

Why do employees stay despite workplace violence? The roles of job satisfaction and organizational commitment

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ABSTRACT

Workplace violence is widely recognized as a driver of employee withdrawal and turnover; however, limited evidence explains why employees in labor-intensive industries often remain despite adverse workplace experiences. This study examines the relationships among workplace violence, job satisfaction, organizational commitment, and turnover intention in the Indonesian plantation sector. Using survey data from 354 employees and Partial Least Squares Structural Equation Modeling, the findings show that workplace violence significantly influences turnover intention and reduces job satisfaction. Job satisfaction partially mediates the relationship between workplace violence and turnover intention, indicating that adverse workplace experiences shape employees' turnover intentions. Organizational commitment significantly moderates the violence–turnover relationship, suggesting that highly committed employees may react more strongly to workplace violence due to a greater sense of psychological attachment and perceived betrayal. An unexpected finding indicates that some employees remain despite workplace violence, due to economic dependence, limited employment alternatives, income security concerns, and contextual barriers to job mobility. These findings contribute to strategic human capital management literature by demonstrating that employee retention may not always signal healthy organizational conditions.

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Introduction

Turnover intention is one of the most proximal and reliable predictors of turnover and thus it has been an important issue in human resource management research to ensure that preventative action can be taken before it is too late. The consequences of turnover intention manifesting in turnover include direct costs, such as recruitment and training, as well as indirect costs due to productivity losses, decreased service quality, loss of team cohesion, and reduced organizational sustainability and efficiency (Jogi et al., 2025; Luo et al., 2024). Companies/organizations must understand if employees are at risk of leaving prior to a loss through a turnover intention analysis.

The literature highlights the need to not only consider turnover intention as an individual employment attitude but also as an early sign of organizational instability as employees intending to leave often show psychological withdrawal, reduced engagement, a decline in discretionary effort and poor safety performance prior to their departure (Liu and Raghuram, 2022). In the last few years, there is research that has found several determinants that affect turnover intention and employee retention. Ohunakin and Olugbade (2022) and Elshaer (2024) propose that apart from the compensation and job offer, socio psychological factors, such as employee's perception of workplace safety, organizational support, treatment of employees, and emotional well-being, also influence the intention to quit

A prominent socio-psychological factor is workplace violence, an aggressive behavior both physical and non-physical including verbal harassment, insults, intimidation, threats, and even physical violence experienced by employees (Choi et al., 2023; Maulidah et al., 2022). Referring to the World Health Organization (WHO) and the International Labor Office (ILO), workplace violence is “incidents in which a staff member is subjected to abuse, threats, or assault in connection with their employment, including commuting to and from work, that poses an explicit or implicit threat to their safety, well-being, or health” (International Labour Office, 2023).

Prior research has indicated elevated rates of workplace violence in many nations, for instance in the United States, 43% of employees experience workplace violence (Potera, 2016). In Japan, 44% of employees encounter the same situation (Kobayashi et al., 2020). The figure rises to 67% in Italy (Ferri et al., 2016), 58% in Canada (Havaei et al., 2020) and 85% in South Africa (Kibunja et al., 2021).

Some scholars (for instance, Chen et al., 2024; Gedik et al., 2023; Liu et al., 2018) reported that workplace violence creates an emotionally and physically unsafe work

environment, leading to negative perceptions of work and encouraging intentions to leave the organization. Research in recent years has confirmed that workplace violence is a significant determinant of turnover intention. For example, Choi et al. (2023), in a study of public service workers, found that workplace violence had a direct and significant effect on increased turnover intention. Similar findings were presented by Li et al. (2019) and Wang et al. (2022) who showed that the higher the frequency of workplace violence, the greater the likelihood that employees would intend to leave the organization. Furthermore, Singh and Vashisht (2021) confirmed that violence both in the form of verbal and nonverbal aggression is consistently associated with turnover intentions.

Workplace violence is also particularly important in Indonesia. Especially, workplace violence in labour intensive areas, including plantation sector. A joint survey by the ILO and the Never Okay Project showed that 70.9% of workers in Indonesia had experienced violence or harassment in the workplace. The report also shows that plantation employees frequently experience verbal intimidation, excessive supervisory pressure, and limited grievance mechanisms, especially in remote operational areas such as Kalimantan and Sumatra (International Labour Office, 2023). Similar findings were also identified by Maulidah et al. (2022), who reported that hostile interpersonal treatment and psychological pressure remain prevalent in labour intensive workplaces in Indonesia.

However, empirical studies that directly focuses on workplace violence and turnover intention in a labour-intensive plantation organization in Indonesia is still limited. Most of the existing studies on workplace violence have been mostly conducted in healthcare (Binmadi & Alblowi, 2019; Chen et al., 2023; Singh & Vashisht, 2021), manufacturing (Gibbs et al., 2019; Węziak-Białowolska et al., 2020), and services, including financial and bank (Bhujel & Pradhan, 2024; Martins et al., 2023), with plantation sectors being relatively under-researched. This is an important limitation and also a research gap, as plantation organizations comprise unique structural and psychosocial factors, such as physically demanding tasks and work locations, hierarchical supervision systems, and limited employee welfare systems. These contextual factors can influence employees' reactions to workplace violence in different ways than nurses, doctors or service workers.

Moreover, while most of the previous research indicates a positive relationship between workplace violence and turnover intention, the existing literature has not clearly explained the level of this influence. There are still some weak findings. For instance, Li et al. (2022) indicated that there was no significant direct relationship between workplace violence and intention to quit. However, the association between workplace violence and turnover

intention is significant with the presence of a mediator. Similarly, Yeh et al. (2020) found that the effect of workplace violence on turnover intention is complicated because the direct effect has yet to be determined. Thus, the most prominent research gap that emerged is the lack of understanding regarding the lack of a consistent relationship between workplace violence and turnover intention.

