

THE INFLUENCE OF JOB INVOLVEMENT AND JOB SATISFACTION ON INTENTION TO LEAVE IN EMPLOYEES (CASE STUDY ON AMANDA BROWNIES EMPLOYEES, MARGAHAYU RAYA BRANCH, BANDUNG CITY)

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Abstract: This study aims to examine the effect of job involvement and job satisfaction on intention to leave among Amanda Brownies employees at the Margahayu Raya Branch in Bandung City. This study also examines respondents' responses to job involvement and job satisfaction. This study uses descriptive and verification methods, uses a quantitative approach, uses IBM SPSS V25 for calculations, and uses simple random sampling as a sampling technique. A sample size of 157 people was obtained from the population. The population in this study is 257 were all employees of Amanda Brownies at the Maragahyu Raya Branch in Bandung City. Multiple linear regression analysis was used to analyze the relationship between Instagram promotions (X1) and prices (X2) with purchasing decisions (Y). The results showed that job involvement has a significant partial effect on intention to leave. Furthermore, job satisfaction has a significant partial effect on intention to leave. And the variables of job involvement and job interest simultaneously have a significant effect on intention to leave among Amanda Brownies employees at the Margahayu Raya Branch in Bandung City.

Keywords: Job Involvement, Job Satisfaction, and Intention To Leave

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) are one of the main drivers of the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs (2023), the number of MSMEs in Indonesia reached 65.4 million, or approximately 99.9% of the total national business units. MSMEs also contribute 61.9% of Gross Domestic Product (GDP) and absorb 97% of the national workforce. MSMEs play a crucial role, particularly in maintaining economic stability and creating new jobs amidst intense global competition.

Bandung is one of the centers of MSME growth in Indonesia, particularly in the culinary sector. According to data from the Bandung City Cooperatives and MSMEs Office (2023), there are over 300,000 active MSMEs across various business sectors. The food and beverage sector dominates, contributing approximately 47% of the total number of MSMEs in Bandung. This aligns with Bandung's reputation as a culinary tourism destination renowned for its creativity and innovation.

One of the most well-known culinary MSMEs is Amanda Brownies, founded in 2000 in Bandung. Amanda Brownies popularized steamed brownies as a Bandung culinary icon, which has now grown rapidly to include numerous branches in various major cities in Indonesia. Amanda Brownies is not only known for its product flavors, but also for its marketing innovation and consistent quality. The Amanda Brownies head office is located at Jl.

Rancabolang No. 29, Margahayu Raya, Bandung, West Java. Amanda Brownies' success in expanding its business network is certainly inseparable from its human resource management. However, as the business grows, serious challenges arise related to the relatively high level of employee intention to leave, which is thought to be caused by job involvement and job satisfaction.

Theoretically, intention to leave is the intention or desire of an employee to leave their job, which in the long term can lead to high turnover. According to Robbins and Judge (2015), intention to leave is the tendency or level to which an employee has the possibility of leaving the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other job alternatives. Then, according to Robinson in Robinson (2018), it explains that job involvement is an employee who has high work involvement gives the best effort in their work, including giving more than what is required by the job. Meanwhile, Luthans (2016) states that job satisfaction is an emotion that is a response to the work situation, so that job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as increasing loyalty to the organization, working optimally, and complying with the regulations made in the organization.

Intention to leave is essentially influenced by several factors, including job involvement and job satisfaction. Job involvement is the extent to which employees feel psychologically connected to their work. Employees with high levels of involvement will feel that their work is important, provides meaning, and becomes part of their identity. Low job involvement can cause employees to feel that their work is merely routine, making it easier to have the intention to leave. Meanwhile, job satisfaction reflects the level of employee satisfaction with their work, including salary, work environment, relationships with colleagues, and superiors. If job satisfaction is low, employees tend to experience discomfort, stress, and ultimately increase the intention to leave. This is in line with research conducted by Aenanda (2023) which states that job involvement and job satisfaction influence intention to leave.

