



THE EFFECT OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON TURNOVER INTENTIONS

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Abstract: Employee turnover can create instability and uncertainty in the condition of employees, as well as an increase in recruitment costs. Therefore, a company is required to be able to retain its employees, such as being able to provide proper compensation and understand the things that can make its employees survive to keep working without reducing the overall performance of the company. This study intends to determine the effect of organizational commitment and job satisfaction on turnover intentions both independently and simultaneously. The research method used in this research is the descriptive quantitative method. The data analysis technique uses classical assumption test, and multiple linear regression analysis, while hypothesis testing uses partial test and simultaneous test. The results showed that organizational commitment and job satisfaction on turnover intentions. Simultaneously organizational commitment and job satisfaction on turnover intentions. The magnitude of the coefficient of determination of 0.67 means that the ability of the organizational commitment variable and job satisfaction to explain its influence on the turnover intention variable is 67%. While the remaining 33% is influenced by other independent variables not examined in this study such as work stress, conflict, compensation, and others. The conclusion states that partially and simultaneously, organizational commitment and job satisfaction affect turnover intentions.

Keywords: Job satisfaction; Organizational commitment; Turnover intentions

INTRODUCTION

A high employee turnover rate is a measure that is often used as a symptom of a fundamental problem in the organization. Employee turnover can create instability and uncertainty in the condition of employees, as well as an increase in recruitment costs. Therefore, a company is required to be able to retain its employees, such as being able to provide proper compensation and understand the things that can make its employees survive to keep working without reducing the overall performance of the company.

The object of research in this research is PT. Alfo Citra Abadi, this company is engaged in the activity of distributing aluminum bars intended for industry, households, and construction and producing finished goods for households (furniture, various types of stairs, doors, windows, and so on). The interests of PT. Alfo Citra Abadi for its very large human resources requires the company to be able to control its human resources well. Human resource control is the company's obligation to realize the organization's goals, but the initial survey found high employee turnover which can be seen in the following table:



Table 1. Data on the number of employees leaving PT. Alfo Citra Abadi

Year	Quantity Employees	Number of Employees Entering	Number of Employees Out
2016	241	29	32
2017	238	30	33
2018	235	29	34
2019	230	28	32
2020	226	31	30
Average turnover percentage			1,37%

Source: PT. Alfo Citra Abadi (2021)

The proportion of the number of organizational members who voluntarily (voluntary) and non-voluntary leave the organization within a certain period is generally stated in one year, turnover should not be more than 10%, (Priansa, 2016). Based on data on the number of employees leaving PT Alfo Citra Abadi for the last five years, it can be seen that the employee turnover rate is quite high. The turnover rate from 2016–to 2021 does not exceed 10%. The average employee turnover rate for 2016–2021 is 1.37%. Based on the results of interviews with PT. Alfo Citra Abadi, that employees leave because they feel dissatisfied and then think about leaving the job to get a new atmosphere and experience in another place, accompanied by a better alternative job.

The negative effect that arises from employee turnover is an increase in recruitment costs, hiring new employees, assimilation, training, and other administrative costs. Meanwhile, other effects are worse communication and disruptions in productivity. The turnover that occurs is detrimental to the company in terms of costs, resources, and employee motivation. The turnover that occurs means the company loses several workers. The high level of employee turnover is thought to be related to organizational commitment and job satisfaction.

Organizational commitment is the feeling and attitude of employees towards the company and has a tangible form in the form of an individual decision to continue to join the organization, and with full awareness of accepting the company's goals and making the best contribution to the progress of the company. Employee attitudes are reflected through the willingness and willingness of employees to always try to be part of the organization and their strong desire to survive in the organization. The results of observations found problems related to organizational commitment, which can be seen from the following data:



Table 2. The commitment of PT. Alfo Citra Abadi Towards Employees

Commitment	Realization	Explanation from the Company
Salary will increase after employees work for 3 months	There is no increase in salary after the employee has worked for 3 months, the salary increase is made in the 6th month of the employee working, sometimes after 1 year of work	There is no increase as a result of decreased employee performance so the company's income decreases
High-performing employees will occupy higher positions	There is no increase in position, employees occupying positions are only based on kinship or closeness of the leadership with subordinates	There was no increase in positions because the company considered that there were no suitable employees to occupy higher positions
if sales exceed the target, the company is committed to providing bonuses	The company does not provide bonuses under commitments	Bonuses are not given because the profits earned are used to develop the company

Source: PT. Alfo Citra Abadi (2021)

From Table 2 it can be seen that the company did not keep the agreed commitments. The company is committed to increasing salaries after employees have worked for 3 months, but this was not carried out because the company assessed that employee performance had decreased so that the company's income was reduced. The Company is committed to outstanding employees occupying higher positions, but the realization of this commitment is not carried out because there are no suitable employees to occupy higher positions. The company is committed to giving bonuses if the sales target is achieved, in reality, there is no bonus given because the profits earned by the company will be used to further develop the company.

