

THE RELATIONSHIPS OF JOB SATISFACTION AND TURNOVER INTENTION: MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract: This research was conducted based on research problems regarding the increasing turnover intention every month. This study discusses discussing and analyzing organizational commitment and job satisfaction and consideration of turnover intentions. Sample in this study were 60 respondents. The determination of the sample using the saturated sampling method. The analytical tool used is SEM PLS. The results showed a significant job satisfaction variable on organizational commitment, job satisfaction negatively affected turnover intentions, organizational commitment was significantly negative related to turnover intentions, organizational commitment was able to mediate job satisfaction with turnover intentions.

Keywords: *job satisfaction, organizational commitment, turnover intention.*

1. Introduction

Human resource (HR) practice deals with all aspects of how people work and are managed in organizations. This includes activities such as HR strategy, HR management, corporate social responsibility, knowledge management, organizational development, HR resources, performance management, learning and development, reward management, employee relations, employee welfare, health and safety, and employee service providers, Priansa (2014).

Turnover intention is a process by which an employee leaves an organization. According to Robbins (2015), explaining that a person's withdrawal from an organization (turnover) can be decided voluntarily (voluntary turnover) or involuntary (involuntary turnover). Voluntary turnover or quit is an employee's decision to leave the organization voluntarily due to factors of how attractive the current job is, and the availability of other job alternatives. Conversely, involuntary turnover or dismissal describes the employer's decision to terminate the working relationship and is uncontrollable for employees who experience it. According to Badriyah (2015) Turnover intention is generally influenced by two factors, namely internal and external factors, internal factors are factors that come from within employees which include job satisfaction. Meanwhile, external factors are factors that come from outside the employee,

which include motivation. One of the internal factors is job satisfaction, which is the attitude or feelings of employees towards pleasant or unpleasant aspects of work by the assessment of each employee.

Several studies previously linked job satisfaction with turnover intention, such as research conducted by Youcef et al. (2016), the results showed that job satisfaction has a negative and significant effect on turnover intention. With organizational commitment and intention to remain as intermediary variables, job satisfaction affects. negative and significant towards switching intentions. Research conducted by O'Connor (2018) that job satisfaction has a negative effect on turnover intention, given the importance of the relationship between job satisfaction and the desire to move between workgroups, managers must be observant in understanding what situations, factors, and specific circumstances cause employee dissatisfaction at work. The results of research conducted by Anwar et al (2015) according to research findings that job satisfaction has a negative and significant effect on turnover intention, this study shows that the greater the job satisfaction of employees, the less likely they are to declare their intention to quit. The results of a similar study conducted by Ibrahim et al. (2016) revealed that there is a significant negative relationship between job satisfaction and employee turnover intentions in the Nigerian banking industry. These findings imply that, if banks maintain practices that ensure employees are satisfied with their jobs, turnover intentions among employees will be moderately reduced. As well as research conducted by Rismayanti, et al. (2018) found that employee job satisfaction has a significant negative effect on employee turnover intention. The negative direction of the relationship shows that if the employee job satisfaction variable is getting better or increasing, then the employee turnover intention variable will also decrease.

Kreitner and Kinicki (2014) define organizational commitment as the degree to which a person recognizes an organization and is tied to its goals. This is an important work attitude because committed people are expected to demonstrate a willingness to work harder to achieve organizational goals and have a greater desire to stay with a company.

Several studies link organizational commitment to turnover intention, including research conducted by Tarigan et al. (2015) which states that job satisfaction and organizational commitment are negatively related to turnover intentions. The results of this study support the assumption underlying this study that when employees are satisfied with their work and feel committed to the organization, they tend not to leave the company. The results of this study are in line with Kim et al. (2016) which states that organizational commitment is negatively related to turnover intention, indicating that adding a Corporate Social Responsibility (CSR) program to the Internal Marketing (IM) program is likely to increase desired job attitudes such as Organizational Commitment. (OC), which ultimately contributed to the decline in Turnover Intention. Likewise, the results of research conducted by Bhatti, et al. (2016) found negative and significant results between organizational commitment and turnover intention and a significant positive relationship between organizational commitment and job satisfaction. The results of the study concluded that job satisfaction partially mediates the relationship between organizational commitment and turnover intention. As well as the results of research conducted by Yadav et al. (2015) found that organizational commitment is negatively related to turnover intention, this study partly supports the model that leadership influences organizational commitment which then together with transformational leadership behavior affects turnover intention. And research conducted by Setiyanto et al. (2017) shows that organizational commitment has a significant negative effect on turnover intention. Employee turnover intention is influenced by the level of organizational commitment, therefore companies must maintain and increase employee organizational commitment.