From the perspective of Affective Events Theory (Weiss & Cropanzano, 1996), repeated negative workplace experiences such as intimidation, harassment, and abusive treatment may generate adverse emotional reactions that gradually reduce employees positive evaluations of their jobs. Consequently, workplace violence may indirectly increase turnover intention through job satisfaction. In this context, job satisfaction can be positioned as a proximal attitudinal mechanism through which employees interpret and respond to their work environment. Furthermore, negative workplace experiences (workplace violence, bullying, or excessive job stress) can influence employees' evaluative judgments of their job (Chen et al., 2023; Weiss et al., 1967). When employees perceive a lack of organizational protection or fairness, they reciprocate with reduced satisfaction and weakened organizational attachment (Sainz et al., 2023). Recent empirical studies reinforce these theoretical propositions by demonstrating that job satisfaction partially or fully mediates the effect of detrimental workplace conditions on turnover intention. For instance, Li et al. (2019) found that exposure to workplace aggression significantly reduces job satisfaction, which subsequently heightens turnover intention among frontline workers. Similarly, Atamba et al. (2023) reported that job satisfaction serves as a critical pathway linking workplace mistreatment to withdrawal behaviours in service organizations. Meta analytic evidence further confirms that job satisfaction is one of the strongest mediators between negative job experiences and turnover outcomes across cultural contexts and industries (Judge et al., 2020). The findings suggest that the cognitive and emotional appraisal of one's job is an important intervening variable that explains how workplace violence can lead to an increased intention to leave the job. However, the literature lacks a greater understanding of the effects of workplace violence on the nature of the professional life and how this affects job satisfaction, which in turn affects turnover (Duan et al., 2019). Those empirical findings indicate that such an issue has received scant attention in the research literature. Thus, it is necessary to highlight that the analysis of workplace violence must not be reduced to the simple form of a direct determinant of the intention to turn over, but rather must be understood in a contextually influenced manner, mediated by job satisfaction. The purpose of this paper is to investigate the mediation role of

job satisfaction in order to help understand the psychological processes linking negative workplace conditions to turnover intention.

Besides job satisfaction, organizational commitment is another crucial attitudinal determinant that makes the employees stay with their organization (Murray & Holmes, 2021; Mursal et al., 2025). Workers who are more committed to the organization are less likely to be directly affected by stressful or hostile events, decreasing the direct effect of workplace violence on their desire to quit the organization (Murray & Holmes, 2021; Ulabor & Bosede, 2019). Organizational commitment is a psychological protective measure that has been proven through recent studies to increase the ability of employees to cope with adversity, build trust in management, and strengthen employees' desire to stay with their organization when faced with aggression or mistreatment (Galanaki et al., 2024; Park, 2023; Paul et al., 2016; Restiani & Indiyati, 2024). On the other hand, when employees feel that the workplace environment is not exhibiting the right conduct, they will likely view workplace violence as a breach of the psychological contract, which will particularly increase their turnover intention (Lv et al., 2023). HR experiences high organizational commitment has been shown through numerous empirical studies in service, healthcare, and industrial contexts to have a positive effect on the negative outcomes of workplace violence, as it helps to decrease emotional exhaustion and increase the perception of continuance in the workplace (K. Wang et al., 2022). As such, organizational commitment is a key moderating variable that influences the relationship between workplace violence and turnover intention.

Although these progresses have been made, very few studies have examined job satisfaction as a mediator and organizational commitment as a moderator in the same model (Luo et al., 2024). Thus, this research has some distinct differences from previous studies. First, this study develops an integrated explanatory model, by simultaneously analyzing the mediating role of job satisfaction and the moderating role of organizational commitment between the workplace violence and turnover intention. Most previous research considers the direct effects, or looked at each variable individually. The current study deals with both attitudinal and relational mechanisms in the same model. Second, this research further develops the use of Affective Events Theory and Social Exchange Theory to examine how negative experiences at work impact turnover intention by way of employee's emotional appraisals and psychological commitment to the organization. Thirdly, due to the nature of the context and the labour-intensive organizational environment of plantation labour, this study provides context-specific evidence from the plantation sector in Indonesia, which is a setting that is not extensively studied and has unique psychosocial vulnerabilities.

Based on the gaps identified, the following study was conducted to explore the causal pathway between workplace violence and turnover intention of employees in the plantations industry in Indonesia. Specifically, it examines the direct impact of workplace violence on turnover intention, the mediation effect of job satisfaction, and the moderation effect of organizational commitment to augment or diminish the relationship between workplace violence and turnover intention.

This research will be both theoretical as well as practical. It enriches the organizational behavior literature in two ways: theoretically, it introduces an integrated model that explains how workplace violence affects the turnover intention through mechanisms of attitudes, and also adds commitment as a boundary condition (Courcy et al., 2019; Murray & Holmes, 2021). In reality, the results can guide plantation managers to create effective interventions that boost job satisfaction, foster commitment, and minimise the occurrence of workplace violence, thereby increasing labour retention and sustainability (Xia et al., 2023).

Literature Review

The Influence of Workplace Violence on Turnover Intention

Workplace violence (WV) is defined as any type of aggressive behaviour that takes place in the workplace, while travelling for work or in surroundings connected with work activities. Bhusal et al. (2023) argued that violence contains the use of physical force and the psychological intimidation through verbal threats or sexual misconduct by an individual against another person, causing distress, fear or harm. Self-directed violence is also considered workplace violence (e.g., behaviour where someone harms by themselves due to work condition). In addition, the concept covers composite or multiple forms of coercion, such as extortion, which can be expressed as threats to the employee's life, property, or to damage the employee's personal or professional reputation. This definition reinforces the complexity of workplace violence and the variety of behaviour that could have a detrimental impact upon employee well-being and organizational functioning. Workplace violence, as seen in the study of Social Exchange Theory (SET) (Cropanzano et al., 2017), is a major disturbance of the social exchange relationship between employers and employees with the employees believing that the workplace is not safe and respectful.

A number of previous studies have consistently identified workplace violence as an important antecedent to employees' intentions to quit an organization. The findings of Chen et al. (2024) reveal that violent or aggressive behavior at the workplace significantly raises workers' likelihood to quit their jobs. In line with this, Binmadi and Alblowi (2019) reported

that workplace violence leads to poor working environment which indicates that the organization is not maintaining its responsibility of social exchange by failing to create a safe and respectful working environment. These physical, verbal or psychological experiences reduce employees' sense of safety, lower perceptions of organizational support, and reduce trust, which increases their intention to leave. In the same way, Aman-Ullah et al. (2023) found that WPV causes emotional tension and psychological uneasiness in the workplace that disturbs the perceived balance of exchange and heightens the chances of withdrawing from the job. All of these findings point to workplace violence as a workplace stressor, but also as a sign of organizational failure in supporting employment relations. Therefore, when employees face workplace violence, they have a higher chance of psychologically disengaging and having a higher turnover intention. Based on previous theoretical and research studies, the first hypothesis is formulated as follows:

H₁: Workplace Violence (WV) has a positive effect on Turnover Intention (TI).

