

Antecedents of Turnover Intention in the Animation Industry

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ABSTRACT

This research objectives to establish the consequence of Salary & Incentive Satisfaction on Turnover Intention mediated by Organizational Commitment. The Population in this study were employees of animation companies. The sampling technique in this study used the purposive sampling method and obtained a sample of 210 respondents. The analysis technique used was Structural Equation Model analysis using AMOS software version 21.0. The results of this study indicate that Salary & Incentive Satisfaction negatively affects both Turnover Intention and Organizational Commitment. Organizational Commitment negatively impacts Turnover Intention and mediates the effects of Working Hours and Salary & Incentive Satisfaction. Management needs to improve Salary & Incentive Satisfaction via salary adjustments aligned with cost-of-living standards and inflation, performance based incentives, and welfare programs. Strengthen Organizational Commitment with job rotation and routine feedback to reduce boredom and foster a sense of ownership.

INTRODUCTION

Animation companies are currently experiencing very rapid development. Data from the Indonesian Animation Industry Association in 2020 shows that in the period 2015-2019 it increased by 153%, with an average annual growth of 26%. Despite experiencing very rapid development, all efforts will be meaningless without the presence of competent human resources. Every company needs human resources who have an important role in managing operations and optimizing existing assets. The presence of human resources cannot be replaced by other types of resources (Sara *et al.*, 2021). One of the ways that companies take to achieve the goals that have been set is to prevent or minimize *employee turnover intention* (Rofiqoh, 2025).

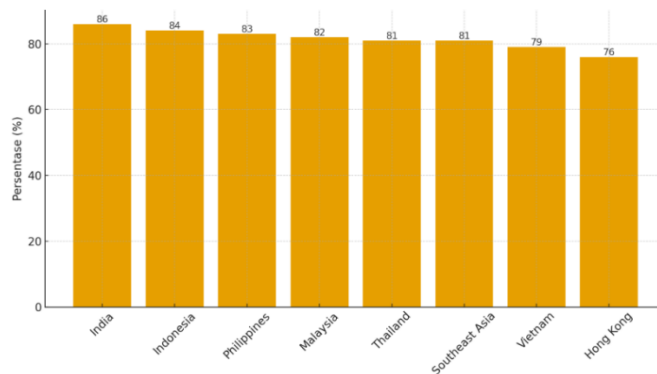


Figure 1 Diagram of *Intention Turnover Rate* Between Countries in Asia

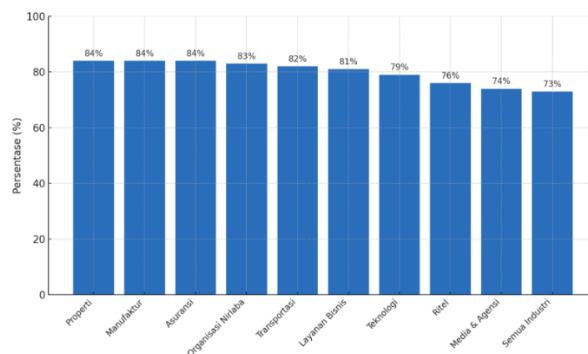


Figure 2 *Intention Turnover Rate* Chart Between Industries

The *Talent Trends 2022* report from Michael Page shows that Indonesia occupies the second highest position in the Asian region in terms of *Turnover Intention* rate, with a percentage of 84%. In the context of inter-industry, the media & agency sector recorded a *Turnover Intention* rate of 74%, which is higher than the average of all industries in Indonesia which is 73%. This sector is included in the creative industry in which there is an animation subsector. If it is linked to national data that shows that Indonesia has a high *overall Turnover Intention* rate, which is 84%, then animation companies as part of the creative industry also have the potential to face similar challenges.

Based on an international survey conducted by BECTU (*Broadcasting, Entertainment, Communications and Theatre Union*) on animation employees in the UK in 2024, it was noted that as many as 38% of animation company employees plan to leave their profession in the next 5 years. In addition, a survey conducted by IATSE (*International Alliance of Theatrical Stage Employees*) of animation employees in the United States revealed that 70% of them feel that animation careers are not sustainable in the long term. In the Indonesian context, this figure indicates that *Turnover Intention* is a real phenomenon that also has the potential to be experienced by the Indonesian animation industry.