However, in reality there are phenomena or problems that arise in the company related to the intention to leave, this information is presented in the form of a graph below, as follows:

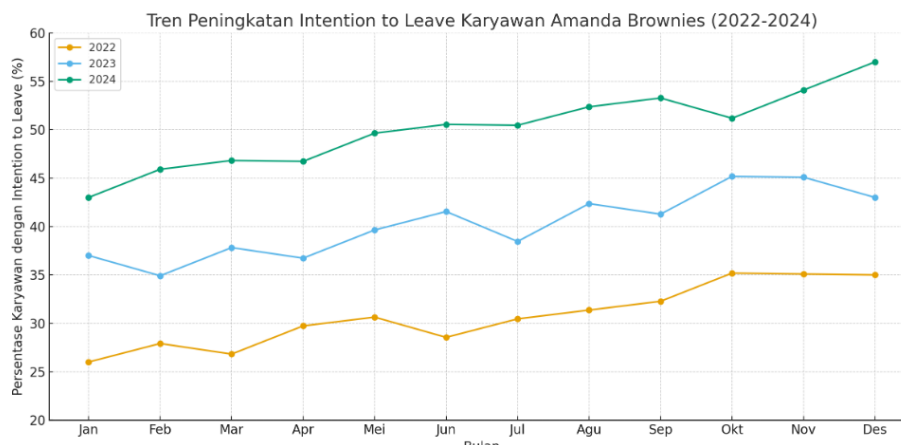


Figure 1. Amanda Brownies Intention to Leave Trend (2022-2024)

Based on the graph above, it can be seen that in 2024 there was a significant increase in intention to leave. Based on the facts that occurred in the field, it turns out that this increase was caused by low job involvement and job satisfaction. Based on information obtained by researchers, there are problems related to job involvement and job satisfaction. The first problem is related to Job Involvement, where employees Many employees at Amanda Brownies do not feel their work is an important part of themselves. This means that work is

only seen as a routine to get a monthly salary, not as something meaningful. For example, employees in the brownie production department feel that their work is limited to following instructions to mold dough according to a standard recipe. They do not feel they have the freedom to be creative or contribute new ideas in the production process. As a result, they are less motivated to work faster, more carefully, or make small improvements that could actually improve product quality. Some employees even stated that if there were other job opportunities with slightly higher salaries, they would not hesitate to leave because they feel their current job is not very valuable to their identity.

The second issue relates to job satisfaction, where employees' salaries are perceived as disproportionate to their workload. MSMEs like Amanda Brownies tend to pay salaries that are in line with the regional minimum wage (UMR) or slightly above it, but employees feel the effort they expend is not commensurate with the rewards they receive. Distribution employees, in particular, often have to work late into the night to deliver products to various outlets. However, overtime is not always fully paid, and the salary they receive is only sufficient for basic needs, leaving employees feeling financially insecure. This leads to low job satisfaction, as salary is one of the most tangible indicators for employees to assess how much the company values their contributions. Another issue related to job satisfaction is the perceived lack of non-financial rewards. Employees often feel their hard work goes unrecognized by their superiors. Employees with high performance, such as those who achieve production targets faster, rarely receive thanks or appreciation from management. There is no "Employee of the Month" program or other forms of recognition that make employees feel appreciated. As a result, employees feel that working hard or doing a careless job is the same, which lowers motivation and job satisfaction. Furthermore, a less than conducive work environment is also a factor in decreasing job satisfaction. This environment encompasses both the physical environment (workplace conditions) and the social environment (relationships between employees). In the production kitchen, hot temperatures and a monotonous work environment quickly make employees tired and bored. Relationships between employees are sometimes strained due to unhealthy competition (for example, blaming each other when production errors occur). Employees feel the company does not provide adequate facilities for comfortable work, such as adequate break rooms or simple recreational facilities. Finally, the relationship between employees and superiors is also a major problem. A rigid leadership style results in one-way communication, where superiors only give instructions without listening to the aspirations of subordinates. In monthly meetings, superiors focus more on giving orders and evaluations than listening to employee input. If there are technical problems in the field, employees who try to offer suggestions are often ignored. As a result, employees feel unheard, which reduces their sense of belonging to the company. Rigid communication also creates a tense work environment, rather than a collaborative one.

