress has a positive and significant effect on turnover intention.

CONCLUSION

This study was conducted to demonstrate the influence of affective commitment, normative commitment, and occupational stress on employee turnover intention at Coffeeshop Food & Beverage in the West Region of Semarang City. Based on the data analysis conducted, the researchers can conclude the following:

1. Affective Commitment has a positive and insignificant influence on Turnover Intention, that affective commitment does not have a negative impact on turnover intention, this makes it possible that employee intention to leave will occur if commitment is not increased.
2. Normative Commitment has a negative and insignificant influence on Turnover Intention, with normative commitment not having an impact on employee turnover intention.
3. Occupational Stress has a positive and significant influence on Turnover Intention, with work stress having a positive impact on employees' intention to leave the organization or company.

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