The Influence of Workplace Violence on Job Satisfaction

It is well established that workplace violence is a major psychosocial stress factor that affects employees' satisfaction at work. The Affective Events Theory (Küçük & Konuk, 2023; Weiss & Cropanzano, 1996) explains more precisely how workplace violence decreases job satisfaction. Workplace violence is a negative affective event that causes fear, anger, humiliation, anxiety, insecurity and gradually can affect the judgements about the employee's job and workplace. In this context, job satisfaction is not just a rational judgment about pay, promotion or supervision, but also an affective judgment that is developed with the recurring emotional experience in the workplace. The workplace turns out to be labelled unsafe when employees frequently got several incidents, intimidations and threats. Negative emotional reactions to the hostile, aggressive or threatening behaviour (fear, anxiety, insecurity) lead to a decrease in positive appraisal of the work environment. If the organization does not offer a safe and supportive culture, employees feel they are not getting what they deserve from their employer in terms of protection and this job satisfaction declines.

Ahamed et al. (2021) pointed out that the perception of safety from workplace violence has a significant impact on employee satisfaction in the workplace. An over stressful situation and pressure from workplace violence decrease job satisfaction, productivity and commitment, especially in high intensity industry like health care industry as pointed out by Zhao et al. (2018). Likewise, Tutan and Kökalan (2024) state that workplace violence has a

negative effect on creativity and productivity, leading to psychological problems such as anxiety, depressive symptoms, alienation, and an overall increase in job dissatisfaction. In line with Affective Events Theory (AET), repeated occurrences of negative interpersonal events in the workplace can over time lead to changes in emotional appraisals of one's job and thus lower general job satisfaction. This theoretical view is used to support the argument that workplace violence has an impact not just on the physical being of the employee, but also on the affective and psychological aspects of the employee. Grounded in this empirical and theoretical foundation, the following hypothesis is proposed.

H₂: Workplace Violence (WV) has a negative effect on Job Satisfaction (JS).

The Influence of Job Satisfaction on Turnover Intention

Job satisfaction is an important factor in employee retention defined as the evaluative judgement of an employee of their job environment, compensation, boss support, and career promotion opportunities. In terms of Social Exchange Theory (SET), when employees are more satisfied with their jobs, they feel that the organization is satisfying their obligations and promises, including fair treatment, support and good working conditions, and this increases their commitment and decreases the likelihood of their withdrawal from the organization. It is a theoretical statement that is well substantiated by empirical research. The results of the study conducted by Asriani and Riyanto (2020) and Dwinijanti et al. (2020) indicate that job satisfaction has a negative and significant influence on turnover intention, meaning that when the condition of work and organization support is experienced to be more favorable, then the intention to leave the job is less. In an analogous study, Chen et al. (2019) found that levels of job satisfaction were negatively correlated with turnover intention and that satisfied employees felt more emotionally attached to their organization, were more valued and more engaged with their work. A significant negative relationship was also reported by Masindi et al. (2023) which further confirms that employees who are satisfied have higher levels of loyalty and organizational commitment, and reduce turnover intention. These studies together suggest that job satisfaction is a significant attitudinal pathway between employee's experiences in the workplace and their leaving from the job. When employees feel positive about their work, they are more likely to be attached to their organizations and when they feel negative, they are more likely to look for another job. Grounded in this empirical and theoretical foundation, the following hypothesis is proposed:

H₃: Job Satisfaction (JS) negatively and significantly influences Turnover Intention (TI).

The Mediating Role of Job Satisfaction between Workplace Violence and Turnover Intention

Job satisfaction is widely recognised as a key mediating mechanism linking workplace violence (WV) to employees' turnover intentions. Workplace violence, whether physical, verbal, or psychological constitutes a negative workplace event that disrupts employees' emotional states and deteriorates their overall work experience. Drawing on Affective Events Theory (AET), such harmful incidents generate negative affective reactions that erode employees' evaluations of their jobs, thereby reducing job satisfaction as a core attitudinal outcome. Workplace violence may not always translate immediately into turnover intention. Instead, violent or hostile events first damage employees' emotional experience of work, which then lowers job satisfaction. Declining satisfaction subsequently increases withdrawal cognition, including the intention to leave. This mechanism is consistent with studies showing that the effect of workplace violence on turnover can be non-significant after attitudinal mediators are included. Thus, job satisfaction should be positioned as an affective-attitudinal mechanism that explains how workplace violence develops into turnover intention.

This mediating pathway has been consistently shown in previous research. Zhao et al. (2018) reported that workplace violence exposure significantly reduces job satisfaction due to the negative impacts it has on the workplace, including a negative emotional, stressful and hostile workplace, which in turn increases employee's desire to leave the organization. Likewise, Li et al. (2019) indicated that workplace violence has a direct effect on turnover intention and indirect effect on withdrawal behaviour via a decrease in compensation satisfaction, organizational support, and work climate. Job satisfaction will be reduced as employees will be more likely to look for another job, which contributes to the indirect link between workplace violence and turnover intention. The results suggest that workplace violence does not necessarily lead to turnover intention, instead it is mediated by the affective appraisal of work experiences. In line with this, job satisfaction is considered an explanatory mechanism which explains how negative experiences at work develop into withdrawal intentions. The following hypothesis is proposed, based on the above empirical and theoretical foundations.

H₄: Job Satisfaction (JS) mediates the relationship between Workplace Violence (WV) and Turnover Intention (TI).