Although it does not directly impact a company's workforce, high *employee turnover* can cause real problems such as reduced team engagement, project disruptions, and finally, a decline in the company's overall performance (Hom *et al.*, 2017). With a relatively high *Turnover Intention* rate of 74%, animation companies face significant challenges in retaining their workforce. These challenges are influenced by the characteristics of project-based work, which demand a high level of creativity, and are often accompanied by long working hours. This condition is increasingly complex because animation companies tend to rely on young workers who have dynamic careers and high mobility, thus increasing the likelihood of *Turnover Intention* (Nayaka *et al.*, 2024).

Salary & Incentive Satisfaction is closely related to the perception of fairness, recognition of contributions, and employee well-being (Jusuf *et al.*, 2025). Forms of *salary* such as providing competitive salaries and an *incentive* system that provides satisfaction are one of the main strategies to retain employee talents who tend to have high career mobility. The low level of *Salary & Incentive Satisfaction* can motivate employees to look for other job opportunities at companies that provide more attractive remuneration (Mustika *et al.*, 2021). In addition to the role of *Salary & Incentive Satisfaction*, *Organizational Commitment* also acts as an adhesive that maintains loyalty, emotional relationships and employee commitment to the company. Employees who feel a strong commitment to the company both emotionally, the norm, tend to have lower *Turnover Intention* (Özkan, 2022).

Previous research by Wei *et al.*, (2025) suggested that *Salary & Incentives Satisfaction* affects *Turnover Intention* indirectly or through full mediation of *Organizational Commitment* in BIM workers in China. In contrast, Hassanpour *et al.*, (2021) on employees of the renewable energy industry in Iran shows that although the practice of *Salary & Incentives Satisfaction* has a significant impact on *Organizational Commitment*, *Organizational Commitment* has not been proven to be a mediator in bridging the relationship to *Turnover Intention*.

This research has novelty in two aspects. First, the results of this study used the variables *Salary & Incentives Satisfaction* with *Organizational Commitment* as the mediation variable to test the mediation relationship. This approach is expected to clarify the inconsistencies of previous research results that show the results of the diverse influence between these variables. Second, from the aspect where the research was conducted, this study was conducted in an animation company in Indonesia. With the characteristics of project-based work, fluctuating

working hours, and a distinctive incentive system, this context is different from previous research conducted on the BIM and *renewable energy industries*.

The purpose of this study is to analyze *Salary & Incentives Satisfaction*, *Organizational Commitment*, and *Turnover Intention* in employees of animation companies, as well as to analyze the effect of *Salary & Incentives Satisfaction* on *Turnover Intention*, the effect of *Salary & Incentives Satisfaction* on *Organizational Commitment*, the effect of *Organizational Commitment* on *Turnover Intention*, the mediating role of *Organizational Commitment* in the effect of *Salary & Incentives Satisfaction* on *Turnover Intention*.

Based on the background of problems and phenomena that occur in animation companies which are currently experiencing rapid growth, companies are required to maintain competitiveness in the midst of increasingly competitive competition in the creative industry. However, the demands of high performance are not always balanced by an adequate *level of Salary & Incentive Satisfaction*, which can affect employees' perceptions of fairness and appreciation for contributions made. This condition has the potential to reduce employee *Organizational Commitment* to the company. This low level of organizational commitment can ultimately increase employee *Turnover Intention*, which if not managed properly will have an impact on disrupting team stability, project continuity, and overall animation company performance. Therefore, the title of this study is "Factors that affect *Turnover Intention* in animation companies"

LITERATURE REVIEW

Salary & Incentive Satisfaction according to Nugroho and Tanuwijaya (2022) refers to the extent to which employees feel satisfied and fulfilled with the compensation they receive, including basic salary, bonuses, commissions, and other incentives. This term encompasses employees' positive feelings towards the financial rewards of their work. In addition, Thanan *et al.*, (2021) stated that *Salary & Incentive Satisfaction* is the level of job satisfaction that arises from rewards in the form of salaries, incentives, and bonuses received by employees. These elements are a crucial part of increasing employee job satisfaction, where the provision of salaries, incentives, and bonuses appropriately and in accordance with the provisions can significantly affect work motivation and loyalty.

