

The Influence of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediator for Employees of PT. ABC Factory Unit

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Abstract

This study aims to see the effect of job satisfaction on turnover intention with organizational commitment as a mediator in the employees of PT ABC Factory Unit. This study uses statistical calculations of linear regression analysis, carried out on employees of PT ABC Factory Unit, totaling 60 employees. Based on the results of the normality test output, the Shapiro-Wilk significance results were obtained for turnover intention, job satisfaction, and organizational commitment of 0.165; 0.328; and 0.682 ($p > 0.05$), so that all data obtained can be said to be normally distributed. Then overall employee turnover intention is in the high category with a mean of 44.52; overall employee job satisfaction is in the medium category with a mean of 85.38; and overall employee organizational commitment is in the medium category with a mean of 46.67. Based on the research significance level of sig. 0.046 ($p < 0.05$) with this it can be said that H1 which states that there is an effect of job satisfaction on turnover intention is acceptable; research significance level of sig. 0.039 ($p < 0.05$) with this it can be said that H2 which states that there is an effect of organizational commitment on turnover intention can be accepted; research significance level of sig. 0.019 ($p < 0.05$) with this it can be said that H3 which states that there is an effect of organizational commitment on job satisfaction is acceptable; and based on the results of data analysis, the results show that organizational commitment mediates the effect of job satisfaction on turnover intention, so that it can be said that H4 is accepted.

Keywords Job Satisfaction, Turnover Intention, Organizational Commitment

INTRODUCTION

It is a public secret that human resources (HR) are an important factor in a company. Employees do not look for work that will only fulfill their economic needs but look for work that can give them inner satisfaction while working because it is human nature to have a desire to have a job that suits their abilities and hope to get satisfaction while working.

Job satisfaction is an affective or emotional response to various aspects or aspects of a person's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Indrasari, 2017).

PT ABC is a company that was founded in 2005 and has produced many handmade/handtufted carpets for customers throughout Indonesia. Even though it can be said to be a company that has been around for quite a long time, PT ABC is still developing and trying to improve its HR system.

During its eighteen years of existence, PT ABC has had 10 units operating to date and the unit that is the research site is the factory unit. Based on information from the HRD Manager of PT ABC Factory Unit, there is a quite crucial problem there, namely frequent



employee departures over the last few years where at least one employee leaves every month, so it can be said that the turnover that occurs is quite tall.

Job satisfaction is one of the factors that influences the level of turnover intention (Mobley, 2011), so it can be said to be related to turnover intention. This statement is supported by research conducted by Chen, Cheng, and Chien (2010) whose results show that there is a negative relationship between job satisfaction and turnover intention, where the more job satisfaction increases, the turnover intention decreases. Turnover intention is an employee's tendency or intention to quit their job voluntarily or move from one workplace to another according to their own choice (Mobley, 1986).

Another factor that influences turnover intention is organizational commitment. Factors that can make an employee who feels satisfied with their job will have the intention to leave the company (Mobley, 2011). Organizational commitment itself is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress (Luthans, 2006). Thus, organizational commitment is related to turnover intention. This is supported by research conducted by Amalia (2020) whose results state that organizational commitment (affective commitment, normative commitment, and sustainability commitment) has a negative effect on turnover intention.

In addition, organizational commitment is influenced by job satisfaction. According to Wibowo (2016) who believes that one of the factors that influences organizational commitment is job satisfaction. In this way, job satisfaction is also related to organizational commitment. This statement is supported by research conducted by Febriansyah and Puspitadewi (2021) whose results show a positive and linear relationship between job satisfaction and organizational commitment.

The research objectives are as follows: 1) To examine the influence of Job Satisfaction on Turnover Intention among PT ABC Factory Unit employees; 2) To test the effect of Organizational Commitment on Turnover Intention among PT ABC Factory Unit employees; 3) To test the effect of Organizational Commitment on Job Satisfaction among PT ABC Factory Unit employees; and 4) To test the effect of Job Satisfaction on Turnover Intention through Organizational Commitment as a mediator for PT ABC Factory Unit employees.

LITERATURE REVIEW

Turnover Intention

Turnover intention is the degree of attitudinal tendency possessed by employees to take a new job elsewhere (Dharma, 2013). Another opinion was expressed by Mobley (2011) who said that turnover intention is the intensity of the desire to leave the company, there are many reasons for this and one of them is the desire to get a better job. Apart from that, Mobley (2011) believes that the factors that influence turnover intention are individual factors, job satisfaction, and organizational commitment. Ajzen and Fishbein (in Pujiastuti,

2017), stated that the aspects of turnover intention are personal attitudes, subjective norms, and behavioral control.

Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his or her organization, so that it can be said that individuals who have high commitment are likely to see themselves as true members of the organization (Moorhead and Griffin, 2015). Another opinion expressed by Kaswan (2017) is that organizational commitment is a measure of an employee's willingness to stay with a company in the future. Meanwhile, according to Steers and Porter (2011), organizational commitment is a condition where employees are very interested in the goals, values and targets of their organization. McShane and Glinow (2010) argue about the factors that influence organizational commitment, namely justice and job satisfaction; job security; organizational understanding; employee involvement; and employee trust. Moyday, Porter, and Steers (in Rahmat, Anwar, and Bakar, 2022) argue regarding aspects of organizational commitment, namely employee trust and acceptance of the organization's goals and values; employee willingness to make efforts and be serious in order to achieve organizational goals; and employees have a great desire to be loyal to the organization.

Job satisfaction

According to Spector (2012) job satisfaction is an employee's evaluation of the overall quality of their current work, while Robbins (2002) believes that job satisfaction refers to the employee's general attitude towards the work they do. Employees with a high level of job satisfaction show a positive attitude towards the job, while employees who are dissatisfied with their job show a negative attitude towards the job. Spector (in Simatupang, 2019) stated aspects of job satisfaction, namely salary, promotion, supervision, additional benefits, awards, work procedures and regulations, co-workers, type of work, and communication.

Every human being has the desire to achieve satisfaction, including satisfaction at work. Job satisfaction indirectly plays a role in an organization because it can cause various things, one of which according to Davis and Newstrom (in Munandar, 2001) is that if job satisfaction is not fulfilled, it will gradually result in work strike behavior, high absenteeism and turnover. This statement is supported by Mobley (in Jessica and Suyasa, 2022) who says that employees who leave their jobs in a company begin with an employee feeling dissatisfied with the job they have, so that the employee will start to think several times about looking for alternatives and evaluate several alternatives that have been collected which will then be compared with the work he is currently undertaking. This is reinforced by Mobley's (2011) opinion regarding job satisfaction which is one of the causes of turnover intention.

Research conducted by Davis and Newstrom (in Robbins, 2006) states that job satisfaction is an individual thing and has different levels of feelings regarding the job. The results show that the higher the job satisfaction, the more positive feelings employees will have towards their work. Likewise, if employees do not have positive feelings towards their



work, they will have a low level of satisfaction. This is proven by Ivancevich's (2007) statement which states that the lower job satisfaction, the more comfortable job turnover intention will be or employees will look for job vacancies in new places.

Another factor that can influence turnover intention is organizational commitment, which is an attitude that reflects the extent to which an individual recognizes and is attached to their organization, so it can be said that individuals who have high commitment are likely to see themselves as true members of the organization (Moorhead and Griffin, 2015). This is supported by research conducted by Susilo and Satrya (2019) whose results show that organizational commitment has a negative and significant effect on turnover intention. Apart from that, research conducted by Bawana, Sholikhah, and Handaru (2021) shows that there is a negative and significant influence between organizational commitment and turnover intention.

Wibowo (2016) also stated that one of the factors that influences organizational commitment is job satisfaction. This is in line with the results of research conducted by Febriansyah and Puspitadewi (2021) whose results show that there is a positive and linear relationship between job satisfaction and organizational commitment. Apart from that, research conducted by Taurisa and Ratnawati (2012) also obtained results that there was a unidirectional influence between job satisfaction and organizational commitment. Employees will be committed to their place of work if their expected job satisfaction can be met by the company.

METHOD

This research uses four measuring instruments, namely the Job Satisfaction Scale adopted from Simatupang (2019), The Organizational Commitment Questionnaire (OCQ) adapted from Rahmat, Anwar, and Bakar (2022), and The Turnover Intention Scale adopted from Pujiastuti (2017). These three tools use a Likert scale with alternative answers, namely Strongly Agree/Agree (SS), Agree/Agree (S), Neutral (N), Disagree/Agree (TS), Strongly Disagree/Agree (STS).

Hypothesis testing is carried out using statistical regression analysis techniques. Apart from that, data analysis in this research was carried out using the JASP computer program version 0.17 for Windows.

RESULTS AND DISCUSSION

In the first hypothesis, the variable between job satisfaction and turnover intention found a sig value. <0.001 which is smaller than 0.05, with this it can be said that Ha1 which states that there is an influence of job satisfaction on turnover intention in PT ABC Factory Unit employees is acceptable.

In the second hypothesis, the variable organizational commitment and turnover intention found a sig value. <0.001 which is smaller than 0.05, with this it can be said that

Ha2 which states that there is an influence of organizational commitment on turnover intention in employees of PT ABC Factory Unit is acceptable.

