

THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER INTENTION AT PT. IMA MONTAZ SEJAHTERA LHOKSEUMAWE

Arisna Yunelis¹, Yanita^{2*}

arisna.170410186@mhs.unimal.ac.id¹, yanita@unimal.ac.id²

¹² Department of Management, Malikussaleh University, Lhokseumaw, Indonesia

*Corresponding author

ABSTRACT

This study aims to examine the effect of job satisfaction and organizational commitment on employee turnover intention at PT. Ima Montaz Sejahtera in Lhokseumawe. This study used primary data obtained from 100 respondents taken using the saturated sampling technique. The analysis data method used multiple linear regression analysis. The results show that job satisfaction and organizational commitment significantly influenced employee turnover intention at PT. Ima Montaz Sejahtera in Lhokseumawe.

Keywords: job satisfaction, organizational commitment, turnover intention

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INTRODUCTION

The development of the business world is currently growing rapidly, so that companies in managing their business are expected to be able to remain competitive and maintain their business. One way for a company to be able to compete and maintain its company is to use the company's resources effectively and efficiently. Employees are very valuable for the company, especially as supporting actors in achieving goals in an organization. The existence of employees really needs to be managed properly in order to make a positive contribution to the progress of the organization. Conversely, if employees are not managed properly, then employees will be less enthusiastic at work and eventually resign or leave the workplace (turnover).

Turnover refers to the final reality faced by the organization in the form of the number of employees who leave the organization in a certain period, while turnover intention refers to the results of individual evaluations regarding the continuation of the relationship with the organization and has not been realized in definite actions to leave the organization. Turnover can be in the form of resignation, moving out of the organizational unit, dismissal or death of members of the organization (Witasari 2009).

Voluntary turnover is an employee's decision to voluntarily leave the organization caused by factors of how attractive the current job is, and the availability of other job alternatives. The high turnover rate will have a negative impact on the organization and be very detrimental to the company, this can create instability and uncertainty about labor conditions and increase human resource costs, namely in the form of training costs that have

been invested in employees up to recruitment and training costs. returns to recruit new employees. The causes of turnover include workers having low job satisfaction and organizational commitment to their current jobs and are motivated to look for other jobs (Andini 2006). The high increase in employee turnover is a measure that is often used as an indication of an underlying problem in an organization. Employee turnover can be costly, therefore organizations really need to reduce it to an acceptable level (Andini 2006). Therefore, a company is required to be able to retain its employees, such as being able to provide high remuneration and understand things that can make employees feel at home to keep working without reducing the overall performance of the company.

Turnover also occurs in employees of PT. Ima Montaz Sejahtera which is a company or industry located at the entrance to the Krueng Geukueh Public Port, Blang Naleung Mameh Village, Muara Satu District, Lhokseumawe City. This industry is engaged in the production of Bottled Drinking Water (AMDK). PT. Ima Montaz Sejahtera has 100 employees, in 2018-2020 there was a very high increase in turnover. The following is employee turnover data at PT. Ima Montaz Sejahtera from 2018-2020, which is formulated based on the following table:

Table 1
Data Turnover Intention Employees Leaving PT. Ima Montaz Sejahtera

Year	Number of Entered Employees	Number of Employees Leaving	Number of employees	Percentage
2018	3	2	105	1.9%
2019	5	8	102	1.2%
2020	10.	12	100	12%

Source: HRD Data PT. Ima Montaz Sejahtera

Based on the data above, it can be concluded that every year the number of employees leaving the company has increased, starting from 2018-2020. Harris (2005) states that the standard employee turnover rate that can be tolerated in each company is different, but if the turnover rate reaches more than 10% per year it is too high according to many standards. The average rate of employee turnover in the last 3 years at PT. Ima Montaz Sejahtera has exceeded the standard that is tolerated. Judging from the data above, in 2018 the turnover rate was 1.9% or 105 employees, in 2019 the turnover rate was 7.8% or 102 employees and in 2020 the turnover rate was 12% or 100 employees. Therefore if it is adjusted with Harris' research (2005) the turnover rate at PT. Ima Montaz Sejahtera has exceeded tolerable standards.

PT employees Ima Montaz Sejahtera does not have high organizational commitment. The Head of HRD said that employees often found violations of company regulations, such as employees who often arrive late and there are still employees who smoke in the company area. Another indication is employees who have not shown a great willingness to make personal sacrifices for the good of the company. This low employee organizational commitment is a problem that needs to get special attention from company management.