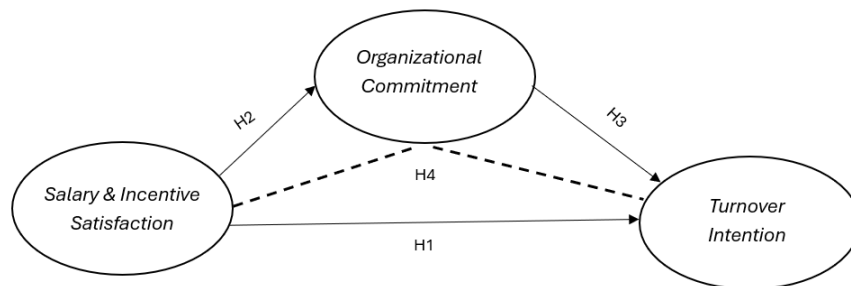
Organizational Commitment according to Herrera and Rosas (2021) is the psychological and emotional bond that employees have to the organization they work for. This reflects the extent to which employees identify with the company, how loyal they are, and whether they want to stay or leave their workplace. According to Bucăța *et al.*, (2022) *Organizational Commitment* is an individual's willingness to give full dedication to the organization, which is influenced by various aspects such as organizational skills, work motivation, and job satisfaction levels. Employees with a high level of commitment typically demonstrate strong loyalty, high motivation, and greater contribution to the achievement of organizational goals.

Turnover intention according to Saufi *et al.*, (2023) is defined as the tendency or intention of workers to leave their organization or job. *Turnover Intention* is a psychological condition that usually arises after the onset of job dissatisfaction and serves as a significant predictor of *actual* turnover (Uğural *et al.*, 2020). This condition consists of feelings of dissatisfaction with the job, the desire to leave the current job, and the evaluation of the option of looking for a new job in another company or moving to a different sector or organization (Arvindraj and Shanmugam, 2019)

Research by Wei *et al.* (2025) and Al Shbail *et al.* (2025) supports the framework of thinking in this study. where Organizational Commitment significantly acts as a mediator between Salary & Incentive Satisfaction and Turnover Intention. An key factor in lowering turnover intention is organizational commitment.

From the description above, it can be described that the effect of *Salary & Incentive Satisfaction* on *Turnover Intention* through *Organizational Commitment* can be seen through figure 2.1 related to the formation of conceptual frameworks, which are as follows:

Figure 2.1 Conceptual Framework



Source: Wei *et al.*, (2025) dan (Al Shbail *et al.*, 2025)

The study's hypothesis is that turnover intention is negatively impacted by salary and incentive satisfaction. Empirical evidence shows that bonuses from companies play a role as a signal of potential future income as well as a form of appreciation for performance, thus being able to increase employee loyalty. Therefore, employees who receive decent compensation, both salaries and bonuses, tend to have a lower *Turnover Intention* when compared to employees who are less satisfied with the compensation system (Ekinici 2022).

H1: Salary & Incentive Satisfaction has a negative effect on Turnover Intention

According to A'yuninnisa & Saptoto's (2015) research, Organizational Commitment – a measure of employees' emotional attachment to the company – is significantly impacted by Salary & Incentive Satisfaction. These findings demonstrate that employees' loyalty to the organization will rise if they are satisfied with the benefits they have received. The following theory is put out in light of the reasoning given above:

H2: Salary & Incentive Satisfaction has a positive effect on Organizational Commitment

Organizational commitment was found to have a negative and significant impact on turnover intention in another study conducted by Zhu et al. (2022) on 400 substitute teachers in Xuzhou, China. These results demonstrate that an employee's propensity to leave the company decreases with increasing organizational commitment. The following theory is put out in light of the reasoning given above:

H3: Organizational Commitment has a negative effect on Turnover Intention

According to research by Wei et al. (2025), providing employees with a salary and level of satisfaction that they feel is fair increases organizational commitment, which in turn helps to reduce employee turnover intention. Additionally, Zhu et al. (2022) claim that the influence on Turnover Intention is mediated by Organizational Commitment. The following theory is put out in light of the reasoning given above:

H4: The Role of Organizational Commitment in Mediating the Influence of Salary & Incentive Satisfaction on Turnover Intention

METHODOLOGY

This study focuses on how employees of animation firms are affected by Salary & Satisfaction, Organizational Commitment, and Turnover Intention. This study's design was implemented through hypothesis testing. To demonstrate how Organizational Commitment mediates the relationship between Salary & Satisfaction and Turnover Intention, hypothesis tests were employed.

To explain how the problem variables interact with each other, a correlational study was used. The analysis unit is employees who work in animation companies X and Y in Indonesia, so the data used is *cross-sectional*. Data was collected through questionnaires distributed to employees, with measurements using the Likert scale.