The Moderating Role of Organizational Commitment between Workplace Violence and Turnover Intention

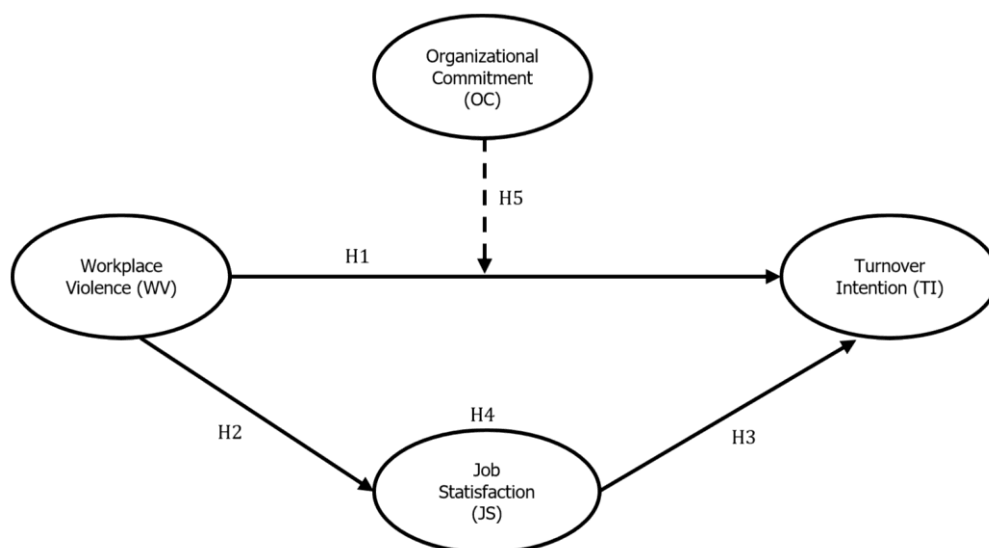
Organizational commitment is an important factor in influencing employee perceptions and reactions to negative aspects of the work environment such as workplace violence. Commitment is a psychological engagement of employees towards their organization and this can be seen as identification of the employees with the organization can help to negate the negative impact of workplace violence on intention to leave. Social Exchange Theory (SET) suggests that engaged employees feel a sense of mutuality or reciprocity over a longer-term relationship with their organization, thus increasing their likelihood of staying with the organization despite challenging experiences at work. The implication is that employees who have higher commitment will be less sensitive to negative affective and cognitive responses that result from workplace violence, which in turn will reduce the extent to which negative affective responses will be experienced as turnover intention.

A number of empirical studies have found in recent years, which have shown that the relationship between job stressors and turnover intention decreases with the inclusion of organizational commitment as a moderating variable (Al-Ghazali & Afsar, 2022). Therefore, organizational commitment acts as a psychological buffer to reduce the negative consequences of workplace violence on employees' intent to leave (Hardaningtyas, 2020). More significantly, by introducing organizational commitment as a moderating variable this study is able to explain how employees might react differently to workplace violence experiences. Organizational attachment could be one of the boundary conditions in the relationship between workplace violence and turnover intention because employees with high organizational attachment might be able to endure the negative experiences in the workplace differently than those with low organizational attachment. As such, enhancing organizational commitment can be used as a strategic measure to reduce negative impact of workplace violence on turnover.

H₅: Organizational Commitment (OC) moderates the influence of Workplace Violence (WV) on Turnover Intention (TI).

Figure 1 presents the proposed research framework. The model examines the direct effect of workplace violence on turnover intention while incorporating job satisfaction as the underlying psychological mechanism and organizational commitment as the contextual boundary condition. By integrating mediation and moderation effects, the framework presents

Figure 1. Research Framework



a more comprehensive explanation of how employees respond to workplace violence in labor-intensive organizational settings.

Methods

The present study employed a quantitative research approach with a cross sectional survey design. This research design aimed to examine the relationships among workplace violence, job satisfaction, organizational commitment and turnover intention empirically. The benefit of this approach is that it allows for systematic measurement, allows for statistical testing, and generalizable conclusions, especially when evaluating the strength and direction of causal or correlational relationships between latent variables (Creswell, 2021). In addition, cross survey design is particularly useful for studying associations between variables, but has some limitations for constructing causal inferences. Thus, these findings need to be interpreted as association rather than a causal relationship.

In this study, the participants were workers from one gigantic plantation company in Kalimantan, Indonesia, which was used as a unit of analysis. The reasons for choosing this company were as follows: an organizational environment with a high proportion of workers (1,809 employees) and hierarchical working arrangements; and a wide range of geographical areas in which the company operates, which are relevant to the context of workplace violence and intention to leave the company. For the sampling method, a simple random sampling was used. Bougie and Sekaran (2025) assert that simple random sampling is a type of probability sampling that has an equal and known probability of selecting any element in the population and helps to reduce sampling bias. Because of homogeneous working conditions, operational-

Table 1. Measurement Items

Construct	Code	Items
Workplace Violence (WV)	WV1	I have experienced verbal harassment (for example, swearing, insults, teasing, or bullying) at this company.
	WV2	I've experienced verbal or written threats (e.g., "If you don't stop bothering me, you'll regret it.") at this company.
	WV3	I have been threatened with physical violence (e.g., someone clenching their fist, throwing objects, committing vandalism) at this company.
	WV4	I have experienced assault or physical assault at this company.
Job Satisfaction (JS)	JS1	The amount of salary received is satisfactory.
	JS2	The bonus given by the company in addition to the basic salary is satisfactory.
	JS3	Working conditions in the company make it comfortable to work.
	JS4	Colleagues can help each other at work.
	JS5	My boss gave me the opportunity to participate in making decisions.
	JS6	I get more responsibility when I get promoted.
	JS7	There is a promotion opportunity that the company gives to its members.
	JS8	Superiors provide direction to subordinates on how to improve performance.
	JS9	The boss is willing to listen to the complaints of the subordinates and wisely doesn't force his will.
	JS10	The amount of salary received is satisfactory.
Organizational Commitment (OC)	OC1	I identify strongly as a member of my organization.
	OC2	I feel attached to my organization.
	OC3	My job is very meaningful to me.
	OC4	This organization is like a family, and I am one of them.
	OC5	I hope to stay with this job until retirement.
Turnover Intention (TI)	TI1	I feel that my work is not challenging, repetitive and not exciting.
	TI2	I am unhappy with my work responsibilities.
	TI3	I consider changing duties or
	TI4	searching for a new job.
	TI5	I expect consequences after I leave the current job.
	TI6	Within the past six months I have applied for new jobs.
	TI7	Within the past six months I have attended job interviews.
	TI8	I do not want to devote my full efforts to working as I intend to leave the job.
	TI9	I use my right to leave work.
	TI10	I intend to resign from the job this year.

system, operational structure, and employment status of the population, simple random sampling was chosen so that each employee had an equal chance of being selected. This also

minimizes the subjectivity of the researchers in selecting respondents and enhances the representativeness of the sample.

