



THE EFFECT OF SOCIAL SUPPORT ON TURNOVER INTENTION WITH AFFECTIVE COMMITMENT AS A MEDIATION VARIABLE ON EMPLOYEES OF PT. DIPO INTERNASIONAL PAHALA OTOMOTIF, PADANG CITY

Indah Salsabila¹ Okki Trinanda²

¹ Department of Management Faculty Economics and Business , Padang State University, Indonesia

² Lecturer Faculty Economics and Business , Padang State University, Indonesia

Correspondence E-mail: indahsalsabila17s@gmail.com

ABSTRACT

This study aims to analyze the effect of social support on turnover intention with affective commitment as a mediating variable among employees of PT. Padang City Automotive Pahala International Dipo . The background of this research is driven by the high employee turnover rate, which reaches 24% in 2024, indicated by high work demands, inadequate compensation, and a lack of social support. This type of research is a quantitative study. The population in this study consisted of all 78 employees of PT. Padang City Automotive Pahala International Dipo . The sampling technique used was the saturated sample method (census), meaning the entire population was taken as the research sample. Data collection was carried out through the distribution of Likert-scale questionnaires. Data analysis in this study employed the Partial Least Square (PLS) based Structural Equation Modeling (SEM) method using the SmartPLS program, which includes the evaluation of both the measurement model (outer model) and structural model (inner model). The results of this study are expected to empirically prove that social support can increase affective commitment and ultimately reduce employee turnover intention.

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1. INTRODUCTION

Employees today face increasing pressure complex , good from demands work , environment social , as well as need personal . Changes style life , expectations high career , as well as demands balance between life work and life personal cause Lots employee consider return commitment they to organization . Employees who feel not enough get support social from environment work , colleagues colleagues , as well as superiors , tend to experience stress and dissatisfaction which ultimately increase desire For go out from organization . Therefore that , understand factors that influence desire move Work become matter important for management source Power man .

problems in today's world This Still become attention Serious for various sector industry . Based on data from Databox from *LinkedIn Global Talent Trends* (2024), jobs with the highest turnover rates in the world are dominated by the field *Human Resources* (14.6%), followed by *Researcher* (13.1%), *Management Product* (13%), *Marketing* (12.9%), and *Consultant* (11.7%). This figure show that demanding profession pressure tall , responsible answer big , and interaction social intense tend own higher turnover risk high . Phenomenon the indicates importance factor psychological and social , such as support social *support* and commitment affective , in maintain employees to remain loyal to organization , especially in positions risky strategy tall experience fatigue and stress Work .

Turnover and *turnover intention* is two mutually related concepts related but own difference fundamental in context management source Power human . *Turnover* refers to the condition factual when a employee truly go out or stop from company , good in a way voluntary and No voluntary . *Turnover* reflected in administrative data that shows amount employees who leave organization in period time certain , for example monthly or annual . Because it is real and measurable , turnover impact directly to operations company , starting from cost recruitment , training , loss productivity , up to potential decline in work morale remaining employees .

Temporary that , *turnover intention* refers to desire , intention , or trend a employee For leave his work , even though action the Not yet truly *Turnover intention* occurs or desire For go out from work is one of the indicator main thing that can used For predict level *turnover* actual in a organization . According to (Sedarmayanti, 2019) *turnover intention* is trend or intention individual For leave organization in a way voluntary in time close . Desire This appear through cognitive processes that involve evaluation to satisfaction work , commitment organization , as well as various factor external like opportunity Work other . In other words, *turnover intention* become signal beginning from potential lost power experienced and competent work in organization (Muviana, 2022) . Therefore that , *turnover intention* nature subjective and not can seen in a way visible eyes , however give description predictive about possibility future turnover (Fitriantini, R., 2020)

the moment , industry automotive known own rhythm Work fast , high targets , and tight market pressure , so that No seldom cause stress Work for employees . PT Dipo Internasional Pahala Otomotif Kota Padang, as one of the companies operating in the field distribution and services automotive , facing the same challenge . Based on results observation beginning , company experience level rotation enough employees tall especially in the section sales and service full sell

2. METHOD

Study This use approach quantitative with type study purposeful causality For know influence or connection cause and effect between One variables with variables others .

