*Article*

## Dynamics of Commitment and Satisfaction Due to Worker Commodification on Turnover Intention of Three Generations of Journalists Mainstream Media

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**Abstract**

*The purpose of this study was to analyze the effect of job satisfaction and employee commitment on turnover intention focused on three generations of media workers due to employee commodification, which was directly or simultaneously investigated. Method: This study uses a quantitative approach involving four variables, namely job satisfaction and employee commitment as independent variables and turnover intention as the dependent variable. The population of the study was Media Group journalists working at Metro TV, Medcom.id, and Media Indonesia Newspaper, with a sample size of 300 respondents. Data collection was carried out through questionnaires and observations. The results of the study found that there was no significant effect of job satisfaction on employee turnover rates in generations X and Y, but there was an effect of job satisfaction due to commodification on employee turnover rates in generation Z. There was a significant effect of employee commitment due to commodification on turnover rates in generations X and Y. There was no significant effect of employee commitment due to commodification on turnover rates in Generation Z. Simultaneously, job satisfaction and employee commitment had a significant effect on turnover rates in generations X, Y, and Z. The novelty of the study found that employee commitment measurements were seen from compensation factors, saturation levels, and confidence in leaving work. Job satisfaction can be measured by considering salary factors according to expertise, training, employee involvement in problem solving, leave rights, motivation, evaluation consistency, teamwork, and accepting suggestions and criticism. Turnover intention can be seen from factors of employee creativity, sense of belonging, comfort at work, trust, career development opportunities, other job opportunities, and psychological considerations.*

**Keywords:** *Employee, commitment, comodification, job satisfaction, turnover.*

**Introduction**

The media industry that is transforming into digital media is changing the way we consume news. Competition between national media amidst new media has given birth to many citizen journalists who use social media accounts to disseminate information that prioritizes speed over accuracy. On the other hand, the media is experiencing commodification. Commodification is a way for capitalism to accumulate capital for the sake of its goals and to make use value into exchange value; this is also called transformation. Transformation is a form of commodification that makes something commercial. The transformation of the use of value that is changed into another value is commodification. Capitalism's efforts are carried out with commodification for changing value into exchange value that is accumulated according to the business goals of the media industry. The nature of the capitalist economy, according to Karl Marx, is to pursue large profits, and capital owners always place profits in the exchange process.

Journalists, as the spearhead of media companies, are required to search, collect, and send them to various media platforms quickly in order to compete with other media. The demands experienced by journalists are a manifestation of the new capitalist culture, which encourages everyone to achieve success and wealth by thinking short-term, building their potential, and not regretting anything (Sennett. R, 2006). One survey conducted by AJI (2024) stated that 85 percent of journalists in Jakarta do not receive decent wages, there have been mass layoffs, and there is a crisis of professionalism. The Alliance of Independent Journalists, or AJI (2024), also noted that the national leadership transition did not signal an improvement in the government's attitude towards the press. One survey conducted by AJI (2024) stated that 85 percent of journalists in Jakarta do not receive decent wages, there have been mass layoffs, and there is a crisis of professionalism.

The digital industrial revolution has changed the demand for skilled workers, and employees who are unable to adapt feel pressured, so they decide to leave. Generation Y pursues careers and wages, while Generation Z prefers to become content creators and work in startup companies or social media service companies. Generation Z, who master technology, find it easier to choose to move jobs in the digital sector. Technology-based industries, such as e-commerce and fintech, offer higher salaries, thus attracting employees from traditional sectors (Kwon, K., & Jang, 2022). On the other hand, millennials and Generation Z place more importance on work-life balance and career development (Zhang & Yang, 2024). Commodification worsens work-life balance because workers are not treated as whole people (Triningsih, N. N., & Darma, 2023). Commodification undermines important work experiences that are very important to Generation Z (Rohayati, T., Destalani, A. A., Arizka, H. D., & Fahrezi, 2023).

Job satisfaction and employee issues among media workers are influenced by salary eligibility, a conducive work environment, a balanced life, technological expertise issues, changes in media business models, a high workload, excess working hours, and company efficiency, causing turnover intention to increase in the media industry. High workload increases the intention to move through decreased job satisfaction (Ong, F. S., Sentoso, T., & Setyawan, 2023). Workload and job satisfaction affect the intention to move jobs (Kaniyah, L., Hartanto, R., & Oktaviani, 2024). Indonesia's fluctuating economic conditions due to inflation and global market turmoil have caused many private companies and government agencies to carry out budget efficiency. Unstable conditions reduce employee dissatisfaction, resulting in the desire to move jobs (Putra, A., Riantoputra, C. D., & Takaya, 2023). Turnover that occurs in national media and efficiency carried out by management have caused the commodification of workers in the journalism profession. Journalists experience commodification in the form of absolute exploitation and relative exploitation, including irregular working hours, chaos during worship, and intensification of journalists' work processes by giving multiple tasks and seeking clients for the benefit of the company, so that the commodification that occurs also involves the processes of alienation, mystification, naturalization, and reification (Muhammad Nur Rohman, 2023). Profit is obtained by extracting added value provided by workers forcibly beyond needs (Sindhunata, 1983).

Turnover intention occurs amidst the weakening economy in Indonesia, becoming a challenge that needs to be faced by the business sector. The turnover phenomenon that occurs in the media is experienced by three generations of media workers, namely X, Y, and Z. Generation X is less adaptable to the demands of technological progress. The Generation X study revealed 1) high organizational commitment because they tend to stay in the organization in the long term, 2) Gen X satisfaction is influenced by job stability, and financial security is correlated with low turnover intention, and 3) an effective turnover approach by providing guarantees of stability and recognition (Albrecht, S. L., Brebner, L., & Marty, 2023). Generation Y is considered to have lower commitment than Generation X, with a tendency to job-hop when they do not get career development opportunities. Job satisfaction depends on career development opportunities, and if not obtained, can increase turnover intention (Smola, K. W., & Sutton, 2022). The commitment of Generation Z, who have a transactional closeness to the company, is considered low among Generations X and Y. Job satisfaction is driven by purpose and flexibility, so if the value of the job is not in line with the desires, it will increase turnover intention (Twenge, 2019). High turnover can have a negative impact on the productivity and quality of news content produced by the media. Turnover intention has an impact on recruitment costs and employee training, disrupts operational stability and productivity, and affects the sustainability of the organization's business (Suryanto, R., Hidayat, R., & Wijaya, 2023).

