

The Effect of Job Satisfaction and Organizational Commitment of Employees on Employee Intention Turnover (Case Study at CV. Tiga Bintang Sejahtera Bandung)

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ABSTRACT

Turnover intention is something that cannot be avoided by a company and of course it is detrimental to the company. This study aims at determining the effect of job satisfaction and organizational commitment on employee turnover intention at CV. Tiga Bintang Sejahtera Bandung. This type of research includes explanatory research with a quantitative approach. This research uses saturated sampling technique so that the sample used was as many as 50 people with a questionnaire as a way of collecting research data; meanwhile, the data analysis of this research uses correlation analysis by using SPSS for mac version 25 program. The results of the research show that 56.4% of job satisfaction and organizational commitment has a simultaneous effect on employee turnover intention at CV. Tiga Bintang Sejahtera Bandung while the rest, 43.6% is influenced by other factors that do not include the author's test variables.

Keywords

Job satisfaction, organizational commitment, turnover intention

Introduction

In a company, employees play an important role in business processes, it will make it easier to determine the targets set by the company, this also helps companies that can survive amid increasingly fierce business competition. But, the company's performance, the role and behavior of employees while working at the company. One of them is the behavior of employees that determines their performance, namely turnover intentions so that the company can be hampered and not disturbed either directly or indirectly by several kinds of deviant behavior from employees who are not following the company regulations that have been previously set, besides that the employee's behavior is very disturbing. and can no longer prevent. Turnover intention is a person's desire to leave their job and move to another workplace in search of a better job. The phenomenon that occurs in the CV. Tiga Bintang Sejahtera Bandung regarding turnover intention is based on sources obtained by researchers. The number of employees consists of 50 people, the highest turnover intention occurred in 2019 because 10 employees left based on the LTO (Labor Turnover) formula, a percentage of 13.33% was obtained because the turnover data has increased every year, so this can be a negative

impact on the company if it continues. Lichtenstein (Mufidah, 2016) mentions three aspects of turnover intention, namely the opportunity to leave the organization, the desire to leave the current job, and plans to find a new job shortly.

The results of research from Dwi Susanti (2017) that job satisfaction affects the employee's decision to make a turnover or not in a company, employees tend to leave the company if intimate employees do not feel job satisfaction, then some employees will decide to make a turnover intention to get better. looking for other jobs that have better opportunities. Based on this explanation can be concluded that job satisfaction can affect employee turnover intention. According to Mobley (2011), the factors that influence turnover are age, years of service, gender, education, and marital status. Job satisfaction, which concerns several operational aspects, namely satisfaction with salaries, supervision, and job weight, job promotions, the company's working conditions in general, work commitment, job satisfaction, and organizational trust.

There are results related to previous research by Kumar et al. (2012) shows that organizational commitment will affect turnover desires when the

organizational commitment of employees is high, then the turnover intention is low. Research results from Auliya Annisa (2017) reinforce that there is a negative relationship between organizational commitment to turnover intention. For Hsiao and Chen (2012), the high level of commitment, peer support, and the development of employee commitment to the company will reduce turnover intention.

Literature Review

Turnover Intention

The turnover intention according to Zeffane (2011) is the tendency or intention of employees to stop working from their jobs. Garnita and Suana (2014) stated that turnover intention that occurs in the company is a negative issue that can have an impact on the company, but if the company can handle it well, then this can be a positive issue for the company.

According to Mobley et al. (Khikmawati 2015), Turnover Intention namely the tendency or intention of employees to quit working voluntarily or move from one workplace to another according to their choice. Operationalized into several indicators including thinking about leaving, finding alternative jobs, intention to leave, payroll, and the size of the work unit using an ordinal scale measurement.

Job Satisfaction

Job Satisfaction according to Robbins and Coulter (2016) is an attitude commonly shown by employees towards their work. A thing that can affect work behavior, work tardiness, absenteeism, and employee turnover. Furthermore, based on the resources and causes of satisfaction because satisfaction is very important to improve individual performance. According to Roe and Byars (Priansa, 2016) states that high job satisfaction will affect the organizational goals effectively. meanwhile, a low-level job satisfaction will bring destruction for the organization,

Previous research conducted by Khan and Aleem (2014) stated that job satisfaction harms turnover

intention. The higher the employee satisfaction in the organization, the lower the employee's intention to leave the organization. In line with this research, research conducted by Robbins (in an empirical study of Ibrahim, 2016) also reveals that job satisfaction has a significant negative effect on turnover intention. It can be concluded that the effect of job satisfaction on turnover intention is the level of employee job satisfaction which is felt to affect the desire of employees to leave their jobs. If job satisfaction is achieved, the turnover intention will be lower.

H1 = Job Satisfaction harms Turnover Intention

Organizational Commitment

Gibson et al. (2012) stated that organizational commitment is a sense of identification, loyalty, and involvement expressed by an employee in the organization or organizational unit.