Based on data on the number of employees of PT. Gapura Angkasa, LCC Services Division cab. Denpasar in the last four years, information was obtained that the turnover rate from 2015-2018 has increased every year. Researchers are interested in knowing further the effect of organizational commitment and job satisfaction on the turnover intention at PT. Gapura Angkasa, LCC Services Division, Denpasar Branch due to employee turnover at PT. Gapura Angkasa, LCC Services Division cab. Denpasar does not just happen, but it is created because of the desire to leave (turnover intention) of the employees of PT. Gapura Angkasa, LCC Services Division cab. Denpasar. The hypothesis proposed in this study is that job satisfaction has a positive and significant effect on employee organizational commitment (H1). Job satisfaction has a negative and significant effect on turnover (H2). Organizational commitment has a negative and significant effect on employee turnover intention (H3)

2. Literature Review

Organizational Commitment

Organizational commitment is employee loyalty to the organization, which is reflected in their high involvement to achieve organizational goals, Priansa (2014). According to Sunyoto (2015: 33), organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to the organization. Employees who feel more committed to the organization have habits to rely on, plan to stay longer in the organization, and put more effort into their work. According to Pane and Fatmawati (2017), organizational commitment is the desire of some workers to remain members of the organization. Thus organizational commitment affects whether a worker remains as a member of the organization (retained) or leaves to pursue another job (turnover). This means, commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization, its continued success and welfare.

Job Satisfaction

According to Lawler (2015), the measure of satisfaction is very much based on the realities faced and accepted as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between what is expected and reality. Priansa (2014) job satisfaction is an employee's feelings about his job, whether happy / like or not happy / dislike as a result of employee interaction with their work environment or as a perception of mental attitudes, as well as a result of employee assessments of their work. Employees' feelings about their work reflect their attitudes and behavior at work. Job satisfaction is a form of someone's feelings about their work, work relationships and relationships with colleagues. From some of these definitions, it can be concluded that job satisfaction is a feeling of individual satisfaction because expectations are in accordance with the reality obtained at work both in terms of workload, work environment or conditions, relationships with coworkers or supervisors, and compensation.

Turnover Intention

Turnover Intention can be defined as the movement of workers out of the organization. Turnover intention (the desire to leave work) is an early sign of turnover (leaving work) Melky (2015). Saeed (2014), turnover intention is a situation where employees of an organization have plans to leave their jobs, or conditions where the organization has a plan to terminate work relations with its employees. Iemalia et al (2017), Turnover can be defined as

the movement of labor out of the organization. Turnover refers to the ultimate reality faced by an organization in the form of the number of employees leaving the organization in a certain period, while the desire of employees to move (turnover intentions) refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been manifested in definite actions to leave the organization. Turnover intention is the desire to move which describes the individual's thoughts to leave, look for work elsewhere, and the desire to leave the organization, Hidayati (2016). Based on the above understanding, it can be concluded that turnover intention is the desire to move from work to look for work elsewhere, as well as the desire to leave the organization.

3. Method

The population in this study were 60 employees by looking at the population, so the number of samples taken was 60 employees using the saturated sample method. The indicators of organizational commitment refer to Meyer and Allen as quoted by Luthans (2014), namely: affective commitment, normative commitment, continuous commitment. The indicators that determine job satisfaction are (Robbins, 2015): A mentally challenging job, supportive working conditions, proper salary or wages, personal suitability for work, supportive co-workers. According to Hidayat (2018) the turnover intention indicator consists of 3 (three) main things, namely: thinking of quitting, intention to search for alternatives, intention to quit.

The inferential analysis method used in this study using Smart PLS is to test the measurement model and structural model simultaneously with available analysis data of 60 from the questionnaire distribution. According to Ghazali (2014) To test hypotheses and produce a fit model, this study uses Structural Equation Modeling (SEM) with a variance based or component based approach with Partial Least Square (PLS).

4. Result and Discussion

Table 1. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (X) -> Organizational Commitment (Y1)	0.512	0.521	0.110	4.675	0.000
Job Satisfaction (X) -> Turnover Intention (Y2)	-0.339	-0.327	0.083	4.089	0.000
Organizational Commitment (Y1) -> Turnover Intention (Y2)	-0.657	-0.665	0.066	9.968	0.000

Sources: Processed data 2019

Based on the recapitulation of the results of the analysis presented in table 1 above, the p-value and t statistics for each variable are described as follows.

(1) The p-value of the job satisfaction variable on organizational commitment is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a positive beta value of 0.512 and a t statistics value of 4.675 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value (4,675 > 2,002), it can be

concluded that job satisfaction has a significant positive effect on organizational commitment.

(2) The p-value of the job satisfaction variable on turnover intention is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a negative beta value of -0.339 and a t statistics value of 4.089 compared to the t-table of 2.002. Because the value of t-statistics > t-value (4.089 > 2.002), it can be concluded that job satisfaction has a significant negative effect on turnover intention.