Gap research, previous research, and this research focus on the journalist profession that occurs in national media companies that have a high workload, excessive time, salaries that are not balanced with job risks, and other psychological pressures. Previous studies did not compare turnover in Generations X, Y, and Z due to worker commodification in the media industry, especially the journalist profession. This study also looks at the relationship or constellation of employee commitment and job satisfaction variables simultaneously on turnover intention due to worker commodification in three types of media. This study seeks to explore the dynamics of turnover from three platforms comprehensively. The purpose of the study on the dynamics of employee commitment and job satisfaction on turnover intention of three generations of journalists in national media is to prove the influence of employee commitment and job satisfaction on turnover intention, which is tested directly or simultaneously from the constellation of three variables in this study due to the commodification of media workers (or journalists) in three national media platforms.

**Theoretical Framework**

**Turnover Intention**

The problem of turnover is still difficult to solve for companies in various business sectors in Indonesia. Feinstein and Harrah (2000) stated that turnover results in a decrease in job satisfaction of employees who remain, thus disrupting productivity and having an impact on negative views of the company concerned. On the other hand, turnover is not always negative; in some cases, that occur in companies, it can be a positive decision for employees who want to pursue salary increases, job promotions, and a work environment that supports personal and work flexibility can reduce turnover rates (Zhang & Yang, 2024). Turnover intention is the desire of employees to leave the company for reasons of better work than before (Harnoto, 2002).

Turnover is the most important factor that can have an impact on decreasing productivity or company performance due to disruption of human resources dynamics. Turnover intention is the tendency of employees to have the desire to leave the company voluntarily and involuntarily due to the current job being less attractive or the availability of other alternative jobs (Robbins, S.P. and Judge, 2018). Employee turnover is the process of employees leaving the organization who need to be replaced immediately because it can harm the company regarding the costs that the company must spend for employee replacement (Mathis, R. L., & Jackson, 2004). Turnover intention is grouped into two, namely, 1) involuntary turnover, characterized by termination of employment due to poor performance and indiscipline, and 2) voluntary turnover, an employee leaving because of their wishes (turnover intention). Turnover intention is the thought that employees have of wanting to leave the company of their own will (Simamora, 2006). On the other hand, there are methodological weaknesses that result in the number of employees leaving the organization voluntarily being able to be avoided and unavoidable groups (Wood, J. M., Chapman, J. A., Fromholtz, M., Wallace, J. P., & Zeffane, 2004). Factors that influence turnover intention are 1) external factors regarding labor market demand and 2) internal factors, including work atmosphere, salary, skills, intelligence, past, attitude, age, length of service, gender, and interests (Wood, J. M., Chapman, J. A., Fromholtz, M., Wallace, J. P., & Zeffane, 2004).

Turnover intention is the result of an individual's evaluation of the sustainability of the relationship with the company where the employee works that has not been realized with real action (Mobley, 2011). Employees who move are determined by organizational and individual factors. Organizational factors include the size of the company. Larger companies have more opportunities for internal mobility, more sophisticated recruitment systems, and the size of the work unit, because small work units have lower employee turnover rates and vice versa, salary, and workload. In addition, individual factors include job satisfaction, promotion, family relationships within the company, attachment to the company, hope of finding another job, psychological stress, and physical and social work environment (Mobley, 2011).

Turnover intention in the journalism industry is a serious challenge that can reduce job satisfaction. The main factors that influence turnover are job satisfaction and an environment that supports flexibility, well-being, and freedom of expression, which can suppress the desire to change jobs. On the other hand, high work pressure and dissatisfaction with compensation encourage journalists to search for better opportunities. Adaptive policies, competitive compensation, and work-life balance are important strategies to reduce turnover in this industry.

**Job Satisfaction**

Work professionalism cannot be separated from the attention given by the company to employees, because job satisfaction is a reflection of the desires and expectations of workers. Employees who get job satisfaction have better performance than employees who are not satisfied, and the better the job satisfaction, the better the performance (Dessler, 2013). Job satisfaction has a positive and significant effect on employee performance (Susetyo Darmanto, 2022). Job satisfaction is closely related to individual performance; the higher the job satisfaction, the more likely the individual is to work more productively and be committed to the organization (Robbins, S. P., & Judge, 2023). Job satisfaction is a positive feeling that employees have towards work that comes from evaluating various aspects (Mondy, 2016). Job satisfaction is an individual's feeling or attitude towards work influenced by external and internal factors (Kreitner, R., & Kinicki, 2021).

Sources of job satisfaction as motivation factors or satisfiers, motivators, job content, and intrinsic factors include motivation to excel, opportunities to get a job/recognition, more interesting jobs, jobs that require great responsibility (full of challenges), opportunities to be promoted, and advancements in promotion. On the other hand, sources of dissatisfaction include salary, motivational factors, job context, and extrinsic factors, including administrative order, performance, technical supervision, interpersonal relationships with colleagues, salary/welfare, job security, working conditions, and position (Mangkunegara, 2014). There are two components in job satisfaction, namely 1) positive emotions towards work, including pleasure and satisfaction felt in carrying out daily work; and 2) cognitive evaluation of work related to the assessment of work meeting individual expectations (Kreitner, R., & Kinicki, 2021). In addition, there is a theory of two factors that influence job satisfaction, namely: 1) motivators that are directly related to work, such as achievement, recognition, responsibility, and opportunities to develop a career so that they can increase job satisfaction; and 2) hygiene; if this factor is inadequate, it causes dissatisfaction but does not contribute directly to job satisfaction if it is adequate (Herzberg, 2017). High job satisfaction can be achieved if the company not only ensures hygiene factors but also increases motivational factors so that employees feel involved (Herzberg, 2017).

Job satisfaction concerns the psychology of workers who spend more time at work. Job satisfaction implies enthusiasm and happiness that leads to recognition, income, promotion, and achievement of goals related to satisfaction (Kaliski, 2007). Job satisfaction is an employee's emotional condition when there is a meeting between material and non-material feedback with worker expectations (Hasibuan, 2016).