Research held at PT DIPO International Pahala Otomotif , located at Jalan Niaga No. 199 Pondok Padang, from November 2025 to study finished . Population study covers all over employees of PT DIPO International Pahala Otomotif, totaling 78 people. Because of the number population not enough of 100 people, research use technique sample saturated , so that all over member population made into respondents . The variables studied includes Social Support as variables independent , commitment Affective as variables mediation , and Turnover Intention as variables dependent . Social Support is measured through support emotional , reward , instrumental, informational , and network , whereas Commitment Affective measured through attachment emotional , identification self to organization , and involvement in organization . Turnover Intention is measured through desire leave organization and desire look for work other instruments study use questionnaire with five-level Likert scale , starting from very No agree until very agree . Data collection is carried out through survey use questionnaire as well as sourced documentation from companies , websites, and journals related . Data analysis includes analysis descriptive and Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach . Analysis descriptive used For describe answer respondents through Average Score and Achievement Level Respondents (TCR). Next , evaluate the measurement model done through validity testing convergent , validity discriminant , and reliability . Validity convergent assessed through factor loading and Average Variance Extracted (AVE), whereas reliability assessed through Cronbach's Alpha and Composite Reliability. Structural model evaluated use R-Square value for know ability variables exogenous explain endogenous variables . Testing hypothesis done with bootstrapping procedure through mark coefficient path and T- statistics , with level 5% significance and T- table value of 1.96. Apart from the influence directly , research also uses analysis track For know influence No Direct Social Support for Turnover Intention through Commitment Affective as variables mediation.

3. RESULTS AND DISCUSSIONS

Research model This will analyzed use method *Partial Least Square* (PLS) and assisted with SmartPLS software 4.0 . PLS is one of the method alternative *Structural Equation Modeling* (SEM) which can done For overcome problems in relationships between very variable complex but size small data samples (30-100 samples) and have non- parametric assumptions , meaning that the data is not refers to one of the distribution certain .

Testing Outer Model (Structural Model) Before Elimination

Based on results testing *outer model* with use *Smart PLS* , obtained mark kore la s i a n ta ra item statements variables study as following :

Outer Model

Based on testing *outer model* in the PLS algorithm is obtained results testing *convergent validity* as following, The results of the measurement model (outer model) assessment in this study are presented in Figure 1 :