Organizational commitment is a condition in which employees take sides and care about a particular organization and its goals, and intend to maintain its membership in that organization. High organizational commitment is needed in an organization because the creation of high commitment will affect the professional work situation. Also, low commitment reflects a person's lack of responsibility in carrying out his duties.

Work commitment according to Lambert et al. (in Wibawa, 2015) is a valuable thing for the entire organization, and not just for work or workgroups. Organizational commitment is operationalized into several indicators including a sense of belonging to the organization, a sense of attachment to the organization, not leaving the organization, pride in the organization, and loyalty or loyalty to the organization using an ordinal scale measurement.

Previous research by Kuean et al. (2010) revealed that organizational commitment has a significant negative effect on turnover intention. besides, the results of research conducted by Saqib (2014) also show that high organizational commitment will result in decreased employee turnover intention.

Thing This shows that organizational commitment harms turnover intention.

H2 = Organizational Commitment harms Turnover Intention

Methodology

This research method is an explanatory method with a quantitative approach. The population in this study were all employees totaling 50 people. Because this study uses a sampling technique so that the sample used is 50 employees.

This research uses a descriptive method. In determining the score of the questions used the media Likert scale is measured or translated into sub-variables, then the sub-variables are translated into measurable components. These measured components are then used as a starting point for arranging instrument items which can be questions that are then answered by the respondent. The answer for each instrument that uses a Likert scale ranges from strongly agree to strongly disagree. And in the results of the questionnaire using the liker scale, the alternative value scale for the answer to the positive gradation questionnaire:

Strongly Agree (5); Agree (4); Neutral (3); Disagree (2) and Strongly Disagree (1). And the alternative value scale for the answer to the negative grading questionnaire: Strongly Agree (1); Agree (2); Neutral (3); Disagree (4), and Strongly Disagree (5).

To measure the variables (X) and (Y), the following formula is used:

Class Interval Length (p) = (Range (R)) / (Number of Classes (K))

Where

Range (R) = Highest Data (Score) - Lowest Data (Score)

Number of Classes (K) = 5

= (Highest score-lowest score) / (Class Interval)

= (5-1) / 5=4/5=0.8 (Interval)

Then, the interval from the average assessment criteria is as follows: Interval 1.00-1.79, then Job Satisfaction is considered very bad. Organizational Commitment is very low and Turnover Intention is very low; Interval 1.80-2.59, then Job Satisfaction is considered not good, low Organizational Commitment and Low Turnover Intention; Interval 2.60-3.39, then Job Satisfaction is considered quite good, Organizational Commitment is quite high and Turnover Intention is quite high; Interval from 3.40 to 4.19, then Job Satisfaction is considered very good, Organizational Commitment is very high and Turnover Intention is very high; In the interval 4.20-5.00, Job Satisfaction is considered very good, Organizational Commitment is very high and Turnover Intention is very high.

Results and Discussion

The results of data analysis were carried out using several stages, namely, testing the validity and reliability, testing classical assumptions such as: normality test, after the classical assumptions are fulfilled, the next stage is to perform multiple linear regression testing and hypothesis testing: partial T test and simultaneous F test.

Validity and Reliability

According to Zulganef (2018), validity and reliability are important criteria in behavioral research because, with validity and reliability, a scale or measuring instrument made by researchers to measure the variables can be accounted for. Validity and reliability provide an overview of the accuracy and accuracy of the measurements made by the researcher on the measured variables. The accuracy and accuracy of the measurement of variables in the field of behavioral science are very important, because generally, the variables measured are not real or unobserved, in the sense that they are not visible, but theoretically and empirically, their existence can be felt and recognized. Through validity and reliability, the accuracy or accuracy of a measurement can be guaranteed.

The validity test in this study was conducted by correlating the item score with the item total score. The results of the validity test show that all

the question items for the variable Organizational Commitment (X1), Job Satisfaction (X2) and Turnover Intention (Y) correlate greater than 0.2732 so that the variables X1, X2, and Y under study are declared valid or valid, with the word others are appropriate as research measurement tools. Reliability test was carried out by statistical test Cronbach's alpha (α) a variable said reliable if it gave a value of Cronbach's alpha > 0.60 . The results of reliability testing show that the variables of Organizational Commitment (X1), Job Satisfaction (X2), and Turnover Intention (Y) have a Cronbach's alpha value > 0.60 so that the questionnaire used as data collection is reliable. If the questionnaire is retested, the results are the same or consistent.