Job satisfaction is a person's feelings about working conditions, work results, and the work itself, which are created by the employee's internal efforts, supported by external things (Sinambela, 2016). Job satisfaction is the level of feeling of worker expectations compared to performance. There are nine indicators of job satisfaction, namely: 1) the amount of wages, 2) promotion can be done by providing opportunities, 3) supervision of assignments carried out fairly, 4) providing benefits in the form of insurance, vacations, 5) Contingent rewards can be in the form of giving appreciation and respect; 6) operating procedures, including rules and policies; 7) pleasant coworkers; 8) enjoying work (nature of work); and 9) verbal and non-verbal communication (Yuwono, T. S., & Khajar, 2017).

Satisfied employees tend to be more effective than less satisfied employees. Job satisfaction is defined as a positive feeling or attitude that an individual has towards work influenced by 1) intrinsic factors in the form of challenging tasks, opportunities for development, and autonomy; and 2) extrinsic factors, namely salary, physical conditions of the workplace, and relationships with coworkers and superiors (Robbins, S.P. and Judge, 2018).

**Employee Commitment**

Employee commitment is a psychological state that remembers employees in an organization. Employee commitment is the relationship between employees and the company. Employee commitment is a psychological state that remembers employees in an organization. Employee commitment is the relationship between employees and the company (Mowday, R. T., Porter, L. W., & Steers, 1982). Employee commitment is related to work period, absence, turnover, work performance, and work productivity (Steers, R. M., & Porter, 1983). Commitment to employees creates conducive working conditions so that the company runs efficiently and effectively (Kuntjoro, 2022). In addition, employee commitment is more than just membership, but in order to facilitate the goals and interests of the organization, employees will try to work optimally (Yuwono, T., 2005).

There are three indicators of employee commitment to the organization, namely: 1) affective commitment, namely individuals have a desire to do their work based on an agreement between employees and the company (affective commitment). There is an individual's attachment to the company that influences their duties based on the emotional closeness of the organization or goal congruence orientation. 2) continuance commitment: high employee commitment to the organization occurs when the individual's awareness feels a loss if they leave the organization; 3) normative commitment: employee obligations to carry out their duties reflect positive behavior in relationships with workers. Employees prove loyalty to the organization, meaning that employee commitment is high so that it affects good performance for the company (Kaswara Dan Santoso, 2008).

Based on the literature review presented, researchers developed a hypothesis in which it is described in the conceptual framework that has been made by constellating between variables. A hypothesis is a conjectural statement about the relationship between two or more variables. The hypothesis takes the form of a statement sentence and connects generally or specifically between other variables (Kerlinger, F. N., & Lee, 2000). A hypothesis is a temporary assumption that needs to be tested for truth through research 37). A hypothesis is a statement or assumption regarding the relationship between two or more variables that are tested empirically (Ghozali, 2018).

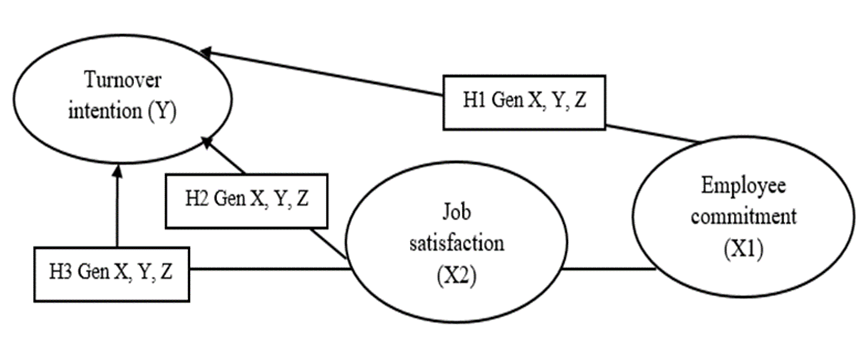


Figure 1. Conceptual framework

Based on the framework of thought, the research hypothesis is

1. H1: Employee commitment due to worker commodification affects turnover in Generation X, Y, and Z journalists.

The higher the employee's affective commitment to the organization (feelings of emotional attachment and identification with the organization), the lower their intention to leave the company (Ali, H., & Khan, 2023). Organizational commitment has a negative relationship with turnover intention. Commitment has the greatest impact on reducing turnover intention in the long term (Gupta, S., & Patil, 2021). Employees with high commitment but low work involvement still have the potential to have high turnover intention (Lee, S., & Kim, 2023). Employee commitment is more transactional than affective commitment, causing turnover intention to remain high (Brown, T., & Wilson, 2022). High commitment will reduce the intention to leave work, especially among millennial workers (Leuhery, 2023).

2. H2: Job satisfaction due to worker commodification affects turnover in Generation X, Y, and Z journalists.

Job satisfaction affects employee intentions to leave the company (turnover intention) 44). Job satisfaction has a positive and significant effect on turnover intention 45). Job satisfaction reduces turnover intention, and the millennial generation is more sensitive to inhumane work environments that can increase turnover (Pradipto, Y. D., 2021). Job satisfaction is the main predictor of employee turnover intentions (Ladelsky, L.K. and Lee, 2023). The main predictor of employee turnover is actually risky decision-making, while job satisfaction is a predictor of employee turnover intention (Le, H., Lee, J., Nielsen, I. and Nguyen, 2023). Job satisfaction has a negative and significant effect on turnover intention and is correlated with low turnover intention (Nasir, M., Syahnur, M. H., & Hasan, 2025). There is a strong relationship between job satisfaction and turnover intention; if the company only sees employees as economic assets, turnover will increase among Generations Y and Z (Utari, K., & Mustaqim, 2022). Research that examines the effect of job satisfaction on turnover intention of food and beverage service employees shows that job satisfaction has a significant negative effect on employee turnover intention, and the job satisfaction variable to explain the variance of the turnover intention variable is considered moderate (Mulyawan, I. G. G. A. P., Suprastayasa, I. G. N. A., Witarsana, I. G. A. G., & Kartini, 2021). Research that measures the influence of job satisfaction on the turnover intention of the millennial generation in the Indonesian banking industry shows that job satisfaction has a significant negative direct impact on turnover intention (Elian, S., Paramitha, C., Gunawan, H., & Maharani, 2020). Job satisfaction has a negative effect on turnover intention (Saputro, 2025).

3. H3: Employee commitment and job satisfaction due to worker commodification simultaneously affect turnover in Generation X, Y, and Z journalists.