The sampling method used in sampling in this study is *Non-probability Sampling* because not all employees in the population are selected as samples. This research has 21 question items. To determine the sample size, the formula is used:

$$\text{Minimum sample} = 21 \times 5 = 105$$

$$\text{Maximum sample} = 21 \times 10 = 210$$

From the explanation above, it is known that the minimum sample number in this study is 105 respondents and for the maximum sample is 210 respondents. There are 267 populations and the sample that will be used in this study is as many as 210 samples distributed to employees of animation company X and animation company Y in Indonesia.

The analysis method used for instrument testing is a test of the research instrument before use. Validity and reliability tests are carried out to ensure that the measurement instruments used are reliable and accurate. The data analysis method used to test the data obtained from the research respondents aims to find out the results of the study, using AMOS software. The data analysis used in the study is as follows:

1. To analyze the variables of *Working Hours, Salary & Incentive Satisfaction, Organizational Commitment* and *Turnover Intention*, descriptive statistical

analysis was used with the calculation of average scores using *SPSS Version 21* software.

- Using the Structural Equation Model (SEM) and AMOS software version 21, examine how Salary & Incentive Satisfaction affects Turnover Intention, how Salary & Incentive Satisfaction affects Organizational Commitment, how Organizational Commitment affects Turnover Intention, and how Organizational Commitment mediates Salary & Incentive Satisfaction to Turnover Intention.

Before analyzing a hypothesis, the overall *fit model* should first be assessed to ensure that it can describe all cause and effect influences. Referring to the results of the *goodness of fit* test, it can be concluded that the resulting model is included in the *goodness of fit criteria* because there are still several GOF Index test results that fall into the criteria such as ECVI, CAIC, and AIC. The analysis method used to test this hypothesis is *the Structural Equation Model (SEM)* of this study described as follows:

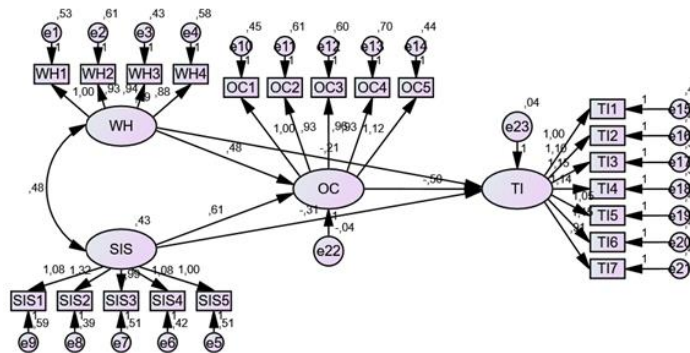


Figure 3.1 Structural Equation Model
 Source: AMOS Data Processing Results version 21

RESEARCH RESULT

Table 1 Characteristics of Respondents by Gender

Gender	Frekuensi	Persentase
Laki-Laki	127	60.5%
Perempuan	83	39,5%
Total	210	100%

Source: Data processed using SPSS version 21

Table 1 shows the profile of the respondents in this study where the frequency results of the total respondents on the basis of gender, where the majority of respondents were men as many as 127 people or scored 60.5%.

Table 2 Characteristics of Respondents by Age

Usia	Frekuensi	Persentase
20 - 24 Tahun	57	27.1%
>24 - 29 Tahun	85	40.5%
>29 - 34 Tahun	45	21.4%
>34 - 39 Tahun	23	11%

Total	210	100%
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Source: Data processed using SPSS version 21

Table 2 shows the profile of the respondents in this study where the frequency results of the total respondents are based on age, where the majority of respondents are >24-29 years old, which is a total of 85 people or with a score of 40.5%.

Table 3 Characteristics of Respondents Based on Recent Education

Pendidikan Terakhir	Frekuensi	Persentase
Diploma 3 (D3)	67	31.9%
Sarjana (S1)	131	62.4%
Pascasarjana (S2)	10	4.8%
Doktor (S3)	2	1%
Total	210	100%

Source: Data processed using SPSS version 21

Table 3 shows the profile of the respondents in this study where the frequency results of the total respondents on the basis of last education, where the majority of respondents at the final level of education are S1, which is a total of 131 people or a score of 62.4%.