Job satisfaction is a positive feeling in a job, which is the impact/result of the evaluation of various aspects of the job. So job satisfaction is a reflection of the positive emotional state of employees towards their work and work environment. Job satisfaction is related to the work situation, cooperation between employees, rewards, and other factors. Someone satisfied will have a positive attitude with his work so that it can spur work discipline to be good. When a person feels satisfaction at work, of course, he will try as much as possible with all his abilities to complete his work assignments, thus employee performance will increase optimally.

Job satisfaction problems at PT. Alfo Citra Abadi due to the large number of jobs that must be completed has an impact on indefinite over time so that many employees are forced to work, while salary as one of the factors that can increase job satisfaction has not been able to meet the needs of employees' lives. This condition causes a high level of employee absenteeism as shown in the following table:



Table 3. Employee Attendance Data from January-December 2020

Month	Working days	Number of employees	Total working days	absenteeism			Total employee absenteeism	Percentage Presence
				absent	permission	sick		
January	24	230	5520	48	51	59	158	97,14%
February	24	230	5520	69	44	62	175	96,83%
March	25	230	5750	56	51	43	150	97,39%
April	22	230	5060	63	68	65	196	96,13%
May	25	230	5750	59	44	56	159	97,23%
June	24	230	5520	48	52	64	164	97,03%
July	20	226	4520	74	71	87	232	94,87%
August	26	226	5876	76	77	72	225	96,17%
September	24	226	5424	62	73	81	216	96,02%
October	26	226	5876	61	53	58	172	97,07%
November	24	226	5424	57	58	75	190	96,50%
December	23	226	5198	63	59	71	193	96,29%
Average attendance								96,56%
Average absenteeism								3,44%

Source: PT. Alfo Citra Abadi (2021)

The average attendance of 2-3 percent per month can still be declared good and absenteeism of more than 3 percent indicates poor morale in a company (Mahrizal, 2019). Based on Table 3, it can be seen that from January to December 2020 the percentage of employee absenteeism due to illness, permission, and absence fluctuated, with the highest peak of absenteeism occurring in July 2020, whereas many as 5.13% of employees were absent for work and the lowest was in March 2020 as much as 2.61%, with an average absence during 2020 of 3.44%. Based on employee attendance data, it can be concluded that the employee attendance rate of PT. Alfo Citra Abadi is quite high, this of course will result in hampering the company's activities.

The phenomenon of the problem above is the background for researchers to find out more by taking the title of this study, namely "The Effect of Organizational Commitment and Job Satisfaction on Turnover Intentions". The purpose of this research is: (1) To analyze the impact of organizational commitment on Turnover Intentions at PT. Alfo Citra Abadi; (2) To analyze the impact of job satisfaction on Turnover Intentions at PT. Alfo Citra Abadi; (3) To analyze the impact of organizational commitment and job satisfaction simultaneously on Turnover Intentions at PT. Alfo Citra Abadi.

According to Tewal et al. (2017), Organizational commitment is the degree to which an employee sided with a particular organization and its goals and the desire to maintain membership in the organization. Hernawaty, (2017) explained that commitment is a psychological bond between employees in the organization which is characterized by the presence of strong belief and acceptance of the goals and values of the organization, the desire to strive to achieve the interests of the organization, and a strong desire to maintain position as a member of the organization. Fadiyanti (2017) added that organizational members who have high organizational commitment will maintain their existence in an organization. Indicators of organizational commitment are: (1) A strong desire to become a member of the organization; (2) Willingness to use greater effort for the benefit of the organization; (3) Definite belief and acceptance of the values and goals of the organization (Widyanti, 2019).