Organizational commitment to turnover intention in inpatient clinic employees shows that increasing commitment and job satisfaction have a negative and significant effect on turnover intention (Uktutias, S. A. M., Masyfufah, L., & Iswati, 2021). Job satisfaction mediates the relationship between affective commitment and intention to leave. Employees who have high affective commitment tend to be more satisfied with their jobs, and higher job satisfaction reduces their intention to leave (Ali, H., & Khan, 2023; Hermawan et al., 2023). Job satisfaction is negatively related to intention to leave, meaning that employees who are satisfied with their jobs tend to have higher commitment, thus reducing their intention to leave (Brown, T., & Wilson, 2022). Research on the effect of organizational commitment and job satisfaction on turnover intention, both independently and simultaneously, shows job satisfaction on turnover intention in an aluminum company in North Sumatra (Saragih, D. and Hendy, 2022). Commitment and job satisfaction have a negative and significant effect on turnover intention (Jariyah, A. A., & Swasti, 2022). Generations Y and Z are loyal if appreciated, and worker commodification has a negative impact because it reduces performance (Yani, N. W. M. N., & Saputra, 2023).

**Commodification**

Commodification as a process associated with capitalism is expressed by Barker (2005). The way capitalists launch their goals by accumulating use value into exchange value is a form of transformation of commercial relations, termed commodification. In addition, commodification lies in the process of changing the format adjustment to consumer desires, giving something that is worthless something valuable so that it has market value.

Commodification reflects the exploitation of workers related to products and the production process produced. In the political economy theory put forward by Moscow (2009), commodification explains that capitalism changes goods and services, including communication, into traded commodities. There are three categories of commodification, namely: 1) content commodification, related to media content designed to attract consumers or advertisers; 2) audience commodification, referring to the way audiences are treated as commodities, and audience demographic and behavioral data can be used as tools to attract advertisers; 3) commodification of media workers who are treated as commodities, thus affecting media independence and becoming more vulnerable to economic and political pressures; exploitation of media workers who are forced to produce large amounts of content with little reward; and the information conveyed is biased due to the interests of the media owner conglomerate (Mosco, 2009).

Commodification of workers in the media industry refers to the treatment of workers as commodities that can be exploited for maximum profit, reflected in unstable working conditions, low wages, and lack of labor protection for journalists and other media workers, thereby reducing the quality of journalism and limiting freedom of expression (Sunandar, A., & Briandana, 2024). Labor commodities are a dynamic and ongoing point of conflict between employers and workers. The power of commodification lies in the benefits of the division of labor, the contradictory nature that arises from the fact of the dominant position of capital, and socialization. The commodification of workers in this study, journalists who work in mass media institutions utilize their energy and minds in a multiskill or multitasking manner, but sometimes the salary received is not as big as the burden of the task. The commodification of workers (journalists) is neglected because media ownership tends to carry political economic interests so that they only pay attention to content and audience. Structural pressure from the interests of media owners and media managers causes media workers to be disoriented in thinking professionally.

**Methodology**

This research design uses a quantitative approach. The study uses a quantitative approach method with descriptive analysis. The quantitative approach method is defined as a method for testing previous theories by examining the relationship between variables (Creswell, 2018). Quantitative research is based on positivism, which emphasizes reality and can be measured objectively through numerical data. The procedure carried out in this study uses a survey to produce statistical data or numerical data regarding various aspects studied. Collecting information by providing statements to the sample, and the answers are the data to be analyzed (Neuman, 2015). In relation to this study, researchers use four variables to be studied, namely: 1) independent variable/free variable, which influences change, namely job satisfaction and employee commitment variables. 2) The dependent variable/bound in this study is turnover. The research population is Media Group journalists who work for three media platforms, namely Metro TV, Medcom.id, and Media Indonesia newspaper.

The population in this study was Media Group journalists who worked for three media platforms, namely, websites, television, and newspapers. The technique in determining the object and size of the population studied using simple random sampling or simple random samples. The tendency of this research analysis is general and descriptive, which is involved in news activities ranging from the coverage team to the news processing/production producers. The sampling method used in this study is the Slovin formula, which is a sampling method based on the error tolerance limit (Sevilla, 2007). The error limit in this study is 5 percent (0.05). The population of journalists from three media platforms is nine hundred journalists who are members of the Media Group convergence journalists. In this study, the n value can be substituted with the number of samples, namely 300 journalists from a total of 900 respondents.

The research data analysis technique uses the SPSS (statistical program for social science) computer program. Researchers use three analysis procedures in this study, namely: 1). Determination coefficient, determination coefficient value of 0 (zero) or 1 (one). It is said that the variation of the dependent variable is small; 2) Partial or t-test regression coefficient (b1) in this parameter test uses the null hypothesis (H0). If H0 = b1 = 0, it means that the independent variable is significant to the dependent variable. 3). ANOVA or F test: if the F value ≥ F table, then it means that H zero (H0) is rejected and H alternative (Ha) is accepted (2). If F ≤ F table, H0 is accepted and Ha (alternative hypothesis) is rejected.

The data collection techniques used are distributing questionnaires and observations. The instruments in this study used the following tests: 1). Validity test, referring to the accuracy of the test using the RIX limit ≥ 0.30, is considered satisfactory. Conversely, low discrimination power is stated if the item value is less than 0.30. 2). Reliability test, measuring the similarity of symptoms at different times. Reliability is indicated by the high and low numbers (coefficients). If the numbers range from 0 to 1, it is said to be a reliability coefficient. If the reliability coefficient number approaches 1, it means that the reliability value is getting higher, and vice versa.

**Table 1. Validity test results**

| **Variable** | **Item** | **Corrected Item-Total Correlation** | Description |
| --- | --- | --- | --- |
| Job satisfaction | Wages | 0,521 | Valid |
| Promotion | 0, 610 | Valid |
| Supervision | 0,620 | Valid |
| Benefit | 0,388 | Valid |
| Co workers | 0,621 | Valid |
| Operating procedurs | 0,608 | Valid |
| Contingent reward | 0,594 | Valid |
| Communication | 0,470 | Valid |
| *Employee Commitment* | Affective Commitment | 0,614 | Valid |
| Continuance Commitment | 0,478 | Valid |
| Normative Commitment | 0,309 | Valid |
| Turnover intention |  | 0,531 | Valid |

The Corrected Item-Total Correlation (CITC) value of all variables is greater than 0.30, so all items of the job satisfaction, employee commitment and turnover variable statements are declared valid (Table 1).