Table 4 Characteristics of Respondents by Service Period

Masa Kerja	Frekuensi	Persentase
1 - 3 tahun	57	27.1%
>3 - 6 tahun	84	40.0%
>6 - 9 tahun	69	32.9%
Total	210	100%

Sumber: Data diolah menggunakan SPSS versi 21

Table 4 shows the profile of the respondents in this study where the frequency results of the total respondents are based on the length of service, where the majority of respondents have a long period of work experience for >3-6 years, which is a total of 84 people or a score of 40.0%.

The results of the Descriptive Statistical Test of *Salary & Incentive Satisfaction* show that the *Salary & Incentive Satisfaction* variable has 5 statement items where overall the average answer score of the respondents is 4.11 which means that the average employee of an animation company is satisfied with the compensation given.

The results of the Descriptive Statistical Test of *Organizational Commitment* show that the *Organizational Commitment* variable has 5 statement items where overall the average answer value of the respondents is 3.96 which means that the average employee of an animation company feels quite attached to the company.

According to the results of the Descriptive Statistical Test of Turnover Intention, there are seven statement items in the Turnover Intention variable. Overall, the average response value of the respondents is 1.92, indicating that the typical frontline employee of the animation company does not wish to quit or leave the company.

The results of the H1 hypothesis test showed an estimate of -0.307, meaning that *Salary & Incentive Satisfaction* had a negative effect on *Turnover Intention*. The resulting *p-value* is $0.028 \leq 0.05$ which means statistically that there is a negative influence between *Salary & Incentive Satisfaction* on *Turnover Intention*. From this explanation, it can be concluded that H_0 is supported. So the higher the *Salary & Incentive Satisfaction* felt by the employee, the lower the employee's *Turnover Intention*.

The results of the H2 hypothesis test showed an estimate of 0.612, which means that *Salary & Incentive Satisfaction* has a positive effect on *Organizational Commitment*. The resulting *p-value* is $0.000 \leq 0.05$ which means statistically that *Salary & Incentive Satisfaction* has a positive effect on *Organizational Commitment*. From this explanation, it can be concluded that H_0 is supported. So the higher the *Salary & Incentive Satisfaction* felt by employees, the higher the level of *Organizational Commitment* felt by employees.

The H3 hypothesis test yielded an estimate of -0.503, indicating a negative relationship between *Organizational Commitment* and *Turnover Intention*. The calculated *p-value* is $0.028 < 0.05$, indicating a statistically significant negative relationship between turnover intention and organizational commitment. It is clear from this explanation that H_0 is supported. Therefore, employee turnover intention decreases with increasing organizational commitment.

The results of the H4 hypothesis test using the *Sobel Test*. The Sobel test is used to test the extent to which the independent variable (X) has an indirect influence on the dependent variable (Y), which is caused by the presence of a mediating variable (M). Based on the results of the hypothesis test using the Sobel Test through the *Online Calculation for Sobel Test*, an estimate result of -0.308 was obtained. The resulting *p-value* is $0.032 \leq 0.05$ which means statistically the role of *Organizational Commitment* in mediating *Salary & Incentive Satisfaction* to *Turnover Intention*. From this explanation, it can be concluded that H_0 is supported. This means that the higher the level of *Salary & Incentive Satisfaction* felt by employees, then through an increase in *Organizational Commitment*, employees can reduce the level of *Turnover Intention*.

DISCUSSION

Hypothesis 1: *Salary & Incentive Satisfaction* has a negative effect on *Turnover Intention*

According to the study's findings, salary and incentive satisfaction had a detrimental impact on employees' intentions to leave animation businesses, particularly those who were older than 25 to 29. The findings of this study are consistent with and corroborate those of earlier research by Wei et al. (2025),

which explained that a competitive, equitable, and performance-based compensation system can raise employee satisfaction with the benefits received, thereby lowering the likelihood that employees will quit the company and look for work elsewhere. In addition, Zhang *et al.*, (2022) showed that higher compensation such as salaries and incentives were associated with a decrease in employees' intention to relocate. Furthermore, the results of a study by Choi & Shin (2022) reported that low *Salary & Incentive Satisfaction* correlated with higher *Turnover Intention* rates .