From the observation results of the discovery of phenomena or problems that researchers obtained, it is suspected that the accumulation of low job involvement and poor job satisfaction makes employee intentions to leave high. Based on an internal survey (data simulation), around 55% of employees stated that they were looking for other job opportunities. Then young employees, especially the millennial generation and Gen Z, are more quickly bored and want to move because they feel that their work does not provide challenges or career development and this phenomenon is dangerous for Amanda Brownies because the high turnover rate will disrupt the smooth production and distribution, as well as increase costs for recruiting and training new employees.

Based on the background that has been described and based on the facts in the field that have been presented, in this study the author will conduct research with the title "The Effect of Job

Involvement and Job Satisfaction on Intention to Leave in Employees (Case Study on Amanda Brownies Employees at the Margahayu Raya Branch, Bandung City)".

Problem Formulation:

Based on the background of the problem outlined above, the following research questions can be formulated:

- 1) What is the job involvement of Amanda Brownies employees at the Margahayu Raya branch?
- 2) What is the job satisfaction of Amanda Brownies employees at the Margahayu Raya branch?
- 3) What is the intention to leave of Amanda Brownies employees at the Margahayu Raya branch?
- 4) How much influence does job involvement have on the intention to leave of Amanda Brownies employees at the Margahayu Raya branch?
- 5) How much influence does job satisfaction have on the intention to leave of Amanda Brownies employees at the Margahayu Raya branch?
- 6) How much influence do job involvement and job satisfaction have on the intention to leave of Amanda Brownies employees at the Margahayu Raya branch?

Research Objective:

Based on the problem formulation, the researcher's objectives are to analyze and determine:

- 1) To determine the job involvement of Amanda Brownies employees at the Margahayu Raya Branch.
- 2) To determine the job satisfaction of Amanda Brownies employees at the Margahayu Raya Branch.
- 3) To determine the intention to leave of Amanda Brownies employees at the Margahayu Raya Branch.
- 4) To determine the extent of job involvement's influence on the intention to leave of Amanda Brownies employees at the Margahayu Raya Branch.
- 5) To determine the extent of job satisfaction's influence on the intention to leave of Amanda Brownies employees at the Margahayu Raya Branch.
- 6) To determine the extent of job involvement and job satisfaction's influence on the intention to leave of Amanda Brownies employees at the Margahayu Raya Branch.

2. Literature Review**a. Job Involvement**

According to Robinson (2018), job engagement is the degree to which employees in a company are willing to work. Employees with high levels of job engagement are highly committed and genuinely care about their field of work. Robinson (2018) also explains that employees with high job engagement give their best effort in their work, including giving more than what is required by the job. According to Kreitner and Kinicki in Patrick (2023), job engagement is the degree to which a person consciously feels engaged or unengaged and concentrated on the work being done. This work attitude is expressed through the degree to which employees focus on their work tasks. Furthermore, according to Abdallah et al. (2022), job engagement can be interpreted as increasing productivity and creating a work atmosphere where individual and company goals are integrated. From these three opinions, it can be concluded that job involvement is the extent to which an employee is

psychologically, emotionally, and cognitively involved in their work, and the extent to which the work becomes an important part of their identity. According to Robinson (2018), the indicators of job involvement in this study include: 1) responding to work, 2) participation in work, 3) being responsible for work, 4) feelings about unfinished work.