Researchers also conducted interviews with several employees who worked at PT. Ima Montaz Sejahtera stated that job satisfaction and satisfaction with co-workers are still lacking and conflicts or misunderstandings still occur due to the attitudes of the individual employees themselves which are motivated by differences in educational backgrounds among employees. Employees with higher educational backgrounds than other employees sometimes feel they can manage other co-workers with the same position in a job.

This is due to the uneven educational background of the employees of PT. Ima Montaz

Prosperous. In addition, at work, employees with the same educational background will tend to communicate more intensely than co-workers who have different backgrounds. Furthermore, the problem of satisfaction contained in PT. Ima Montaz Sejahtera is about satisfaction with superiors. Not all employees feel satisfied with their superiors, which is due to the lack of closeness between nurses and their superiors.

The purpose of this study to analyze the effect of job satisfaction and organizational commitment on turnover intention. This research is expected to contribute to the development of knowledge, especially in the field of human resource management literature, especially related to work attitudes.

METHOD

Data and Samples

The object of this study is the effect of job satisfaction and organizational commitment on employee turnover intention at PT. Ima Montaz Prosperous Lhokseumawe. The research location is the place chosen by the researcher to conduct research, namely at PT. Ima Montaz Sejahtera Lhokseumawe. The population and sample in this study are employees of PT. Ima Montaz Sejahtera Lhokseumawe, with a total of 100. Classical Assumption Test In this study, researchers used the classical assumption test which consisted of a normality test, multicollinearity test and heteroscedasticity test.

Measures

In this study, job satisfaction variables were measured using indicators developed by Bangun (2014), using a Likert measurement scale of 1 to 5. Organizational commitment variables were measured using measurement indicators by Luthans (2011), and turnover intention using indicators by Dewi (2017). using a Likert measurement scale of 1 to 5.

Data analysis

The analysis data method used in this research is multiple linear regression analysis, by using statistical tools SPSS. In this study, the model feasibility test (goodness-of-fit model) can be used as a tool to measure the accuracy of the sample regression function in estimating the actual value statistically (Ghozali, 2014). The goodness of-fit test can be measured using the R square and F test statistic (Mongomery and Peck, 2012), R square shows the ability of the independent variable to explain the dependent variable, and the F test statistic which proves that all the independent variables included in the model have an influence to the dependent variable. The test criteria are classified if the P value > 0.05 proves that the analytical method used is in accordance with the research model. While the value of $P < 0.05$ indicates the method of analysis used is not suitable for research.

The t test statistic is a statistical test to test the effect of independent variables individually in explaining the contents of the dependent variable (Ghozali, 2014). The t-test statistic can be used to reflect how the independent variable itself affects the dependent variable assuming an independent constant. With the criteria, if t-statistic $> t$ -table and significant < 0.05 then the variables of job satisfaction and organizational commitment affect turnover intention. If t-statistic $< t$ -table and significance > 0.05 , then the variables of job satisfaction and organizational commitment have no effect on turnover intention.

RESULTS AND DISCUSSION

The validity test calculation is based on a comparison of r statistic and r table. If r statistic is greater than r table and the value is positive (at a significant rate of 5% or 0.05),

the data is valid. The results for each item can be seen in the corrected item-total correlation column, and for the degree of freedom (df) = n-2, where n is the number of samples (Ghozali, 2014), it means that df = 100-2 = 98, with a level the significance of 5% is obtained by the number in r table = 0.1966 (two-tailed test). based on the results of calculations, all data in this study is valid (see Appendics).

The reliability test is used to measure a questionnaire which is an indicator of a variable or construct. The result shows that the croanbach alpha results from the variable Job satisfaction (X1) which is equal to 0.897 > 0.70, Organizational commitment (X2) of 0.836 > 0.70, turnover intention (Y) of 0.828 > 0.70. Thus all the question variable items above are reliable. In this research, all data has fulfilled the classic assumption test, both the data normality test, the Multicollinearity, and the Heteroscedasticity Test (see Appendixs).

Based on the test results of the coefficient of determination in the model summary table, the R-square value is 0.851 (85.1%). This means that the ability of the independent variables in this study affects the dependent variable by 85.1%, while the remaining 14.9% (1 - 0.851) is explained by variables other than the independent variables in the study.