**Table 2. Reliability test results**

| **Variabel** | **Item** | **N of Items** | **Cronbach's Alpha** | **Descion** |
| --- | --- | --- | --- | --- |
| Job Satisfaction | Wages | 5 | 0,755 | Reliable |
|  | Promotion | 5 | 0,818 | Reliable |
|  | Supervisi | 5 | 0,823 | Reliable |
|  | Benefit | 5 | 0,617 | Reliable |
|  | Contigent reward | 5 | 0,823 | Reliable |
|  | Operating procedurs | 5 | 0,815 | Reliable |
|  | Co workers | 5 | 0,828 | Reliable |
|  | Nature of work | 5 | 0,788 | Reliable |
|  | Communication | 5 | 0,698 | Reliable |
| Employee | Affective commitment | 5 | 0,820 | Reliable |
| Commitment | Continuance commitment | 5 | 0,717 | Reliable |
|  | Normative commitment | 5 | 0,530 | Reliable |
| Turnover |  | 5 | 0,762 | Reliable |

Based on Table 2 above, the Cronbach alpha value of all variables is greater than 0.6; thus, all variables can be declared reliable. The results of the reliability test in this study can be seen in Table 2. The research data analysis technique uses the SPSS (statistical program for social science) computer program. The researcher uses three analysis procedures in this study, namely: 1). Determination coefficient: the value of the determination coefficient is 0 (zero) or 1 (one). It is said that the variation of the dependent variable is small; 2) Partial or t-test: the regression coefficient (b1) in this parameter test uses the null hypothesis (H0). If H0 = b1 = 0, it means that the independent variable is significant to the dependent variable. 3). ANOVA or F test: if the F value ≥ F table, then it means that H zero (H0) is rejected and H alternative (Ha) is accepted (2). If F ≤ F table, H0 is accepted and Ha (alternative hypothesis) is rejected.

# Findings and Discussion

**Characteristics of Journalists**

Based on the research, the characteristics of the respondents are known: 1) gender, 2) job title/position, 3) length of service, and 4) media of origin. Characteristics are known. 1) Journalists are more dominated by men because this job is high risk, and working hours are excessive or uncertain; 2) productive age (28-35 years), which is dominated by Generation Y; 3) academic education level 1; and 4) work period of 2 to 5 years. It is concluded that male gender dominance is greater in academic education level 1, and work experience and productive age are more dominant in the media industry (Table 3).

**Table 3. Demographic characteristics of journalists**

| **No** | **Demographic characteristics** | **Amount** | **Percent** |
| --- | --- | --- | --- |
| 1. | Gender |  |  |
|  | Male | 168 | 56,0 |
|  | Female | 132 | 40,0 |
| 2. | Age |  |  |
|  | < 28 years | 101 | 33,7 |
|  | 28-35 years | 104 | 34,7 |
|  | 35-45 years | 95 | 31,7 |
| 3. | Work Experience |  |  |
|  | < 3 years | 65 | 21,7 |
|  | 3-5 years | 111 | 37,0 |
|  | 5-10 years | 54 | 18,0 |
|  | > 10 years | 70 | 23,3 |
| 4. | Last Education |  |  |
|  | SMA  D3  S1  S2 | 14  42  220  24 | 4,7  14,0  73,3  8,0 |

Simultaneously, the study also describes the description of each variable based on Generation X, Y, and Z. The mean value shows the average of respondents' assessments of the questions asked, while the standard deviation describes the magnitude of the deviation from the average of the questions asked in the questionnaire. The results of the simultaneous test are known; 1) on the measurement indicator regarding turnover, a mean value of 3.019 is obtained, meaning that respondents' answers to the questions asked agree with the deviation of respondents' answers to the Average (standard deviation) of 0.764; 2) the measurement indicator for job satisfaction obtained a mean value of 3.5790, meaning that respondents' answers to the questions asked agree with the deviation of respondents' answers to the Average (standard deviation) of 0.436; 3) the measurement of employee commitment obtained a mean value of 3.475, meaning that respondents' answers to the questions asked agree with the deviation of respondents' answers to the Average (standard deviation) of 0.50889 (Table 4).

The results of the simultaneous test of Generation X, Y, and Zada ​​generally showed that journalists agreed with the statement regarding turnover intention, although it varied; employee commitment was considered quite high and received varied responses; and job satisfaction received a positive response because the answers were relatively consistent.

**Table 4. Descriptives per dimension and variables of Generation X, Y, Z**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **N** | **Minimum** | **Maximum** | **Mean** | **Std. Deviation** |
| *Turnover*  *Job satisfaction*  *Employee commitment* | 300  300  300 | 1  2,33  2,20 | 5  4,56  4,80 | 3,019  3,579  3,475 | 0,764  0,436  0,508 |
| Valid N (listwise) | 300 |  |  |  |  |

The study also describes the findings per variable of turnover intention, employee commitment, and job satisfaction, as follows:

**Table 5. Descriptive statistics of turnover intention variables for Generation X, Y, Z**

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Statement** | **Mean** | **SD** |
| 1 | Intend to find a job with great compensation. | 3,20 | 1,031 |
| 2 | Intend to resign due to an inharmonious work atmosphere. | 2,70 | 1,178 |
| 3 | Do not hesitate to move jobs. | 3,54 | 1,073 |
| 4 | Experiencing boredom at work | 3 | 1,008 |
| 5 | Required to work multitasking | 2,65 | 1,041 |
|  | Average | 301 |  |

Respondents' perceptions of turnover intention: it can be seen that those who responded that employees do not hesitate to move jobs if they have received certainty elsewhere have the highest score of 3.54. The lowest score of 2.65 states that multitasking is not the most important factor in journalist turnover intention at Media Group, in Table 5.

**Table 6.** **Descriptive statistics of employee commitment variables for Gen X, Y, Z**

| **Statement** | **Mean** | **SD** |
| --- | --- | --- |
| Affective commitment |  |  |
| Happy to spend time working in the office | 3,65 | 0,986 |
| Proud to be part of this company. | 3,68 | 0,931 |
| Feel comfortable working in the current company | 3,73 | 0,931 |
| The company means a lot to life | 3,71 | 0,921 |
| Intention to be creative for the progress of the company | 3,77 | 0,821 |
| Average | 3,70 |  |
| Continuance commitment |  |  |
| Believe in the company | 3,59 | 0,922 |
| Do not want to move to another company | 3,12 | 1,023 |
| Assess loyalty as a moral obligation | 3,41 | 0,975 |
| Still want to have a career in the company | 3,33 | 0,985 |
| Love the profession | 3,59 | 0,922 |
| Average | 3,39 |  |
| Normative Commitment |  |  |
| Difficulty moving to another company | 3,41 | 0,897 |
| Considering the option of leaving the organization | 3,39 | 0,817 |
| Difficulty getting a higher career | 3,34 | 0.876 |
| Not afraid to decide to quit work | 3,28 | 0,947 |
| Afraid to take the risk of leaving work | 3,19 | 0,922 |
| Average | 3,32 |  |

Based on Table 6, the respondents' perception of employee commitment is highest in the affective commitment statement, with a score of 3.707, meaning that employee commitment to work according to the employee agreement with the company is very high. In the normative commitment measurement, it gets the lowest score among the three indicators in the employee commitment variable, which is 3.323.