b. Job Satisfaction

Job satisfaction can be defined as an emotion that is a response to a work situation. Therefore, job satisfaction cannot be seen but can be felt and will be reflected in attitudes such as increasing loyalty to the organization, working optimally, and complying with regulations established within the organization (Luthans, 2016). Then, according to Job satisfaction, it is an employee's attitude towards work related to the work situation, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Edy Sutrisno, 2021). According to Rahman (2022), job satisfaction is an individual matter. Or in other words, the nature of job satisfaction itself is very personal, meaning that the perception of satisfaction between one person and another will be very different (Surya, 2022). Each individual has a different level of satisfaction according to the values that apply to him. The higher the assessment of an activity according to his desires, the higher the satisfaction with that activity. From these three opinions, it can be concluded that job satisfaction is a positive or negative feeling that employees have about their work, which arises as a result of their assessment of various aspects of the job, such as salary, work environment, relationships with colleagues, and the leadership style of superiors. There are indicators of job satisfaction used in this study referring to Luthans (2016), including: 1) the work itself, 2) salary, 3) promotion, 4) supervision, 5) coworkers, and 6) working conditions.

c. Intention to leave

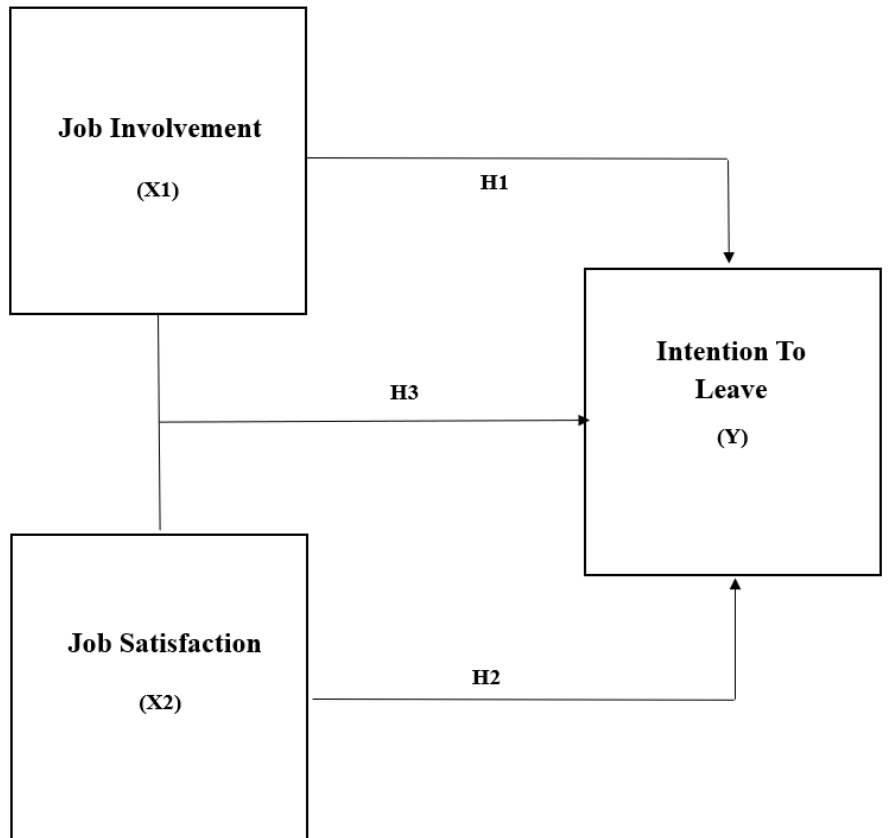
According to Robbins and Judge (2015), intention to leave is the tendency or level to which an employee has the possibility of leaving the company, either voluntarily or involuntarily, due to the lack of attractiveness of the current job and the availability of other job alternatives. In line with Harnoto's opinion in Nur Riqoh Fuaidah (2022), intention to leave is the level or intensity of the desire to leave the company. Many reasons cause this intention to leave, including the desire to get a better job. Then, according to Utami et al. (2023), intention to leave is an employee's desire to seek other job alternatives that have not been realized in the form of concrete actions. From the three opinions regarding intention to leave, the author finally draws the conclusion that intention to leave is the desire or intention of an employee to leave his job in an organization within a certain period of time, either by moving to another company or leaving the workforce temporarily. There are indicators used in this study according to Robbins and Judge (2015), including: 1) thinking about leaving, 2) intention to leave, and 3) searching for alternative jobs.