In the third hypothesis, the variable organizational commitment and job satisfaction found a sig value. <0.001 which is smaller than 0.05, with this it can be said that Ha3 which states that there is an influence of organizational commitment on job satisfaction in PT ABC Factory Unit employees is acceptable.

In the third hypothesis between the job satisfaction variable on turnover intention and organizational commitment as a mediator, a standardized estimate value in the direct effects section was found to be -0.006 with a significance of <0.001 ($p < 0.05$) and a standardized estimate in the indirect effects section was 0.003 with a significance of 0.047 ($p < 0.05$), so it can be said that organizational commitment can be a mediator between job satisfaction and turnover intention. Apart from that, the total effects section is the sum of direct effects and indirect effects, so the estimated result is -0.003.

The R Square value obtained is 0.018, which means that 1.8% of the job satisfaction and organizational commitment variables contribute to explaining turnover intention. Meanwhile, the remaining 98.2% concerns contributions from other factors not included in this research. In addition, the results obtained from the contribution of job satisfaction to organizational commitment provided the largest contribution of 3.1%.

Based on the research results, there is an influence between job satisfaction on turnover intention and organizational commitment as a mediator. Apart from that, the level of turnover intention among PT ABC Unit Factory employees is in the high category. These results are in line with research conducted by Tiara and Amri (2017); Candra and Riana (2017); and Wibawa and Putra (2015) whose results show that if organizational commitment is high, employee job satisfaction will certainly be high and thus their desire to leave the company will be lower.

The employees of PT ABC Factory Unit have job satisfaction in the medium but close to low category. The results show that job satisfaction influences employee turnover intention. These results are in line with research conducted by Fitri (2018) which shows that job satisfaction has a negative effect on turnover intention with a value of $(\beta) -0.575$ ($p < 0.001$), which means that the better the employee's job satisfaction, the lower the employee's turnover intention.

The employees of PT ABC Factory Unit have organizational commitment in the medium category. The results show that organizational commitment influences employee turnover intention. These results are in line with research conducted by Fitri (2018) which shows that organizational commitment has a negative effect on turnover intention with a value of $(\beta) -0.614$ ($p < 0.001$), which means that the better the employee's organizational commitment, the lower the employee's turnover intention.

Apart from that, based on the results of the data analysis that has been carried out, obtaining job satisfaction results has an effect on organizational commitment. These results are in line with research conducted by Antari (2019) and Febriansyah and Puspitadewi (2021) whose results show that job satisfaction has a positive effect on organizational



commitment, which means that the better the employee's job satisfaction, the higher the employee's organizational commitment.

CLOSING

Conclusion

1. Job Satisfaction influences Turnover Intention of PT ABC Factory Unit employees.
2. Organizational Commitment influences Turnover Intention among PT ABC Factory Unit employees.
3. Organizational Commitment influences Job Satisfaction among PT ABC Factory Unit employees.
4. Job Satisfaction influences Turnover Intention through Organizational Commitment as a mediator for PT ABC Factory Unit employees.

Implications

1. Job satisfaction is an employee's evaluation of the overall quality of his current job. Job satisfaction has a significant influence on employee turnover intention and organizational commitment.
2. Organizational commitment is a measure of an employee's willingness to stay with a company in the future. Organizational commitment has a significant influence on employee turnover intention.
3. Organizational commitment is able to be a mediator between job satisfaction and employee turnover intention.
4. There are other factors that were not researched and are not described in this research, so they can be evaluated so that organizational and employee effectiveness can achieve optimal performance.

Theoretical Suggestions

Further research is needed to find out other factors that can influence turnover intention, so as to increase organizational effectiveness with the aim of enriching knowledge in the field of industrial and organizational psychology.

Practical Advice

For Employees

Based on research that has been conducted, employees are advised to increase job satisfaction in ways such as managing stress well at work, accepting responsibility according to their abilities, and not comparing workloads between departments. Apart from that, employees are advised to increase organizational commitment in ways such as being able to communicate disagreements regarding the goals the company will achieve, eliminating the stigma of fear of failure, and implementing a positive work culture among fellow employees.

In this way, it is hoped that employees will feel more satisfied with their work, so that they can increase their commitment to the company and reduce their turnover intention.

For Companies

Based on the research that has been conducted, companies are advised to provide self-development training for employees, create a positive work environment with a culture of collaboration and recognition of achievements, ensure transparency of policies and decision processes, provide flexibility in work arrangements, encourage inspirational transformational leadership, carry out surveys regular job satisfaction, offering employee wellness programs including mental health support, giving employees significant responsibility, and providing regular feedback and recognition. In this way, it can increase employee job satisfaction and increase employee commitment to the company, thereby reducing turnover intention experienced by employees.

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