Classic Assumption Test

Normality Test

Table 1.
Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.58360904
Most Extreme Differences	Absolute	.051
	Positive	.051
	Negative	-.045
Test Statistic		.051
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

Data normality testing is used to test data with normal distribution or not. As for the decision making, if the significance value (Sig.) is greater than 0.05, the research data is normally distributed and vice versa, if the significance value is smaller than 0.05, the research data is not normally distributed. Based on Table 1. it is known that the Asymp. Sig. (2-tailed) 0.200 is greater than 0.05, so in this case, it can be said that the Kolmogorov-Smirnov normality test is normally distributed. Thus the normality assumption in the regression model is fulfilled.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis has a function to see the effect of two or more independent variables (X) on the dependent variable (Y). the following are the result we obtained.

Multiple Linear Regression Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.545	2.638

a. Predictors: (Constant), Komitmen Organisasi, Kepuasan kerja

b. Dependent Variable: Turnover Intention

From the data above, the R Square value is 0.564. When used as a percentage, it gives a simultaneous effect of X1 and X2 on Y resulting in an effect of 56.4%, the remaining 43.6% is outside of the research.

Hypothesis Testing

Partial test (T test)

Based on the results of the calculation of the partial test statistics, it can be explained that:

Table 2. T test results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.358	3.430		.396	.694
Kepuasan kerja	.434	.131	.379	3.314	.002
Komitmen Organisasi	.455	.110	.475	4.155	.000

a. Dependent Variable: Turnover Intention

- 1) The value of Tcount is 3.546 $>$ Ttable 1.677 with a significance value (Sig.) 0.002 $<$ significant level 0.05 or 5%. H1 is accepted and H0 is rejected. This means that there is a significant influence between job satisfaction (X1) on turnover intention (Y) at CV. Tiga Bintang Sejahtera Bandung.
- 2) The value of t count 4.155 $>$ t table 1.677 with a significance value (Sig.) Of 0.000 $<$ real level 0.05 or 5%. H1 is accepted and H0 is rejected. This means that there is a significant influence between Organizational Commitment (X2) on turnover intention (Y) at CV. Tiga Bintang Sejahtera Bandung.

Simultaneous test (F test)**Table 3.** F test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	422.923	2	211.462	30.386	.000 ^b
	Residual	327.077	47	6.959		
	Total	750.000	49			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Komitmen Organisasi, Kepuasan kerja

The F test in Table 3 shows the value of $F_{count} 30.386 > F_{table} 2.79$ with a significance value (Sig.) $0.001 < \text{significant level } 0.05 \text{ or } 5\%$. Based on these two comparisons, it can be explained that job satisfaction and organizational commitment have a simultaneous effect on turnover intention.

From Table 3, we can see that significance value (Sig.) for the effect of job satisfaction (X1) and organizational commitment (X2) on turnover intention (Y) is $0.000 < 0.05$ and the value of F_{count} is $30.386 > F_{table} 2.79$, we can conclude that H_1 is accepted and H_0 is rejected, meaning together or simultaneously from Job Satisfaction (X1) and Organizational Commitment (X2) to Turnover Intention (Y).

Conclusion

This research was conducted to determine the effect of Job Satisfaction, Organizational Commitment on Employee Turnover Intention at CV. Tiga Bintang Sejahtera Bandung Branch. Based on the results of the research and discussion, it can be concluded as follows:

1. Job Satisfaction and Organizational Commitment simultaneously have a significant and positive effect on Employee Turnover Intention at CV. Tiga Bintang Sejahtera Bandung Branch.
2. Job Satisfaction partially has a significant and positive effect on Employee Turnover Intention at CV. Tiga Bintang Sejahtera Bandung Branch.
3. Organizational commitment partially has a significant and positive effect on Turnover Intention of Employees at CV. Tiga Bintang Sejahtera Bandung Branch.

From the results of the research and discussion that has been described previously, the suggestions that can be given by the author are:

1. For companies, considering that Job Satisfaction and Organizational Commitment have a positive influence on Turnover Intention, companies should further improve employee job satisfaction, because if employees have fulfilled all their expectations with rewards that are balanced with the work done, supervision that can motivate employees, promotion opportunities a clearer and more systematic assessment standard is also used as an assessment for promotion, pleasant and cooperative relationships with colleagues, and satisfaction with the job itself so that employees can be more proud of what can be given to the company. So with that, the desire to move to another company or the level of Turnover Intention will be lower.
2. The company should also increase the organizational commitment that exists in employees by appointing employees to become permanent employees, especially for employees who are high achieving and have more experience in work because it means that employees are loyal or loyal enough to work for the company, and the company must be able to build a sense of pride in employees towards the company so that employees will feel happy if they have to spend the rest of their career in the company. That way it will create awareness in employees so that they want to continue working at CV. Tiga Bintang Sejahtera Bandung Branch so that it will produce highly committed employees and can reduce the level of Turnover Intention at the company CV. Tiga Bintang Sejahtera Bandung Branch.
3. This research is limited to the effect of Job Satisfaction, Organizational Commitment on Employee Intention Turnover. While other factors that also affect Employee Turnover Intention have not disclosed how much influence it has hopefully the next research can discuss other factors that have not been examined in this research.

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