The descriptive variable of employee commitment concludes that employee commitment is highest in the affective commitment aspect, meaning that there is an emotional attachment to the alignment of values ​​expected from the company. The normative commitment value is relatively low, reflecting that morals towards moral obligations for loyalty are less dominant than emotional ones, meaning that employees are motivated by psychological motivation.

**Table 7. Descriptive Statistics of Job Satisfaction Variables for Generations X, Y, Z**

| Statement | Mean | | SD | | |
| --- | --- | --- | --- | --- | --- |
| Statement |  | |  | | |
| Salary | 2.95 | | 0.997 | | |
| Salary according to workload | 2.98 | | 0.948 | | |
| Salary is competitive with other companies. | 3.08 | | 0.904 | | |
| Salary is given fairly. | 2.95 | | 0.883 | | |
| Salary is given high | 3.14 | | 0.943 | | |
| Average | 3.02 | |  | | |
| Promotion |  | |  | | |
| Provision of motivation | 3,57 | | 0,967 | | |
| Provision of training | 3,75 | | 0,904 | | |
| Fair promotion support | 3,28 | | 0,943 | | |
| Career opportunities | 3,29 | | 0,991 | | |
| Provision of awards | 3,66 | | 0,840 | | |
| Average | 3,51 | |  | | |
| Supervision |  | |  | | |
| Employee involvement in problem solving. | 3,65 | | 0,975 | | |
| Getting fair treatment | 3,56 | | 0,880 | | |
| Giving awards for work performance. | 3,42 | | 0,905 | | |
| Leadership commitment | 3,36 | | 0,949 | | |
| Leadership masters managerial | 3,04 | | 1,014 | | |
| Average | 3,40 | |  | | |
| Benefits |  | |  | |
| Provision of vacation facilities. | 2,91 | | 1,134 | |
| Health insurance. | 4 | | 1,015 | |
| Employment guarantee | 4,01 | | 0,873 | |
| Provision of leave rights | 4.08 | | 0,807 | |
| Comfort facilities in the work environment | 3,54 | | 1,073 | |
| Average | 3,70 | |  | |
| Contingent rewards |  | |  | | |
| Incentives | 3.06 | | 0.981 | | |
| Work performance awards | 3.04 | | 0.944 | | |
| Promotions | 3.10 | | 0.929 | | |
| Motivation | 3.12 | | 0.951 | | |
| Annual bonus | 3.09 | | 1.027 | | |
| Average | 3.08 | |  | | |
| Operating Procedures |  |  | |
| Carry out tasks according to procedures | 3.26 | 0.957 | |
| Require standard operating procedures for work | 3.46 | 0.944 | |
| Standard operating procedures make work systematic | 3.55 | 0.855 | |
| Punishment policies due to human error | 3.61 | 0.833 | |
| Consistency in evaluating standard operating procedures for work | 3.65 | 0.855 | |
| Average | 3.50 |  | |
| Co-Workers |  | |  | |
| Making friendships among fellow media colleagues | 3.87 | | 0.925 | |
| Cooperation between fellow co-workers | 4.00 | | 0.803 | |
| Able to work together with co-workers | 3.90 | | 0.817 | |
| Making good relationships with leaders | 3.93 | | 0.794 | |
| Accepting suggestions and criticism | 4.00 | | 0.808 | |
| Average | 3.94 | |  | |
| Nature of work |  | |  | | |
| Job placement according to expertise. | 3.85 | | 0.861 | | |
| Jobs according to education | 3.71 | | 0.994 | | |
| Maintain integrity values. | 3.95 | | 0.845 | | |
| Consistently carry out tasks | 4.12 | | 0.856 | | |
| Love the profession | 4.12 | | 0.840 | | |
| Average | 3.95 | |  | | |
| Communication |  | |  | | |
| Communicate well with the work environment | 4.28 | | 0.802 | | |
| Create good working relationships. | 4.31 | | 0.797 | | |
| Communication plays an important role in facilitating work | 4.27 | | 0.811 | | |
| Involve employees in discussing company policies. | 3.89 | | 1.032 | | |
| Improve work skills | 3.68 | | 0.976 | | |
| Average | 4.08 | |  | | |

Table 6, shows that the perception of the job satisfaction variable is known to be that the communication indicator has the highest response of 4.086, meaning that limited or poor communication is the biggest cause of employees not being able to convey their desires or aspirations, resulting in job dissatisfaction for employees. The lowest score of 3.02 appears in the salary indicator, meaning that salary is not a strong driver for employees to want to change jobs but rather other dissatisfaction.

**Regression Analysis**

**Determination Coefficient (R²)**

Determination analysis in multiple linear regression is used to determine the influence of independent variables simultaneously on independent variables. The determination coefficient (r²) obtained the adjusted R-square result of 0.09, indicating that the independent variables (employee commitment and job satisfaction) due to commodification are able to explain the variation or turnover behavior of journalists at Media Group by 9.6 percent, while the remaining 91 percent (calculation result of 100% - 9%) is a variation of other independent variables that affect turnover but are not included in this regression model. The determination coefficient value can be seen in Table 8.

**Table 8. Results of the determination coefficient test (r²) for Generation X, Y, Z**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | 0,309a | 0,096 | 0,090 | 0,72941 | 1,983 |
| *a. Predictors: (Constant), Employee commitment, Job satisfaction* | | | | | |
| *b. Dependent Variable: Turnover* | | | | | |

**Partial Or T-Test**

Data analysis obtained from the results of testing the hypothesis can be done by looking at the significance value of each relationship. The t-test is used to determine whether the independent variable partially has a significant effect on the dependent variable. The error tolerance limit (α) used is 5% (0.05). If p < sα or p < 0.05, then there is a significant influence between variable X and variable Y.