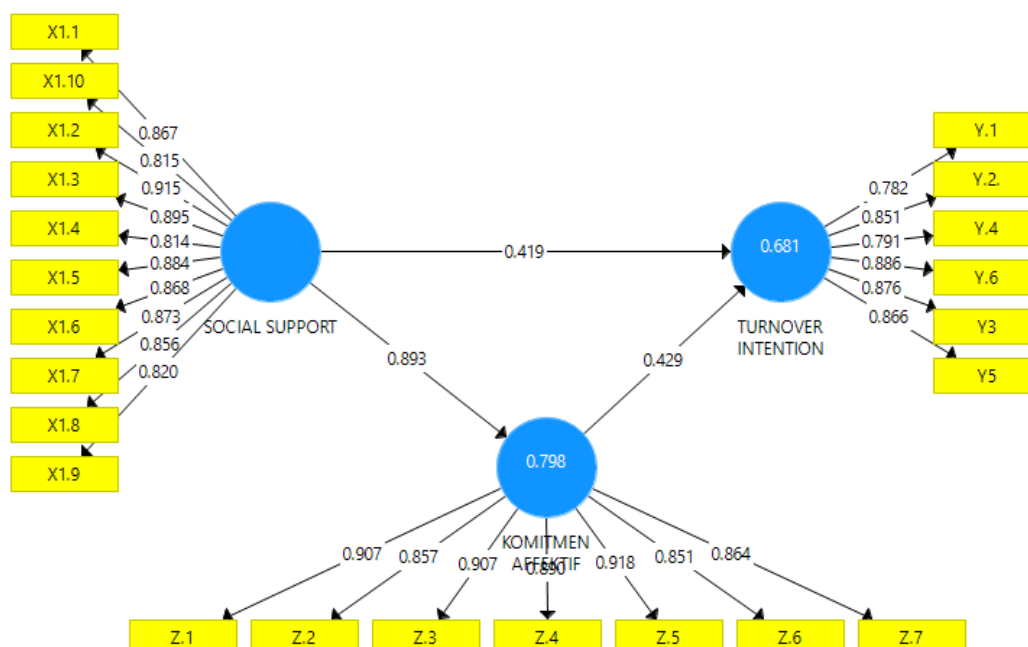


Figure 1 Outer Model

The following table presents the results of the outer loadings; the outer loading values for each research variable indicator can be seen in Table 1 below.

Table 1 Outer Loading Value

	AFFECTIVE COMMITMENT_	SOCIAL SUPPORT_	TURNOVER INTENTION
X1.1		0.867	
X1.10		0.815	
X1.2		0.915	
X1.3		0.895	
X1.4		0.814	
X1.5		0.884	
X1.6		0.868	
X1.7		0.873	
X1.8		0.856	
X1.9		0.820	
Y.1			0.782
Y.2.			0.851
Y.4			0.791
Y.6			0.886
Y3			0.876
Y5			0.866
Z.1	0.907		
Z.2	0.857		
Z.3	0.907		
Z.4	0.890		
Z.5	0.918		
Z.6	0.851		

	AFFECTIVE COMMITMENT_	SOCIAL SUPPORT_	TURNOVER INTENTION
Z.7	0.864		

Source : Processed Primary Data (2026)

From the results data processing in Table 1 all indicator has an outer loading above 0.7 then obtained outer loading value all indicator variables big from 0.7, then validity convergent all indicator said to be valid .

Besides observing mark *cross loading* , *discriminant validity* can also be known through method other that is with see mark *average variant extracted* (AVE) for each indicator . Good AVE value required own mark more big of 0.50. The results from *average variant extracted* (AVE) can seen in the picture following, The evaluation of discriminant validity using the Average Variance Extracted (AVE) value is presented in Table 2:

Table 2 Average Variant Extracted (AVE) Results

Variables	AVE
AFFECTIVE COMMITMENT_	0.784
SOCIAL SUPPORT_	0.742
TURNOVER INTENTION	0.711

Source : Processed Primary Data (2026)

Based on picture on can seen that all construct or the above variables fulfil criteria good validity . This is shown with mark *Average Variance Extracted* (AVE) above 0.50 as recommended criteria . And with thus can stated that every variables has own good *discriminant* validity .

Cross Loading Model

The cross-loading results are presented in Table 3.

Table 3 Cross Loading

	AFFECTIVE COMMITMENT_	SOCIAL SUPPORT_	TURNOVER INTENTION
X1.1	0.792	0.867	0.746
X1.10	0.636	0.815	0.590
X1.2	0.790	0.915	0.749
X1.3	0.877	0.895	0.807
X1.4	0.835	0.814	0.718
X1.5	0.759	0.884	0.668
X1.6	0.777	0.868	0.726
X1.7	0.749	0.873	0.617
X1.8	0.783	0.856	0.643
X1.9	0.641	0.820	0.593
Y.1	0.621	0.591	0.782
Y.2.	0.630	0.637	0.851
Y.4	0.710	0.598	0.791
Y.6	0.676	0.745	0.886
Y3	0.728	0.732	0.876
Y5	0.692	0.736	0.866
Z.1	0.907	0.810	0.730
Z.2	0.857	0.841	0.717
Z.3	0.907	0.796	0.726
Z.4	0.890	0.795	0.681

Z.5	0.918	0.742	0.681
Z.6	0.851	0.758	0.720
Z.7	0.864	0.785	0.719

Source : Processed Primary Data (2026)

In Table 3 serve cross loading value that discriminant validity shows mark score variables to the indicators more tall compared to with mark score variables to indicator others . Can concluded that all tested indicators in study declared valid.