3. Method

This type of research uses descriptive and verification methods, using a quantitative approach by operating the calculations using the IBM SPSS V25 program and the sampling technique using non-probability sampling, specifically using purposive sampling. Then the population in this study was 259 and a sample of 157 respondents was obtained from the existing population. The population in this study were all employees of PT Amanda Berkah Karya Sejahtera. The data analysis method in this study used multiple linear regression analysis with the aim of determining the direction of the relationship between the Job Involvement variable (X1) and

the Job Satisfaction variable (X2) with the Intention To Leave variable (Y). Below is presented the research paradigm, as follows:

Figure 2. Research Paradigm



Research Hypothesis

- H1: There is an influence of Job Involvement on Intention to Leave among Amanda Brownies employees at the Margahayu Raya Branch.
- H2: There is an influence of Job Satisfaction on Intention to Leave among Amanda Brownies employees at the Margahayu Raya Branch.
- H3: There is an influence of Job Involvement and Job Satisfaction on Intention to Leave among Amanda Brownies employees at the Margahayu Raya Branch.

4. Result and Discussion

a. Correlation Test

The correlation coefficient test is used to measure the extent of the linear relationship between the independent variables Job Involvement and Job Satisfaction (X2) studied and the dependent variable (Intention to Leave). The function of the formula is to determine the strength or weakness of the relationship between variables. With the assumption that the formula has at least an interval data scale.

The results of the calculation of the magnitude of the relationship between Job Involvement and Job Satisfaction (X2) on Intention to Leave among Amanda Brownies employees at the Margahayu Raya Branch can be seen in the following table:

Table 1. Correlation Test

		Correlations		
		JOB INVOLVEMENT	JOB SATISFACTION	INTENTION TO LEAVE
JOB INVOLVEMENT	Pearson Correlation	1	0.503**	0.439**
	Sig. (2-tailed)		0.000	0.000
	N	157	157	157
JOB SATISFACTION	Pearson Correlation	0.503**	1	0.560**
	Sig. (2-tailed)	0.000		0.000
	N	157	157	157
INTENTION TO LEAVE	Pearson Correlation	0.439**	0.560**	1
	Sig. (2-tailed)	0.000	0.000	
	N	157	157	157

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, it can be stated that the significance value between Job Involvement and Job Satisfaction is 0.000, therefore there is a relationship between Job Involvement and Job Satisfaction because $0.000 < 0.05$.

b. Test of the Coefficient of Determination

The coefficient of determination analysis is used to determine the partial relationship between the independent variable and the dependent variable. According to Sugiyono (2018), the coefficient of determination is calculated by squaring the correlation coefficient and then multiplying it by 100%.

Table 2. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.589 ^a	0.347	0.333	5.38308

a. Predictors: (Constant), INTENTION TO LEAVE, JOB INVOLVEMENT, JOB SATISFACTION

Based on the table above, the R Square value obtained is 0.491. This means that the Intention to Leave (Y) variable is influenced by the job involvement (X1) and job satisfaction (X2) variables by 34.70%, while the remaining 65.30% is influenced by other variables not studied.

c. Multiple Linear Regression Analysis

To solve the problem of the influence of Job Involvement and Job Satisfaction on intention to leave, the researcher used a statistical technique of multiple regression analysis. Multiple linear regression analysis was used to find the influence of Job Involvement and Job Satisfaction on intention to leave, which is notated as R. This model is used to determine how much influence the independent variable has on the dependent variable.