The questionnaire was adapted from previously validated instruments. Workplace violence, defined as any act of violence or abuse occurring in the workplace or work-related settings, was measured using four indicators: verbal harassment, verbal or written threats, threats of physical violence, and physical assault (Gimeno & Delclos, 2016). Job satisfaction, defined as employees' positive emotional evaluation of their work and the extent to which it fulfills their important needs, was assessed using five indicators covering satisfaction with salary, the work itself, co-workers, promotion opportunities, and supervision (Artha & Temaluru, 2022). Organizational commitment, defined as the psychological bond between employees and their organization, was measured through organizational loyalty, internalization of organizational goals, and commitment to organizational objectives (Crow et al., 2012). Turnover intention, defined as an employee's propensity to leave the current organization and seek alternative employment, was assessed using indicators of thoughts of leaving, perceived opportunities to obtain another job, and intention to resign (Na-Nan & Kanthong, 2021). The operational definitions and measurement indicators are presented in Table 1. All items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A five-point scale was selected because it is widely used in organizational and behavioral research, provides sufficient response variability, and is easy for respondents to understand.

The sampling frame was the company's employee data base and the 500 employees were randomly selected using computer generated randomisation procedures. Participants were asked to respond to the questionnaires (Google Form), which were sent via the company's internal communication channels to 500 selected employees. The questionnaire was reviewed before distributed to make sure the measurement items were clear and readable. To obtain a minimum sample size for this analysis, Slovin's formula was used with a margin of error of 5% which resulted in a sample size of 328 respondents. To maximize the number of respondents and ensure they have enough time to answer the questionnaire, the data collection process was carried out over four weeks, from 13th of September to 11th of October, 2024.

Finally, 354 questionnaires were successfully returned and analyzed, with a 70.8% return rate, which is acceptable for behavioral and organizational research studies. The participation was both voluntary and anonymous, to minimize social desirability bias and ensure that answers were honest. To determine if there was a possible nonresponse bias, early and late

responses were compared, following common practice in organizational research. No significant differences between the main study variables were found between the comparison sample and the non-response, suggesting that non-response bias posed threat to the results.

The respondents of this study were grouped according to four demographic variables such as gender, age, length of service and educational background (Table 2). The findings reveal that the majority of the respondents were male (53%) and were in the age group of 25-28 years (29%), they also had a relatively short tenure of employment (1-5 years), with 36% being in this category, and they were mostly undergraduate degree holders (69%). This demographic profile is a representation of the fact that the workforce is made up of mostly young, well educated and at an early stage of their career. These traits make them very likely to adapt, learn and improve their performance, but their shorter tenure also might relate to a lower emotional and normative commitment to the organization. This type of workforce could be more prone to changes in organizational commitment and intention to leave the organization, thus highlighting the need to explore psychological and organizational factors affecting employee retention.

To analyze the data obtained, the software SmartPLS version 4.0 was used for conducting the SEM-PLS analysis. The analysis was conducted in two phases: the first was to test the measurement model (outer model) and the second was to test the structural model (inner model). Indicator reliability, convergent validity, discriminant validity, Average Variance Extracted (AVE), and Composite Reliability (CR) were included in the outer model assessment. The inner model assessment then explored the path coefficients, coefficient of determination (R^2), mediation effects, moderation effects, and bootstrapping significance tests regarding the hypotheses (Hair Jr. et al., 2021).

Table 2. Demographic Profiles

Profiles		Frequency	Percentages (%)
Gender	Male	187	53
	Female	167	47
Age	25-28 years	103	29
	Others	251	71
Education	Bachelor's Degree	126	36
	Others	228	65
Length of Service	1-5 years	243	69
	Others	111	31

To minimize potential common method bias resulting from self-reported and single-source data collection, several procedural remedies were applied. Respondents were informed that their responses would remain anonymous and confidential, thereby reducing evaluation apprehension and response consistency tendencies. In addition, questionnaire items were adapted from validated previous studies and arranged systematically to improve response accuracy. Non-response bias was also assessed by comparing early and late responses, and no substantial differences were identified, indicating that non-response bias was unlikely to threaten the findings significantly.

Results and Discussion

Measurement Model Assessment (Outer Model)

Outer model testing is the assessment of the measurement model to assess the degree of validity between the observed indicators and their corresponding latent constructs. This assessment is to establish convergent validity, discriminant validity, indicator reliability, and internal consistency reliability of the measurement items (Hair Jr. et al. 2021). In the case of reflective measurement models, convergent validity is mainly reflected in indicator loadings, and a threshold value of 0.7 or above is recommended. Three indicators (JS1 0.699; JS4 0.688; TI7 0.388) did not achieve the minimum loading value and were therefore invalid as shown in Table 3.

The indicators were then deleted to enhance the validity and reliability of the measurement model prior to re-estimation. While a few initial measurement representations were eliminated in the elimination process, the remaining measurement representations still provided adequate coverage of the conceptual meaning of the Job Satisfaction and Turnover Intention constructs, and the theoretical integrity of the constructs were preserved.

After re-estimation, the factor loading values of all other reflective indicators were found to be higher than the acceptable limit (0.70), which means that the Workplace Violence (WV), Job Satisfaction (JS), Organizational Commitment (OC), and Turnover Intention (TI) measurement instruments have satisfactory convergent validity and are suitable for further analysis of the structural model.

Following the confirmation of indicator validity, composite reliability (CR) and average variance extracted (AVE) were subsequently assessed to further evaluate the reliability and convergent validity of the measurement model. As reported in Table 3, all latent constructs exhibit CR values above the recommended threshold of 0.70, indicating satisfactory internal consistency (Hair & Alamer, 2022). Specifically, the CR values are high for Workplace

Violence (0.864), Job Satisfaction (0.904), Organizational Commitment (0.802), and Turnover Intention (0.917), indicating good reliability for each indicator. Furthermore, the AVE values for all constructs vary between 0.555 and 0.699, which is higher than the threshold value of 0.50, indicating that each construct explains over 50% of the variance in its measures (Fornell & Larcker, 1981; Roemer et al., 2021). Organizational Commitment has the lowest AVE value (0.555), but it is still within the acceptable range and shows that there is an acceptable convergent validity. In summary, these results give good empirical support for the reliability and validity of the measurement model, and thus, its use in the subsequent structural model analysis.