Reliability Test Results Construct

Reliability test used For measure consistency tool measuring in measure One draft or can also be used For measure consistency respondents in answer the statement item in questionnaire or structural research . Reliability test in PLS can use two method that is Cronbach alpha and composite *reliability* . *Cronbach alpha, rho_A* And *Composite Reliability* measure limit lower mark reliability something construct whereas *Cronbach alpha, rho_A* And *Composite Reliability* measure mark indeed reliability something construction . *Rule of thumb* alpha value or *Cronbach alpha, rho_A* And *Composite Reliability* must more big from 0.6 although 0.5 is still can accepted , then construct stated Reliable SmartPLS output results For mark *composite reliability* can shown in the picture following, The results of the construct reliability tests using Cronbach's Alpha and Composite Reliability are summarized in Table 4 :

Table 4 Reliability Results

Variables	Cronbach's Alpha	Composite Reliability (Rho_a)
AFFECTIVE COMMITMENT_	0.954	0.954
SOCIAL SUPPORT_	0.961	0.964
TURNOVER INTENTION	0.918	0.921
AFFECTIVE COMMITMENT_	0.954	0.954
SOCIAL SUPPORT_	0.961	0.964

Source : Processed Primary Data (2026)

Based on Table 4 show testing reliability involving composite reliability value of block indicators that measure something construct , as well as Cronbach's Alpha value . Reliability variables considered Good If composite reliability value more from 0.70 and Cronbach's Alpha value more from 0.60 .

Inner Model Results

Model testing structural can done if all indicator in the research model has can declared valid and meets the requirements the need for validity and reliability testing . For describe how much big influence between variable , can seen with look for mark *R-Square* (R2). *R-Square* is numbers that range between 0 and 1 which indicates size combination variables exogenous in a way influence mark endogenous variables . The more approach number one , model issued by regression the will the more Good. The R-squared values, representing the contribution of exogenous variables to the endogenous variable, are presented in Table 5 :

Table 5 R2 Test Results

Variables	R Square
AFFECTIVE COMMITMENT_	0.798
TURNOVER INTENTION	0.681

Source : Processed Primary Data (2026)

Based on table 5 obtained R^2 (*R Square*) figure of 0.79 or 79 %, p This show that percentage contribution from variables independent on the dependent variable (Z) of 0.79 or 79 % . Meanwhile the rest by 0.21 or 21 % influenced by variables others outside study .

Based on table 20 obtained R^2 (*R Square*) figure of 0.68 or 68 %, p This show that percentage contribution from variables independent on the dependent variable (Z 2) of 0.68 or 68 % . Meanwhile the rest of 0.32 or 32 % influenced by variables others outside study .

Hypothesis Testing

Testing hypothesis can done based on level significance and value coefficient track between latent variables . For significance guided by *the P Value* with mark below 0.05 or T statistics > 1.96 is as following, A summary of the hypothesis testing results regarding direct and indirect effects is presented in Table 6 :

Table 6 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hypothesis Decision
Commitment Affective _ -> Turnover Intention	-0.788	-0.790	0.065	5..721	0.000	Accepted
Social Support_ -> Commitment Affective _	0.893	0.894	0.036	24.744	0.000	Accepted
Social Support_ -> Turnover Intention	-0.452	-0.455	0.070	3.775	0.000	Accepted
Social Support_ -> Commitment Affective _ -> Turnover Intention	-0.373	-0.376	0.081	4.584	0.000	Accepted

Based on table on can withdrawn conclusion hypothesis as following :

- 1. The Effect of Social Support on Affective Commitment (H1)**
The path coefficient is positive (O = 0.893, T = 24.744 > 1.96, p = 0.000 < 0.05), confirming that social support has a positive and significant effect on affective commitment. Employees who receive empathetic support, technical guidance, and positive recognition from colleagues and supervisors develop a strong emotional attachment to the organization. These findings align with Social Exchange Theory and support the research of Fitriantini et al. (2020) and Lidia et al. (2022), which found that workplace support enhances employees' sense of being valued and their emotional commitment.
- 2. Effect of Social Support on Turnover Intention (H2)**
The path coefficient is negative (O = -0.452, T = 3.775 > 1.96, p = 0.000 < 0.05), proving that social support has a negative and significant effect on turnover intention. Higher social support significantly reduces the drive to seek alternative employment. Adequate social resources buffer job demands, alleviate stress, and diminish feeling isolated, thus mitigating the urge to resign. Muviana (2022) and Mondo et al. (2022), who emphasize the importance of social support in reducing the intention to leave a job.