**Table 9**. **Partial test results (t) for Generation X, Y, Z**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
|  | Generasi X |  |  |  |  |  |  |  |
| 1 | (Constant) | 5,276 | 0,773 |  | 6,824 | 0 |  |  |
| Job satisfaction | -0,268 | 0,235 | 0,131 | -1,140 | 0,257 | 0,743 | 1,347 |
| Employee commitment | -0,396 | 0,197 | -0.230 | -2,005 | 0,048 | 0,743 | 1,347 |
|  | Generasi Y |  |  |  |  |  |  |  |
| 2 | (Constant) | 4,755 | 0,532 |  | 8.940 | 0 |  |  |
| Job satisfaction | -0,089 | 0,183 | -0,058 | -0,488 | 0,627 | 0,608 | 1,646 |
| Employee commitment | -0,414 | 0,161 | -0,308 | -2,569 | 0,012 | 0,608 | 1,646 |
|  | Generasi Z |  |  |  |  |  |  |  |
| 3 | (Constant) | 5,105 | 0,586 |  | 8.,718 | 0 |  |  |
| Job satisfaction | -0,517 | 0,219 | -0,312 | -2.364 | 0,020 | 0,524 | 1,909 |
| Employee commitment | -0,033 | 0,184 | -0,024 | -.181 | 0,857 | 0,524 | 1,909 |

**Anova Or F Test**

ANOVA test to determine whether independent variables (job satisfaction, employee commitment) simultaneously have a significant effect on the dependent variable (turnover). The F test is carried out by comparing the results of the calculated F and F table with a tolerance of 5% (0.05). Based on the results of the F test in the table, the results of the significance level are 0.000 < 0.05, so it is stated that the employee commitment and job satisfaction variables of generations X, Y, and Z simultaneously have a significant effect on turnover intention. Employee commitment in Generations X and Y is more dominant, while job satisfaction in Generation Z is very influential. The results of the ANOVA or F test are shown in Table 10.

**Table 10. Results of Anova (F) test for Generation X, Y, Z**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | | | | | | |
| **Model** | | **Sum of Squares** | | **df** | | **Mean Square** | | **F** | | **Sig.** | |
| 1 | Regression | | 16,71 | | 2 | | 8,35 | | 15,7 | | .000b | |
| Residual | | 158,01 | | 297 | | 0,53 | |  | |  | |
| Total | | 174,72 | | 299 | |  | |  | |  | |

**Hypothesis**

**Hypothesis Testing (H) 1:**

**Generation X**

**Employee commitment due to worker commodification has an effect on turnover in Gen X journalists.**

The study proves that the t value is -2.00 and β = -0.396 with a significance level of 0.048, meaning it is less than 0.05 (p < 0.05) or 0.048 < 0.05, so H1 Gen X is accepted. The study states that there is a significant effect of employee commitment due to commodification on the turnover of Gen X journalists, meaning that the lower the commitment, the higher the tendency for turnover intention. Commitment has a significant effect on turnover intention and employee performance (Suci, R. M., & Nurwati, 2022). Employee commitment is more transactional than affective commitment, causing turnover intention to remain high (Brown, T., & Wilson, 2022)). High commitment will reduce the intention to leave work, especially among millennial workers (Leuhery, 2023).

**Generation Y:**

**Employee commitment due to worker commodification has an effect on turnover in Gen Y journalists.**

The study proves a t value of -2.569 and β = -0.414 with a significance level of 0.012. meaning less than 0.05 (p < 0.05) or 0.012 < 0.05, then H1 Gen Y is accepted, meaning there is a significant effect of employee commitment due to commodification on turnover in Gen Y journalists. Commitment has the greatest impact on reducing turnover intention in the long term (Gupta, S., & Patil, 2021).

**Generation Z:**

Employee commitment due to worker commodification has an effect on turnover in Gen Z journalists.

Based on the calculation results, the t value is 0.480 and β = 0.097 with a significance level of 0.632, meaning greater than 0.05 (p < 0.05) or 0.632> 0.05; then H1 Gen Z is rejected. The results of the study stated that there was no significant effect of employee commitment due to commodification on worker turnover in Gen Z journalists. It is possible that Gen Z does not have a historical emotional attachment to the company because of their relatively short working period. Employee commitment is more transactional than affective commitment, causing turnover intention to remain high (Brown, T., & Wilson, 2022).

**Hypothesis Testing (H) 2:**

**Generation X:**

**Job satisfaction due to worker commodification affects turnover in Generation X. journalists.**

The results of the study prove that the t value is -1.140 with β = -0.268 with a significance level of 0.257. Because the probability of 0.257 or significance value = 0.257 means less than 0.05 (p> 0.05) or 0.257> 0.05, then H1 Gen X is rejected, meaning that there is no significant effect of job satisfaction due to commodification on worker turnover in Gen X journalists. The results of the study prove that job satisfaction is not a driver for employees to move to other companies. Job satisfaction is the main predictor of employee turnover intentions (Ladelsky, L.K. and Lee, 2023). The main predictor of employee turnover is actually risky decision-making, while job satisfaction is a predictor of employee turnover intention (Le, H., Lee, J., Nielsen, I. and Nguyen, 2023).

**Generation Y:**

**Job satisfaction due to worker commodification has an effect on turnover in Generation Y journalists.**

The results of the study prove that the t value is -0.488 and β = -0.089 with a significance level of 0.627. meaning greater than 0.05 (p> 0.05) or 0.627> 0.05, then H1 Gen Y is rejected. The results of the job satisfaction test due to commodification have no significant effect on employee turnover in Gen Y. Generation Y is considered to have a lower commitment than Generation X, with a tendency to job-hop when they do not get career development opportunities. Job satisfaction depends on career development opportunities, and if not obtained, can increase turnover intention (Smola, K. W., & Sutton, 2022). Gen Y does not see job satisfaction as the main factor in deciding to resign. Job satisfaction is negatively related to intention to quit, meaning that employees who are satisfied with their jobs tend to have higher commitment, thus reducing their intention to quit (Brown, T., & Wilson, 2022). High job satisfaction can be achieved by increasing motivational factors so that employees feel involved (Herzberg, 2017). Job satisfaction is closely related to individual performance; the higher the job satisfaction, the more likely the individual is to work more productively and be committed to the organization (Robbins, S. P., & Judge, 2023).