Based on the ANOVA table which can be seen in the appendix, that F-statistic which has a value of 276.074 is greater than F-table which is 2.700 and the resulting significance value is 0.000 which is less than 0.05. Thus it can be concluded that the multiple regression model is feasible to use and the independent variables which include job satisfaction and organizational commitment have a significant influence on the dependent variable turnover intention.

Based on Table 3 above, it can be seen that the coefficient of each variable and constant which is observed in this study is the job satisfaction coefficient of 0.364, the organizational commitment coefficient of 0.531 and a constant of 2.273. This means that the independent variables affect turnover intention. The equation can be written as follows:

$$Y=2.273+0.364 X1+0.531X2+e$$

From this equation it can be explained that the effect of job satisfaction and organizational commitment on employee turnover intention at PT Ima Montaz Sejahtera Lhokseumawe. The results of the analysis show that:

1. The constant (α) is 2.273, this states that if there is an influence (increase/decrease) in the value of the variables X1 and X2, then turnover intention is 22.73%
2. The first coefficient is job satisfaction of 0.364, this states that if there is an increase in job satisfaction, it will increase turnover intention by 36.4%.
3. The second coefficient is organizational commitment of 0.531, which means that for every increase in organizational commitment (X2), it will increase turnover intention by 53.1%.

Table 2 T Statistic Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,273	,840		2,707	,008
	Kepuasan kerja	,364	.0,80	,383	4,556	,000
	Komitmen organisasi	,531	.0,79	,556	6,743	,000

Source: Primary data, 2021 (processed)

Job satisfaction has a regression coefficient value of 0.364, t statistic of 4.556 > t table 1.611 with a significance level of 0.00 (<0.05). It's means that job satisfaction has a positive and significant effect on turnover intention. so it is concluded that H0 rejected and Ha accepted. The improvement of job satisfaction will improve the turnover intention. The results of this study are supported by previous research conducted by Wahyono and Riyanto (2020) which states that job satisfaction has a positive influence and significant to turnover intention but the results of this study are different from research conducted by Wasposito (2014) which states that job satisfaction has a negative and significant effect on turnover intention.

Organizational commitment has a regression coefficient value of 0.531, t-statistic of 6.743 > t-table 1.611 with a significance level of 0.00 (<0.05). It's means that organizational commitment has a positive and significant effect on turnover intention. so it is concluded that H0 rejected and Ha accepted. The improvement of organizational commitment will improve the turnover intention of employee at PT Ima Montaz Sejahtera Lhokseumawe. The results of this study are supported by previous research conducted by Wahyono and Riyanto (2020) which explains that organizational commitment has a positive and significant effect on turnover intention. And in research conducted by Suhakim dan Badrianto (2021) stated that organizational commitment has a positive and significant effect on employee turnover intention.

CONCLUSION

Based on the results of the research and the results of the discussion that have been described, it can be concluded that, the results of the calculation of the variable Job satisfaction have a positive and significant effect on Employee Turnover Intention at PT. Ima Montaz Sejahtera Lhokseumawe. So it can be concluded that the increase in job satisfaction that occurs in employees will affect the decrease in the level of employee turnover intention. Test Results Organizational Commitment variable has a positive and significant effect on Employee Turnover Intention at PT. Ima Montaz Sejahtera Lhokseumawe. So it can be concluded that the increasing organizational commitment among given employees will affect the decrease in employee turnover rates.

For PT. Ima Montaz Sejahtera Lhokseumawe is expected to pay more attention to factors other than job satisfaction and organizational commitment outside of this research which can reduce the increase in employee turnover intention in the future. Future researchers are expected to further expand the scope of the research area and research location. In addition, it should add new variables to develop this research, such as financial compensation, burnout and work environment and

others.

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Appendices

Validity and Reliability Test

Variable	Items	r -statistic	Cronbach Alpha
Job Satisfaction	X1.1	,746**	0.897
	X1.2	,886**	
	X1.3	,952**	
	X1.4	,819**	
	X1.5	,825**	
Organizational Commitment	X2.1	,811**	0.836
	X2.2	,809**	
	X2.3	,786**	
	X2.4	,684**	
	X2.5	,798**	
Turnover intention	Y1.1	,568**	0.828
	Y1.2	,903**	
	Y1.3	,793**	
	Y1.4	,794**	
	Y1.5	,766**	

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

Coefficient of determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
,922 ^a	,851	,847	1,06555

F Statistic Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	626,906	2	313,453	276,074	.000 ^b
	Residual	110,134	97	1,135		
	Total	737,040	99			