Table 3. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constat)	4.879		5.714	0.854	0.395		
Job Involvement	0.456	0.206	0.210	2.212	0.029	0.747	1.338
Job Satisfaction	0.530	0.111	0.455	4.790	0.000	0.747	1.338

In the equation above, it is known that the constant value of 4.879 states that when the job involvement (X1) and job satisfaction (X2) variables are 0 (zero), the value of the intention to leave (Y) variable is 4.879. Then the regression coefficient value on the job involvement (X1) variable is 0.456. This means that for every 1 increase in the value of the other variables, the intention to leave variable will increase by 0.577. This coefficient is positive, meaning that there is a positive relationship between X1 and Y. So the better the job involvement, the more the intention to leave will increase. And the regression coefficient value on job satisfaction (X2) is 0.530. So it can be interpreted that every 1 point increase in the job satisfaction (X2) variable will get an intention to leave (Y) value of 0.530. This coefficient is positive, meaning that there is a positive relationship between X2 and Y. So the better the job satisfaction, the more the employee's intention to leave will increase.

d. T-Test (Partial)

The t-test tests the partial regression coefficients. This test is conducted to determine the partial significance of the role between the independent variable and the dependent variable, assuming that other independent variables are held constant (Sugiyono, 2018). Data processing uses the SPSS application to ensure more accurate data measurements. The formula functions to test each variable's job involvement and job satisfaction influence on intention to leave, assuming the formula has at least an interval data scale.

Table 4. T-Test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constat)	4.879		5.714	0.854	0.395		
Job Involvement	0.456	0.206	0.210	2.212	0.029	0.747	1.338
Job Satisfaction	0.530	0.111	0.455	4.790	0.000	0.747	1.338

Furthermore, it can be seen that the t-test value of the job involvement variable obtained a result of $4.560 > 1.982$, with a probability of $0.000 < 0.05$, therefore H_0 is rejected and H_a is accepted. So it can be concluded that there is a significant influence between job satisfaction on intention to leave. Then the result was $5.30 > 1.982$, with a probability of $0.000 < 0.05$, therefore H_0 is rejected and H_a is accepted. So it can be concluded that there is a significant influence between job satisfaction on intention to leave.

e. F-Test (Simultaneous)

The F-statistic test shows whether all independent variables included in the regression model have a simultaneous effect on the dependent variable (Ghozali, 2018). The formula functions to determine whether job involvement and job satisfaction variables significantly influence intention to leave. Assuming the formula has at least an interval data scale.

Table 5. F Test (Simultaneous)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	1492.166	2	746.083	25.747
	Residual	2810.824	97	28.978	
	Total	4302.990	99		

a. Dependent Variable: INTENTION TO LEAVE

b. Predictors: (Constant), JOB INVOLVEMENT, JOB SATISFACTION

From the data obtained in the table above, from data processing using the SPSS application and from manual calculations to find Ftable, it can be seen that $F_{count} 25.747 > F_{table} 3.05$ and a significance value of $0.000 < 0.05$. So it can be concluded that job involvement and job satisfaction simultaneously have a significant effect on intention to leave. The results of this study are in line with previous research conducted by Aenanda (2023) the results of the study obtained were that Job Involvement (X1) and Job Satisfaction (X2) have a positive effect on the dependent variable Intention To Leave (Y).

5. Conclusions

- 1) The level of implementation of Job Involvement among Amanda Brownies employees at the Margahayu Raya branch received positive responses. Therefore, respondents' responses regarding Job Involvement among Amanda Brownies employees at the Margahayu Raya branch received positive responses.
- 2) The level of implementation of Job Satisfaction among Amanda Brownies employees at the Margahayu Raya branch received positive responses. Therefore, respondents' responses regarding Job Satisfaction among Amanda Brownies employees at the Margahayu Raya branch received positive responses.
- 3) The level of implementation of Intention to Leave among Amanda Brownies employees at the Margahayu Raya branch received positive responses. Therefore, respondents' responses regarding Intention to Leave among Amanda Brownies employees at the Margahayu Raya branch received positive responses.
- 4) It can be concluded that the variable job involvement partially has a significant effect on intention to leave among Amanda Brownies employees at the Margahayu Raya branch.

- 5) It can be concluded that the variable job satisfaction partially has a significant effect on intention to leave among Amanda Brownies employees at the Margahayu Raya branch.
- 6) It can be concluded that the variables job involvement and job satisfaction simultaneously have a significant effect on the intention to leave of Amanda Brownies employees at the Margahayu Raya Branch.

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