(3) The p-value of the organizational commitment variable on turnover intention is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a negative beta value of -0.657 and a t statistics value of 9.968 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value (9.968 > 2.002), it can be concluded that organizational commitment has a significant negative effect on turnover intention.

Table 2. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (X) -> Organizational Commitment (Y1) -> Turnover Intention (Y2)	-0.336	-0.346	0.081	4.138	0.000

Sources: Processed data 2019

Based on table 2 above, the p-value and t statistics variables are obtained which are explained as follows.

(4) The p-value of the job satisfaction variable on turnover intention through organizational commitment is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a negative beta value of -0.336 and a t statistics value of 4.138 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value (4.138 > 2.002), it can be concluded that organizational commitment is able to negatively and significantly mediate the effect of job satisfaction on turnover intention.

Discussion

Based on the results of data analysis, it was found that the p-value of the variable job satisfaction on organizational commitment was 0.000 which was compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a positive beta value of 0.512 and a t statistics value of 4.675 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value (4,675 > 2,002), it can be concluded that job satisfaction has a significant positive effect on organizational commitment. Yeshanew and Navjot (2018) reveal that job satisfaction has a positive and statistically significant effect on organizational commitment. This means that increasing employee job satisfaction will also increase organizational commitment. Imam, et al (2014) revealed that there is a positive relationship between job satisfaction and organizational commitment, organizational commitment will increase if job satisfaction of employees is fulfilled.

In accordance with the results of data analysis, the results obtained are the p-value of the variable job satisfaction on turnover intention of 0.000 which is compared with a significant of 0.05. Because the p-value <significant (0.000 <0.05) with a beta value of negative-0.339 and the t-statistic value of 4.089 which is compared with the t-table of 2.002. Because the

value of t-statistics > t-value ($4.089 > 2.002$), it can be concluded that job satisfaction has a significant negative effect on turnover intention. Youcef, et al (2016) revealed that job satisfaction has a negative and significant effect on turnover intention. With organizational commitment and intention to remain as intermediary variables, job satisfaction has a negative and significant effect on intention to move. Anwar, et al (2015) found that job satisfaction has a negative and significant effect on turnover intention, this study shows that the greater the job satisfaction of employees, the less likely they are to express their intention to quit.

The results of data analysis show that the p-value of the organizational commitment variable on turnover intention is 0.000 which is compared with a significant value of 0.05. Because the p-value < significant ($0.000 < 0.05$) with a negative beta value of -0.657 and a t statistics value of 9.968 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value ($9.968 > 2.002$), it can be concluded that Organizational Commitment has a significant negative effect on Turnover Intention. Tarigan et al. (2015) stated that organizational commitment is negatively related to turnover intention. Employees are satisfied with their work and feel committed to the organization, they tend not to leave the company. Bhatti, et al (2016) found a negative and significant result between organizational commitment and turnover intention. The results of the study concluded that job satisfaction partially mediates the relationship between organizational commitment and turnover intention.

Based on the results of data analysis, the p-value of the variable job satisfaction on turnover intention through organizational commitment is 0.000 which is compared with a significant value of 0.05. Because the p-value < significant ($0.000 < 0.05$) with a negative beta value of -0.336 and a t statistics value of 4.138 which is compared with the t-table of 2.002. Because the value of t-statistics > t-value ($4.138 > 2.002$), it can be concluded that organizational commitment is able to negatively and significantly mediate the effect of job satisfaction on turnover intention.

Job satisfaction has a positive relationship with organizational commitment, intrinsic and extrinsic factors of job satisfaction affect organizational commitment. Job satisfaction has a negative and significant effect on turnover intention, this study shows that the greater employee job satisfaction, the less likely they are to state intention to stop. Organizational commitment has a negative relationship with turnover intention, leadership affects organizational commitment which then affects the intention to move. The description above shows that organizational commitment is able to negatively and significantly mediate the effect of job satisfaction on turnover intention. Thus organizational commitment is able to strengthen the effect of job satisfaction on employee turnover intention.

5. Conclusions

Overall satisfaction is sufficient, and shows that job satisfaction has a significant positive effect on organizational commitment. This means that if job satisfaction increases, the organization will also increase. Job satisfaction has a significant negative effect on turnover intention. This means that if job satisfaction increases, the intention to turnover will decrease. Overall organizational commitment is sufficient, and it shows that organizational commitment has a significant negative effect on turnover intention. This increases means that if the organization is increasing, the intention of turnover will decrease. Organizational commitment that is able to mediate the effect of work on turnover intentions. This means that organizational commitment also plays a role in increasing and decreasing the effect of work on turnover intentions.

The limitation in this study is that it only reveals in terms of the relationship between the variables studied, especially job satisfaction, organizational commitment and turnover

intention, so it is still very limited in providing information in disclosing turnover intention. This research cannot be generalized as a whole.

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