According to Ansory & Meithiana, (2018), Job satisfaction is an individual's attitude toward the suitability, abilities, and expectations of his work. Satisfaction for employees is very necessary because job satisfaction will increase productivity. The existence of dissatisfaction with employees at work will have unfavorable consequences for both the company and the employees themselves. According to Robin & Robet, (2019), there are three generally accepted dimensions of job satisfaction. First, job satisfaction is an emotional response to work situations. Second, job satisfaction is often determined by how well the results meet or exceed expectations. Third, job satisfaction represents several related attitudes. Hendy (2020) explained that job satisfaction is something that needs to be considered in increasing employee productivity. Because employees who have high job satisfaction will try their best to achieve the vision and mission of the foundation. Job satisfaction is related to variables such as turnover, rate of absence from work, age, level of work, and the size of the company's organization (Mangkunegara, 2018).

Turnover Intentions are the willingness of employees to leave the company consciously to get a better job (Khomaryah, 2020). The indicator used as a parameter of turnover intentions is the intention to quit (thoughts of quitting). Intention to leave (intention to quit), the intention to get another job (intention to search for another job) (Setyawati & Setyawati, 2021).

METHODS

The method used in this research is the descriptive quantitative method. By using the research method, it is known that there are substantial interactions between the observed variables so that conclusions will clarify the picture of the object under study. The population in this study were employees of PT. Alfo Citra Abadi totaling 226 people. The sampling technique in this research used the Slovin formula which resulted in a sample of 145 people. The data analysis technique used multiple linear regression analysis, whereas previously the classical assumption test consisted of normality, multicollinearity, and heteroscedasticity. Conclusions on the hypothesis were drawn using a t-test and F-test at a significant level of 5%, determination test was used to determine the ability of the independent variable to explain the dependent variable.

The results of research by Ansori (2021)) and Jaya & Widiastini (2021) state that job satisfaction and organizational commitment affect employee turnover intention. This means that the higher the job satisfaction, the lower the employee's turnover intention. Likewise with organizational commitment, where the higher the employee's organizational commitment to the company, the lower the level of turnover intention. The same thing according to Tampubolon & Sagala (2020) if employees have a high level of job satisfaction and work commitment, the effect on the level of turnover intention will be lower, and vice versa if the level of job satisfaction and work commitment of employees is low, the result will be increased turnover intention to the company.

Based on the description above, it can be concluded that organizational commitment and employee satisfaction affect turnover intentions, which are described in a conceptual framework as follows:

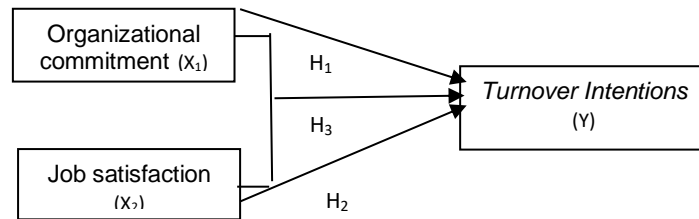


Figure 1. Conceptual Framework

Source: Data processed from research results (2021)

RESULTS AND DISCUSSION

Classic Assumption Testing

The data normality test aims to determine the distribution of the data in the variables to be used following or approaching the normal distribution. There are two ways to observe whether the residuals are normally distributed or not, namely:

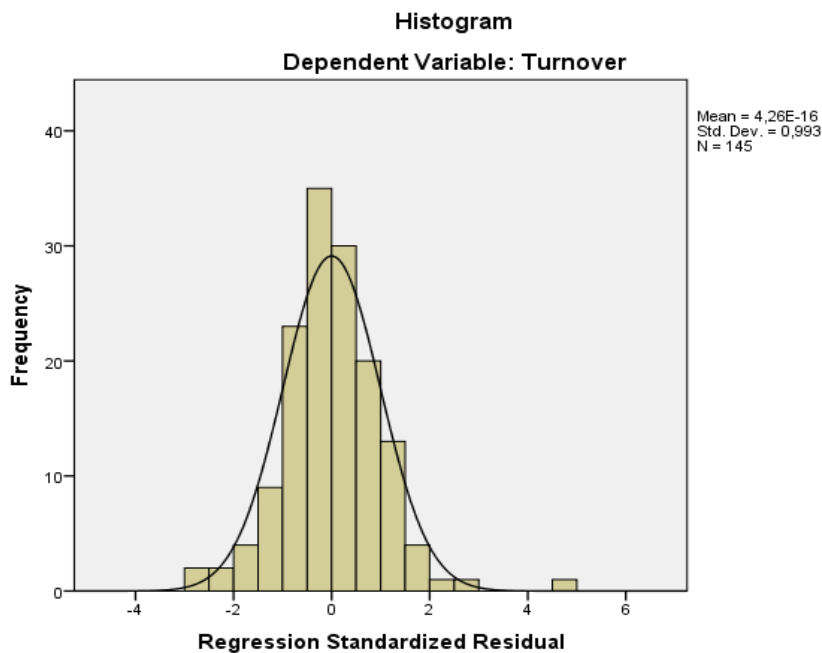


Figure 2. Histogram Graph

Source: Data processed from research results (2021)

The histogram graph shown in Figure 2 above proves the shape of a curve with a left and right skew that is balanced, neither skewed to the left nor the right.