Table 3. Convergent Validity and Reliability Results

Constructs	Outer Loadings	Composite Reliability	AVE
WV1	0.784	0.864	0.699
WV2	0.879		
WV3	0.865		
WV4	0.812		
JS1	0.699	0.904	0.596
JS2	0.763		
JS3	0.801		
JS4	0.688		
JS5	0.738		
JS6	0.801		
JS7	0.780		
JS8	0.772		
JS9	0.750		
JS10	0.767		
OC1	0.765	0.802	0.555
OC2	0.774		
OC3	0.703		
OC4	0.749		
OC5	0.733		
TI1	0.797	0.917	0.595
TI2	0.764		
TI3	0.779		
TI4	0.715		
TI5	0.776		
TI6	0.748		
TI7	0.388		
TI8	0.806		
TI9	0.833		
TI10	0.713		

Note. WV = Work Violence; JS = Job Satisfaction; OC = Organizational Commitment; TI = Turnover Intention

Structural Model Assessment (Inner Model)

Inner model testing, also called structural model evaluation examines the hypothesized relationships among latent constructs and evaluates how well the model explains the endogenous variables. Figure 2 presents the results of the PLS-SEM structural model after estimating the measurement and structural relationships. The diagram displays the standardized outer loadings of the measurement indicators, the path relationships among the latent constructs, the coefficient of determination (R^2) for the endogenous variables, and the significance levels of the hypothesized relationships. The R^2 values indicate the proportion of variance explained by the predictor constructs, while the path coefficients and associated significance levels provide an initial overview of the proposed structural relationships.

In addition to evaluating the significance of the structural relationships, the explanatory power of the model was assessed using the coefficient of determination (R^2). According to Hair and Alamer (2022), R^2 values of 0.25, 0.50, and 0.75 may be interpreted as weak, moderate, and substantial explanatory power, respectively. The R^2 results of this study indicate that Workplace Violence explains 23.9% of the variance in Job Satisfaction ($R^2 = 0.239$), suggesting a moderate level of explanatory power. Furthermore, Workplace Violence-

Figure 2. The Estimated Structural Model of the PLS-SEM Analysis

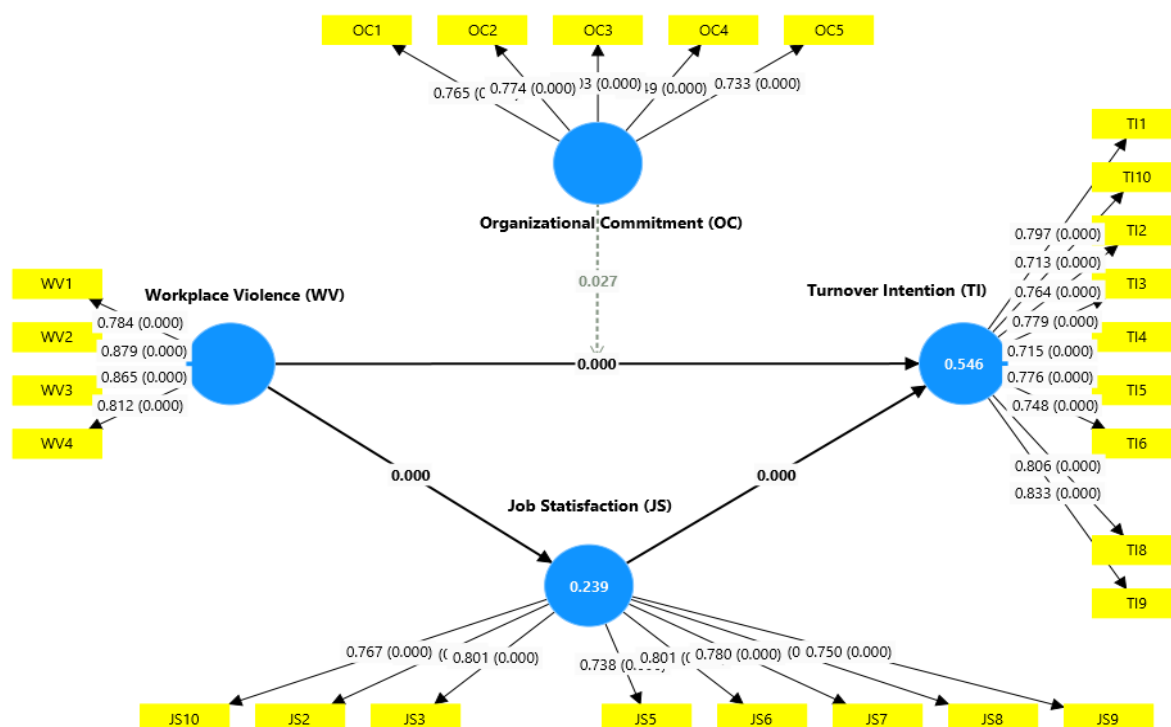


Table 4. Hypothesis Testing

Direct Effect		Estimate (β)	t-value	p-value	Decision
H ₁	WV $\rightarrow$ TI	-0.356	4.827	0.000	Rejected
H ₂	WV $\rightarrow$ TI	-0.489	6.724	0.000	Accepted
H ₃	JS $\rightarrow$ TI	-0.275	3.259	0.001	Accepted
Indirect Effect (Mediation)		Estimate (β)	t-value	p-value	Decision
H ₄	WV $\rightarrow$ JS $\rightarrow$ TI	0.378	0.090	4.204	Accepted
Moderating Effect		Estimate (β)	t-value	p-value	Decision
H ₅	WV x OC $\rightarrow$ TI	0.082	2.209	0.027	Accepted

The R² values indicate that the model explains 23.9% of the variance in job satisfaction and 54.6% of the variance in turnover intention, suggesting moderate explanatory power for turnover intention and weak-to-moderate explanatory power for job satisfaction.