3. The Effect of Affective Commitment on Turnover Intention (H3)

The path coefficient is negative ($O = -0.788$, $T = 5.721 > 1.96$, $p = 0.000 < 0.05$), showing that affective commitment significantly reduces turnover intention. Employees with high affective commitment feel proud of their organization and view company problems as their own. This deep psychological connection diminishes cognitive and active job search behaviors elsewhere. These results support the findings of Fitriantini et al. (2020) and Pileri (2022) that psychological attachment is a key factor in maintaining employee loyalty.

4. The Mediating Role of Affective Commitment (H4)

The indirect path coefficient is negative ($O = -0.373$, $T = 4.584 > 1.96$, $p = 0.000 < 0.05$), demonstrating that affective commitment significantly mediates the effect of social support on turnover intention. Social support suppresses turnover intention both directly and indirectly by first building a solid foundation of affective commitment. When employees feel supported, their enhanced affective commitment serves as the primary psychological mechanism driving retention. These findings are consistent with the research of Muviana (2022) and Mondo et al. (2022).

Discussion

Based on results research that has been done, then writer can implement things as following :

1. Influence *Social support* (X_1) Against Commitment affective (Z)

Research result show that mark *original sample* of 0.893 with t-value t - statistic more big from 24.744 or ($24.744 > t\text{-table } 1.96$) with mark p-value more big from from alpha ($0.000 < 0.05$) where social support has an influence significant to Commitment affective, Findings This indicates that the more tall support socially acceptable employees, good from superiors, colleagues work, as well as organization, then the more high level of attachment emotional employee to company. Support social create environment comfortable work, mutual appreciate, and full attention so that employee feel valued as part important from organization. Conditions the push the emergence of a sense of belonging, loyalty, and desire For still become member organization in term long. In addition, support social is also capable reduce pressure work, increasing trust yourself, and strengthen interpersonal relationships between employees so that formed commitment more emotional strong. Employees who receive help when face difficulty work will more easy adapt, feel safe, and have more motivation tall in finish his duties. Therefore that, organization need build culture supportive work collaboration, communication open, and concern between members organization. Research results This in line with theory exchange social (*Social Exchange Theory*) which explains that when organization give support to employees, then employee will reply to it through improvement commitment and loyalty to organization. With Thus, social support is one of the factor important in increase commitment affective employees. Research results This in line with research by Lidia, Adi Rahmat, and Fahmi Oemar (2022) which found that social support has an influence positive and significant towards affective commitment. Support socially acceptable employee capable increase comfort, feeling appreciated, attachment emotional, and sense of belonging to organization.

2. Influence *Social support* (X_1) Against *Turnover intention* (Y)

Research result show that mark *original sample* of -0.452 with t-value t - statistic more big from 3.775 or ($3.775 > t\text{-table } 1.96$) with mark p-value more small from from alpha ($0.000 < 0.05$) where social support has an influence significant to *Turnover*

intention , findings This show that the more Good support socially acceptable employees , then trend they For leave organization will the more low . Support from superior in the form of attention , guidance , and appreciation , as well support from colleague Work through Work same and mutual helpful , able create environment positive and improving work comfort in work . Employees who feel supported will own level satisfaction more work high , experiencing stress more work low , and own better interpersonal relationships good . Condition the reduce desire employee For look for jobs in organizations other . On the other hand , if support social low , employees tend feel isolated , less appreciated , and faced pressure more work big so that increase intention For go out from company . Therefore that , the company need strengthen system support social through effective communication , supportive leadership , coaching programs employees and culture mutual work appreciate . Research results this also supports theory exchange social that explains that employee will give response positive to organizations that provide attention and support through improvement loyalty as well as decline desire For move work . With Thus , social support is an important strategy in suppress employee turnover intention . Research results This in line with research by Mondo, Pileri , Carta, and De Simone (2022) which shows existence The relationship between social support and turnover intention. Research the find that support social play a role in reduce turnover intention through interpersonal conflict and affective commitment mechanisms . With Thus , support social become factor important in maintain employee .