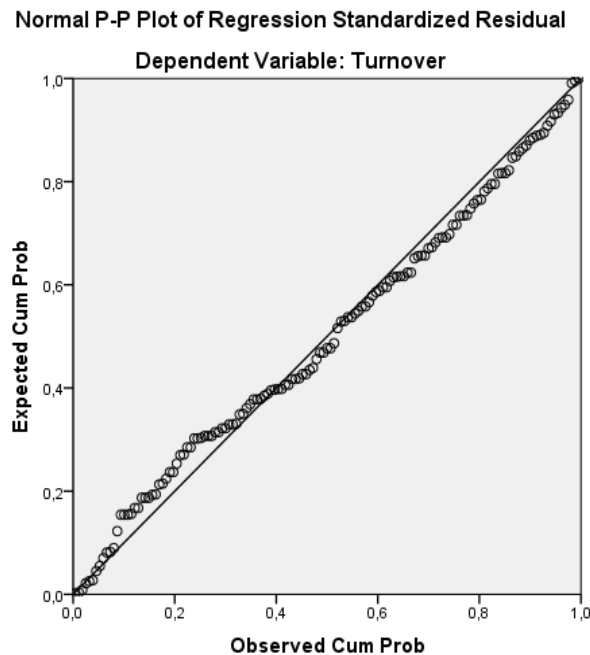


Figure 3. P-P Plot Graph

Source: Data processed from research results (2021)

The data is spread around the diagonal line and follows the diagonal line. So from the picture, it can be concluded that the residuals in the regression model are normally distributed.

Table 4. One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		145
Normal	Mean	,0000000
Parameters ^{a,b}	Std. Deviation	1,31286239
Most Extreme	Absolute	,066
Differences	Positive	,045
	Negative	-,066
Test Statistic		,066
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Source: Data processed from research results (2021)

The table above found a significance value of 0.200 and the value mentioned above requires a significance value of 0.05, it can be concluded that the data in the study were normally distributed. Then a multicollinearity test is needed to find out whether there are independent variables that have similarities with other independent variables in one model. The results of the multicollinearity test can be shown in the following table:

Table 5. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
organizational commitment	,881	1,136
job satisfaction	,881	1,136

Source: Data processed from research results (2021)

Based on Table 5 above, the tolerance value for the organizational commitment and job satisfaction variables is 0.881 and the VIF value is 1.136 < 10 so it can be concluded that the independent variable is free from multicollinearity. Next, the heteroscedasticity test is a test that assesses whether there is an inequality of variance from the residuals for all observations in the linear regression model. The following are the results of the heteroscedasticity test using a scatterplot graph:

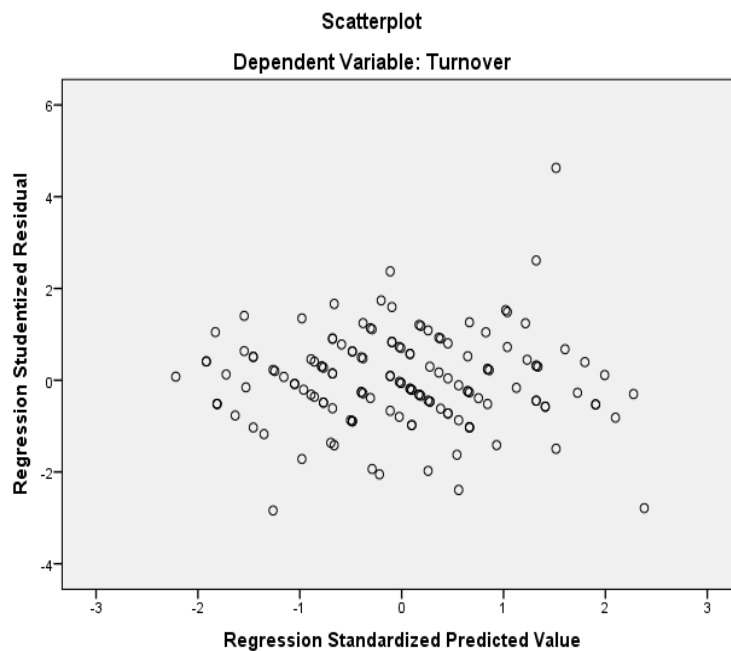


Figure 4. Graph of Heteroscedasticity Test Results
 Source: Data processed from research results (2021)

Based on Figure 4. above, the scatterplot graph explains that the data is spread above and below the number 0 on the Y-axis and there is no specific model of the distribution of the data, which means it is free from heteroscedasticity, so the regression model is appropriate to use to estimate Turnover Intentions based on variables. which influence it, namely: Organizational Commitment and Job Satisfaction.