Note. WV = Work Violence; JS = Job Satisfaction; OC = Organizational Commitment; TI = Turnover Intention

Job Satisfaction, and Organizational Commitment jointly explain 54.6% of the variance in Turnover Intention ($R^2 = 0.546$), indicating that the model possesses moderate to substantial explanatory capability (see table 4). These findings demonstrate that the proposed model is adequately able to explain employee's turnover intention within the plantation sector context. Table 4 also presents the results of the structural model assessment, including direct, indirect (mediating), and moderating effects, based on the bootstrapping procedure in PLS-SEM. The findings demonstrate strong empirical support for the proposed hypotheses. The path coefficient from WV to TI is statistically significant ($\beta = -0.356$, $t = 4.827$, $p < 0.001$). This indicates that WV exerts a meaningful influence on employees' intention to leave the organization. However, the $\beta = -0.356$ appears to contradict dominant theoretical expectations and prior empirical findings suggesting that workplace violence increases employee's intention to leave. Thus, H₁ is rejected. This finding clearly contradicts previous research that found that WV has a positive effect on TI. When employees experience or witness violence, whether physical, verbal, or psychological, they are more likely to feel unsafe, undervalued, and unsupported (Aman-Ullah et al., 2024; Li et al., 2019; Yeh et al., 2020).

The findings of the initial hypothesis test contradict prevailing empirical evidence concerning the impact of WV on IT. Yet, these results offer investigators new insights into the necessity of considering contextual elements, including corporate and societal culture.

This study's results corroborate the assertions of (Hofstede, 1984; Hofstede & Minkov, 2010) which indicate that in collectivist societies, societal harmony supersedes individual goals, and loyalty and "resilience" are esteemed. The research showed that in organizational settings characterized by High Power Distance, power imbalances and aggression from superiors are often perceived as normative.

The results for the second hypothesis test support this hypothesis as there is a strong and statistically significant negative correlation between WV and JS ($\beta = -0.489$, $t = 6.724$, $p < 0.001$). Thus H_2 is accepted. This discovery confirms that workplace violence significantly lowers to their job satisfaction, as it affects their affective and cognitive evaluations of their work, which shows that a hostile, abusive and unsafe work environment decreases employees job satisfaction. The strength of the coefficient indicates that workplace violence is a powerful psychosocial stressor that has a significant explanatory value in the development of employees' attitudes in the workplace.

In a line of theory, this finding is in line with the current developments of Affective Events Theory, which focuses on the accumulation of negative interpersonal events throughout the working day and their impact on attitudes towards work over time (Basch & Fisher, 1998; Mazzetti et al., 2023). The impact can include a loss of employee safety and dignity (from intimidation, verbal abuse, psychological aggression etc.) and result in emotional stress or strain building up over time to a loss of overall job satisfaction. Furthermore, Social Exchange Theory has been recently applied to studies of workplace violence, postulating that workplace violence implies a lack of perception of support and reciprocity, which in turn reduces employees' positive job perceptions (Cropanzano et al., 2017; Eisenberger et al., 2020).

It is also consistent with recent research showing that job satisfaction is invariably linked to workplace violence and bullying in a variety of occupational and cultural settings. According to the study results of the meta-analytical and empirical approach, the exposure to workplace violence can cause the employees to feel emotionally exhausted and experience psychological distress, as well as reducing their intrinsic motivation and job satisfaction (Park, 2023; Zhao et al., 2018). Based on this finding, the strong negative correlation found in the current study, supports the claim that workplace violence is one of the most important risk factors in the workplace, which directly affects employee's psychological condition and attitudes towards work.

The negative correlation between JS and TI is highly significant ($\beta = -0.275$, $t = 3.259$, $p = 0.001$), which validates that the satisfaction an employee has with his job affects his

intention to leave the organization. Thus, H₃ is accepted. This results support the traditional belief that job satisfaction is a significant attitudinal anchor to employee's attachment to their organization even in the face of work stressors. On the other hand, low job satisfaction reflects unmet expectations and poor psychological health, which are manifested as withdrawal cognitions, i.e. turnover intention. This finding aligns with more recent extensions to attitude-behaviour theories that suggest that job satisfaction is a proximal determinant of withdrawal intentions because it influences employees' broader assessment of their employment relationship (Hom et al., 2017; Rubenstein et al., 2018). When employees believe that their contributions are worthwhile, equitable and fulfilling, they are likely to have a positive employment equation, and feel less gain in leaving. On the other hand, dissatisfaction increase the attention of employees on other job opportunities and make them feel less reluctant to make their exit.

This relationship is further confirmed by recent empirical research in a variety of organizational and cultural settings. Meta-analytic and longitudinal studies performed over the period 2020-2025 have all indicated that job satisfaction is one of the most robust predictors of turnover intention, with job satisfaction having a more consistent impact than demographic or contractual factors (Jiang & Messersmith, 2018; Li et al., 2022; Park, 2023). The results indicate that Job Satisfaction reflects the employees' overall experience of work and thus is a good predictor of their intention to stay or leave the organization.

The indirect effect of WV on TI via JS is positive and significant ($\beta = 0.378$, $t = 4.204$, $p < 0.001$). This finding, added to the strong direct effect of WV on TI (H₁), suggests that there is both a direct and an indirect effect of WV on TI via job satisfaction. That is, when employees experience workplace violence, it negatively affects their job satisfaction, which in turn affects the employees' intentions to quit and leave the workplace. The direct and indirect effects have similar magnitudes which support a partial mediation pattern for H₄.

The findings of this research have become a strong empirical evidence that workplace violence is an important antecedent of intention to turnover in plantation industry. As has been found previously, workplace violence had a strong direct effect on the intention to leave, as well as indirect effect through a reduction in job satisfaction. Job satisfaction should therefore be considered not only as an end point, but as a crucial psychological process that can account for why a negative work context can lead to employee withdrawal. The results confirm Affective Events Theory (AET) which suggests that negative work experiences trigger negative emotional responses that affect an employee's attitudes and behavioral intentions (Weiss & Cropanzano, 1996). In this study, when employees have been exposed to

threats, intimidation or hostile behaviour, there is a negative impact on their mental health and feelings of security, which then leads to a drive to leave the organization..

Mediating analysis further illustrates that job satisfaction plays a key role in linking between the effects of workplace violence and turnover intention. This relationship is partially mediated by the variable of job satisfaction, which was used to support the view that negative job conditions can be psychologically mediated by the affective evaluation of the job, which in turn leads to withdrawal tendencies. This is consistent with Social Exchange Theory (SET) which posits that negative perceptions of unfairness and lack of protection in the organization will lead to negative attitudes on the part of employees, a decrease in employee loyalty and intention to stay (Sainz et al., 2023). The psychological costs of violence might be even stronger in labour-intensive industries, like plantation work in which people work far from home, are supervised very strictly, and are required to perform physically demanding tasks, and where job satisfaction could be a more relevant determinant of turnover-related outcomes.