**Generation Z:**

**Job satisfaction due to worker commodification has an effect on turnover in Generation Z journalists.**

The results of the study showed that the t value was -2.364, β = -0.517 with a significance level of 0.020, meaning it is less than 0.05 (p < 0.05) or 0.020 < 0.05; then H1 Gen Z is accepted. Research states the influence of job satisfaction due to commodification on turnover in Generation Z journalists. Gen Z, who are dissatisfied with their jobs, tend to want to move or leave the company. Job satisfaction is an individual's feelings or attitudes towards work influenced by external and internal factors (Kreitner, R., & Kinicki, 2021). Job satisfaction is defined as a positive feeling or attitude that an individual has towards work influenced by 1) intrinsic factors in the form of challenging tasks, opportunities for development, and autonomy; and 2) extrinsic factors, namely salary, physical conditions of the workplace, and relationships with coworkers and superiors (Robbins, S. P., & Judge, 2023).

**Hypothesis Testing (H) 3:**

**Generation X:**

**Employee commitment and job satisfaction due to simultaneous commodification of workers have an effect on turnover intention in Gen X journalists.**

The results of the F test in the table obtained a significance result of 0.008, meaning it is less than 0.05, or 0.008 < 0.05, so job satisfaction and employee commitment simultaneously have a significant effect on turnover intention in Generation X journalists. The effect of organizational commitment and job satisfaction on turnover intention, both independently and simultaneously, shows job satisfaction on turnover intention (Saragih, D. and Hendy, 2022). The Generation X study revealed 1) high organizational commitment because they tend to stay in the organization in the long term, 2) Gen X satisfaction is influenced by job stability, and financial security is correlated with low turnover intention, 3) an effective turnover approach by providing guarantees of stability and recognition (Albrecht, S. L., Breidahl, E., & Marty, 2021). Job satisfaction and commitment have a significant effect on turnover intention and employee performance (Adiyono M, M. Farid Wajdi, Jati Waskito, 2023). Commitment affects turnover intention through job satisfaction (Solikhah, S., & Andriani, 2022).

**Generation Y:**

**Employee commitment and job satisfaction due to worker commodification affect turnover in Gen Y journalists.**

Based on the results of the F test in the table, a significance result of 0.002 was obtained, so it is stated that the variables job satisfaction and employee commitment simultaneously have a significant effect on turnover in Gen Y journalists. Employee commitment and job satisfaction statistically affect turnover, although only commitment is partially significant. Gen Y tends to seek meaning and personal satisfaction in career development; if they are not satisfied with the work environment, the relationship with their superiors makes it easier to decide to change jobs. Gen Y is more open and adaptable to technology, so it is easy to find alternatives to change jobs if they do not get commitment from the organization and job satisfaction. Generation Y is considered to have lower commitment than Generation X, with a tendency to job-hop when they do not get career development opportunities. Job satisfaction depends on career development opportunities, and if not obtained, it can increase turnover intention (Smola, K. W., & Sutton, 2022).

**Generation Z:**

**Employee commitment and job satisfaction due to worker commodification have an effect on turnover in Gen Z journalists.**

Based on the results of the F test in the table, a significance level of 0.004 < 0.05 was obtained, so it is stated that the variables job satisfaction and employee commitment simultaneously have a significant effect on turnover in Gen Z journalists, although job satisfaction has the most influence. Overall, the study found that employee commitment is more crucial for the media industry to consider to prevent turnover ompared to job satisfaction in Generations X and Y, while job satisfaction has a greater influence and commitment is stated to be insignificant, meaning that employee and job satisfaction have a significant effect between generations, although the dominant factors are different. The commitment of Generation Z, who have a transactional closeness to the company, is considered low among Generations X and Y. Job satisfaction is driven by purpose and flexibility, so e value of the job is not in line with the desire, it will increase turnover intention twee(Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, 2019). Job satisfaction mediates the relationship between affective commitment and intention to leave; employees who have high affective commitment tend to be more satisfied with their jobs, and higher job satisfaction reduces their intention to leave (Rusnadi et al., 2023)) (Ali, H., & Khan, 2023).

# Conclusion

In Generation X, employee commitment has a significant negative effect on turnover intention, meaning that the higher the commitment, the lower the employee's desire to change jobs. The affective commitment dimension is the highest indicator of employee commitment, so companies strengthen affective commitment to reduce turnover. Job satisfaction does not significantly affect turnover intention, although the descriptive results tend to agree with the commodification of workers. Simultaneously, employee commitment and job satisfaction The affective commitment dimension is the highest indicator of employee commitment, so companies strengthen affective commitment to reduce turnover.

In Generation Y, employee commitment has a negative and significant effect on turnover intention, meaning that high commitment can reduce the desire of Gen Y to leave or change jobs. Job satisfaction in this study does not have a significant effect on turnover intention, although descriptively the journalists agree with the commodification of workers. Simultaneously, employee commitment and job satisfaction have a significant effect on turnover intention in Gen Y journalists.

In Generation Z, employee commitment does not have a significant effect on turnover intention; descriptively, the respondents agree with the commodification of workers. Job satisfaction has a negative and significant effect on turnover intention, meaning that the higher the job satisfaction, the lower the desire of Gen Z to change jobs. Simultaneously, employee commitment and job satisfaction have a significant effect on turnover intention in Gen Z.

This study produces novelty that offers new measurements on job satisfaction variables in the media industry. Employee commitment can be measured by compensation factors, level of saturation, and confidence in leaving work. Job satisfaction can be measured by considering salary factors according to expertise, training, employee involvement in problem solving, granting leave rights, motivation, evaluation consistency, teamwork, and accepting critical suggestions. Turnover intention variables can be seen from employee creativity factors, sense of belonging, comfort at work, trust in the company, career development opportunities, other job opportunities, and psychological considerations.

**Recommendation**

This study recommends that media companies improve the dimensions of communication and affective communication to prevent or reduce turnover rates in the three generations X, Y, and Z in the media industry. Communication constraints between superiors and subordinates must be a primary concern if the company wants its employees not to want to move to another company. On the other hand, the attachment or clarity of the employee relationship with the company must also be clarified so that employees are also comfortable working. In addition, companies need to pay special attention to Generations Y and Z by providing self-development opportunities with challenges to create innovative creativity, language style development training, and information technology needs according to the digitalization era.

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