3. Influence Commitment affective (Z) Towards Turnover intention (Y)

Research result show that mark *original sample* of -0.788 with t -value t - statistic more small from 5.721 or ($5.721 > t$ - table 1.96) with mark p-value more small from from alpha ($0.010 < 0.05$) Where Commitment affective influential significant to *Turnover intention* . Findings This show that the more tall commitment affective owned employees , then the more low desire they For leave organization . Commitment affective reflect attachment emotional , pride , and sense of belonging to company . Employees who have commitment affective tall will feel comfortable work , enjoy his work , as well as own good relationship with organization so that tend maintain his work . On the other hand , the low commitment affective cause employee more easy lost motivation , lack have a sense of belonging to organization , and more open to opportunity work at another company . Because of that that , organization need increase commitment affective through giving fair rewards , development career , open communication , and create environment conducive work environment . When the need arises emotional employee fulfilled , they will show greater loyalty tall and have more desires small For go out from organization . Research results This in line with theory commitment organization that states that attachment emotional is factor main influencing factors decision employee For still endure in organization . With Thus , the increase commitment affective be one of effort strategic in reduce turnover intention level and maintaining stability source Power man company . Research results This in line with study Pileri (2022) who found that affective commitment is related negative with turnover intention. Employees who have attachment emotional more strong to organization tend own desire more low For leave his job . This is strengthen importance commitment affective in maintain employee .

4. Influence Social support (X₁) Against Turnover intention (Y) Through Commitment affective (Z) As Variables Mediation

Research result show that mark *original sample* of -0.373 with t-value t - statistic more big from 4.584 or ($4.584 > t\text{-table } 1.96$) with mark p-value more small from from alpha ($0.000 < 0.05$) where social support has an influence significant to *Turnover intention* through Commitment affective as variables mediation . Findings This show that support social No only give influence in a way direct to decrease turnover intention, but also work through improvement commitment affective employees . When the organization , superiors , and colleagues Work give attention , assistance , and support emotional both instrumental and employee will feel appreciated and become part important from organization . Feelings the strengthen attachment emotional or commitment affective so that employee own greater loyalty height and greater desire low For leave company . In other words, commitment affective become mechanisms that explain how social support is able reduce turnover intention. Organizations that are able to create environment supportive work will more easy maintain employee quality Because they feel comfortable , appreciated , and have connection strong emotions with company . Research results This support theory exchange social that explains that support provided organization will replied by employee through improvement commitment and decline intention For go out from organization . Therefore that , the company need Keep going strengthen culture each other support , effective communication , and caring leadership so that commitment affective increased and turnover intention can pressed in a way sustainable . Research results This in line with research by Mondo, Pileri , Carta, and De Simone (2022) which proves that affective commitment mediates connection between social support and turnover intention. Support social increase attachment emotional employee to organization , which then lower desire For leave organization . Findings the support role commitment affective as variables mediation .

4. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that there is a positive and significant influence of Social Support on Affective Commitment at PT. DIPO Internasional Pahala Otomotif, which shows that the better the social support felt by employees—whether in the form of emotional, appreciation, instrumental, informational, or network support—the higher the employee's affective commitment to the company. Furthermore, there is a negative and significant influence of Social Support on Turnover Intention at PT. DIPO Internasional Pahala Otomotif, which indicates that high social support leads to a low level of employee turnover intention. In addition, Affective Commitment also has a negative and significant influence on Turnover Intention at PT. DIPO Internasional Pahala Otomotif, showing that high affective commitment among employees results in a low level of turnover intention. The research results also show that Social Support influences Turnover Intention through Affective Commitment as a mediating variable at PT. DIPO Internasional Pahala Otomotif. These findings demonstrate that Affective Commitment is capable of acting as an intermediary variable in the relationship between Social Support and Turnover Intention, meaning that the social support received by employees not only exerts a direct influence in reducing Turnover Intention, but can also affect it through the level of emotional attachment employees have toward the organization.

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