One of the important contributions of this study is that the organizational commitment significantly moderated the relationship between workplace violence and turnover intention. The positive and significant interaction effect ($\beta = 0.082$, $p = 0.027$) suggests that the impact of workplace violence on turnover intention is enhanced when combined with a strong organizational commitment. They suggest that when employees feel more committed to the organization, they have a stronger increase in their intention to leave due to workplace aggression than employees who feel less committed. This discovery implies that dedicated workers might come to expect better safeguards, equity and pleasant therapy in their organizations. Thus, in the event of workplace violence, these workers may feel higher levels of psychological contract breach and betrayal. This pattern indicates a “betrayal effect”, or increased psychological contract breach, as employees with high levels of commitment have higher expectations of fair treatment, respect, and treatment from the organization. If these expectations are not met in a violent manner, the emotional incongruity and sense of injustice might be even greater and will likely increase the likelihood of exiting the organization. Similar unexpected moderation patterns have been found in recent research on mistreatment and contract violation situations (e.g., Lv et al., 2023; Wang et al., 2022), further suggesting that commitment can exacerbate negative responses to experiences that contradict expectations of dignity and safety.

The results have a number of theoretical implications. First, they propose that organizational commitment is not always a buffering factor, that is, its buffering effect may

vary depending on the type of stressor. In situations of extreme or morally loaded events (e.g., violence), commitment can increase rather than decrease sensitivity. Second, the findings highlight the need to differentiate general stressors at work where commitment can buffer, from more severe stressors in the relationship, aggression and abuse, where commitment can create a negative relationship. Third, the results further advanced the knowledge of workplace behaviour in the plantation setting, which may have a hierarchical structure and isolated work environment, which can increase perceptions of betrayal when violence occurs.

The results highlight from a manager's point of view that raising commitment alone will not solve the turnover problem when violent behaviours occur at work. Indeed, it can be detrimental to those who remain loyal and committed, if the organizations promote commitment without also making sure that they work in a safe and respectful atmosphere. Plantation companies need, therefore, to emphasize on violence prevention, enforce anti abuse and anti-harassment policies, increase supervisory accountability and make the reporting process available. Fair wages, supportive management and fair workload may also help to further lower the likelihood of turnover if motivation is enhanced. The findings are clear, however, that no retention program can make up for an unsafe workplace: all programs need to start with the prevention of workplace violence.

Conclusion and Suggestion

This study focused on the relationship between workplace violence, job satisfaction, organizational commitment and turnover intention on the plantation sector. The results revealed that workplace violence has a significant positive effect on employees' intention to quit, suggesting that employees who experience this hostile or aggressive behavior are more likely to want to leave their organization. The unexpected negative direct effect of workplace violence on intention to leave should be interpreted with caution, taking into account cultural and structural issues. An unsupported interpretation of this finding is that plantation workers might not immediately interpret workplace violence as an intention to quit their jobs, as they might be either economically dependent on the plantation, be lacking in other employment opportunities, or be isolated from other places of work, family responsibilities, or local endurance. Values like *nrimo ing pandum* (sincere acceptance of one's fate or circumstances) can contribute to employees' willingness to tolerate undesirable or even harmful conditions at work, such as when they are bullied or exposed to workplace violence, before they openly oppose such conditions or make strong intentions to leave their job. Being exposed to

violence is not necessarily a negative consequence for employees, but rather a cultural value of patience, acceptance, loyalty, and endurance may influence their response. Future research should directly investigate cultural factors, such as *nrmo*, to explore the meaning plantation employees give to workplace violence and why some continue working in spite of the negative treatment.

This was found to be partially mediated through job satisfaction and thus supported the premise that negative workplace experiences negatively affect employee's affective evaluation of their job which in turn leads to increased withdrawal tendencies. Interestingly, the relationship between violence turnover and organizational commitment is significant and suggests that the impact of workplace violence on employees' reactions is greater when they are more committed to the organization. This may mean that those employees who are closer to the company will suffer more when a violence actually does take place, and thus feel more pressured to leave the company. Perhaps more important, the results suggest that the reactions of employees to workplace violence are not a direct consequence of the negative workplace experiences only, but also the emotional appraisal of the job and the psychological commitment to the organization. This underscores the need to incorporate the affective and relational approaches in the explanation of the phenomenon of turnover behaviour in labour intensive organizational context. This is a unique and comprehensive study which contributes to the theory of employee retention in plantations as well as in other intensive work and hazardous environments.

This study has some weaknesses, however. Drawing causal inferences is limited by using cross-sectional survey data; longitudinal designs would allow more confident inferences regarding the temporal dynamics of violence, satisfaction, commitment and intentions to turn over. Second, all measures were self-report, and thus could have introduced common method bias despite statistical controls. Third, the study was performed in a particular industry and country and hence may not be representative for other industries that have different cultural, structural or regulatory characteristics. Additionally, while organizational commitment was statistically significant, it may not be as salient as other factors such as leadership style, organizational justice/psychological safety. These constraints open the door to additional research to gain a deeper understanding of these relationships.

Future research should be longitudinal in nature to gain a deeper understanding of how each of the variables (workplace violence, job satisfaction, job commitment and intention to leave) develop in order to make stronger causal conclusions. Common method bias is suggested to be minimized by using multi-source data (e.g. supervisor ratings or human

resources data). With organizational commitment a relatively small moderator, other moderators, such as leadership style, organizational justice, psychological safety or conflict-management climate, can be investigated. Furthermore, studies should be expanded to other industries and cultural contexts, to enhance the generalisability. Finally, qualitative or mixed methodology is suggested to provide a better understanding of the processes of employees' reactions to violence and of the factors that trigger employees to quit their jobs.

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Conflict of Interest / Competing Interests

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During the preparation of this work; the author(s) used artificial intelligence (AI)-assisted tools for language editing; translation; and text refinement. After using these tools; the author(s) carefully reviewed; revised; and verified the content as necessary and take full responsibility for the accuracy; integrity; and final content of the publication.