Hypothesis 2: *Salary & Incentive Satisfaction* has a positive effect on *Organizational Commitment*

According to the study's findings, employees at animation businesses' organizational commitment was positively impacted by salary and incentive satisfaction. The findings of this investigation are consistent with and reinforce those of a prior study carried out by Wei *et al.* (2025) which showed that employee satisfaction with the salary and incentives received creates the perception that the organization values employee contributions and performance, thus fostering a sense of loyalty, emotional attachment, and the desire to remain part of the organization in the long term. This is also supported by research by Saufi *et al.*, (2023) which explains the implementation of a fair compensation system and the provision of incentives has been proven to increase employees' perception of organizational commitment. As for Zhang *et al.*, (2022) in their study showed that higher *Salary & Incentive Satisfaction* is associated with higher levels of *Organizational Commitment*, meaning that wages or salaries have an effect that encourages employees to be more committed to the organization.

Hypothesis 3: *Organizational Commitment* has a negative effect on *Turnover Intention*

According to the study's findings, turnover intention was negatively impacted by cyberloafing organizational commitment. The findings of this study are consistent with and support earlier research by Wei *et al.* (2025) and Al Shbail *et al.* (2025). Both studies show that employees who have a high level of organizational commitment – which is demonstrated by loyalty, belonging, and emotional attachment to the company – tend to have lower intentions to leave the organization, even in the face of work pressure and alternative job opportunities. Another study by Xia *et al.*, (2022) on government agency employees working in China, showed that *Organizational Commitment* has a negative effect on *Turnover Intention*. As for research by Hasnah *et al.*, (2023) Employees with high commitment have an emotional attachment to the values and goals of the organization, so they tend to survive and make optimal contributions. The research confirms that the stronger the employee's commitment, the less likely they are to seek employment outside the organization.

Hypothesis 4: The Role of *Organizational Commitment* in Mediating *Salary & Incentive Satisfaction* to *Turnover Intention*

In this study, the results were obtained that the Role of *Organizational Commitment* mediated *Salary & Incentive Satisfaction* to *Turnover Intention* in employees of animation companies. The results of this study are in line with and support previous research by Wei *et al.*, (2025) which stated that employee satisfaction

with salaries and incentives received increases the sense of appreciation and perception of fairness in the organization, thereby fostering employee loyalty and attachment to the company. The increase in organizational commitment further plays a role in suppressing employees' intention to leave the company. In addition, Saufi *et al.*, (2023) explained that a fair compensation system and incentive have been proven to increase employees' perception of organizational commitment. On the other hand, the study of Xia *et al.*, (2022) shows that increasing employee commitment to the organization has an effect on decreasing employee intention to move out of the organization.

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to look at the effect of *Salary & Incentive Satisfaction* on *Turnover Intention* mediated by *Organizational Commitment* in employees of animation companies. Based on the results of the analysis and discussion, the results of descriptive statistics show that employees of animation companies in the two restaurants feel the existence of *Salary & Incentive Satisfaction*, *Organizational Commitment*, and *Turnover Intention* in the context of work in animation companies.

The results of hypothesis one test show that *Salary & Incentive Satisfaction* has a negative effect on *Turnover Intention*, which means that the higher the *Salary & Incentive Satisfaction* felt by employees, the lower the tendency to do *Turnover Intention*. The results of hypothesis two test showed that *Salary & Incentive Satisfaction* had a positive effect on *Organizational Commitment*, which means that the higher the *Salary & Incentive Satisfaction* felt by employees, the greater the *Organizational Commitment* felt by employees. The results of hypothesis three test showed that *Organizational Commitment* had a negative effect on *Turnover Intention*, which means that the higher the level of *Organizational Commitment* felt by employees, the lower the tendency to commit *Turnover Intention*. The results of hypothesis six tests show that *Salary & Incentive Satisfaction* has a negative effect on *Turnover Intention through Organizational Commitment mediation*.

This study was conducted on employees of animation companies with a sample of 210 people. It is expected that the next study will be able to increase the number of samples and involve companies from other industries, In addition, the next study is also recommended to add other variables beyond *Salary & Incentive Satisfaction*, *Organizational Commitment*, and *Turnover Intention*. so that the results of the research are more comprehensive and can be generalized more widely.

ADVANCED RESEARCH

Future research is suggested to expand the scope of variables by exploring specific psychological aspects of the creative industry, such as creative burnout and the impact of crunch culture on the intensity of job transfer. Given the dynamic nature of the animation industry, the use of a **longitudinal** approach is also highly recommended to observe whether the intention to move is actually realized after a production project is completed.

In addition, comparative studies between permanent and freelance employees and testing of moderation variables such as organizational support can provide a more comprehensive understanding of more effective artistic talent retention strategies.

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