In addition to using a graph, a heteroscedasticity test can also be found using the Glejser test. The Glejser test is carried out by regressing the independent variable with the absolute residual value. If the significant value between the independent variable and absolute residual > 0.05, then there is no heteroscedasticity.



Table 6. Glejser Test Results

Model	t	Sig.
1 (Constant)	,380	,705
organizational commitment	1,929	,076
job satisfaction	-,313	,755

Source: Data processed from research results (2021)

Table 6 above shows the results of the Glejser test with the significance level of the Organizational Commitment variable of 0.076, and the job satisfaction variable of 0.755 > 0.05, which means that it is free from heteroscedasticity.

Multiple Linear Regression Analysis

Multiple Linear Regression Analysis intends to determine the magnitude of the effect of Organizational Commitment and Job Satisfaction on Turnover Intentions. The results of multiple linear regression analysis can be seen in the table below:

Table 7. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1,808	,850	
organizational commitment	,535	,046	,590
job satisfaction	,367	,047	,402

Source: Data processed from research results (2021)

Based on Table 7 above, the Multiple Linear Regression Equations in this study are:

$$\text{Turnover Intentions} = 1,808 + 0,535 \text{ Organizational Commitment} + 0,367 \text{ Job Satisfaction}$$

From these equations it can be explained as follows: (1) Constant (a): The constant value of 1.808 explains, if the variables of Organizational Commitment and Job Satisfaction are 0, then Turnover Intentions are worth 1.808; (2) Organizational Commitment Regression Coefficient (X_1): The organizational Commitment variable has a positive impact on Turnover Intentions with a regression coefficient of 0.535, which means that if the Organizational Commitment variable is increased by one unit, then Turnover Intentions will increase by 0.535 provided that the variable Job satisfaction is fixed (0); (3) Regression coefficient Job satisfaction (X_2): Job satisfaction variable has a positive impact on Turnover Intentions with a regression coefficient of 0.367, which means that if the Job satisfaction variable increases by one unit, then Turnover Intentions will increase by 0.367 provided that the Commitment variable is fixed (0).

Hypothesis Testing

The t-test is used to find out whether or not there is an impact of each independent variable on the dependent variable with a significance level of 5%. Partial test results can be seen in the following table:



Table 8. Partial Test Results (t-test)

Model	t	Sig.
1 (Constant)	2,127	,035
organizational commitment	11,569	,000
job satisfaction	7,874	,000

Source: Data processed from research results (2021)

Based on table 8 above, it can be explained: (1) Organizational commitment: from the results of individual estimates, it is found that the organizational commitment variable has a value of $t_{count} > t_{table}$ ($11,569 > 1,97681$) with a significance level of $0.000 < 0.05$, which means that organizational commitment has an impact on Turnover Intentions of PT. Alfo Citra Abadi Medan, thus the hypothesis is accepted (H1 is accepted); (2) Job satisfaction: from the results of individual estimates, it is found that the job satisfaction variable has a value of $t_{count} > t_{table}$ ($7.874 > 1.97681$) with a significance level of $0.000 < 0.05$, which means: Job satisfaction has an impact on Turnover Intentions PT. Alfo Citra Abadi Medan, thus the hypothesis is accepted (H2 is accepted). Meanwhile, the F test is used to show whether the independent variables together influence the dependent variable. Simultaneous test results can be seen in the following table:

Table 9. Simultaneous Test Results (Test F)

Model		ANOVA ^a				Sig.
		Sum of Squares	df	Mean Square	F	
1	Regression	513,635	2	256,817	146,931	,000 ^b
	Residual	248,200	142	1,748		
	Total	761,834	144			

a. Dependent Variable: Turnover Intentions

Source: Data processed from research results (2021)

Based on Table 9 above, shows the value of $F_{count} > F_{table}$ ($146.931 > 3.06$) and a meaningful price of $0.000 < 0.05$, which concludes that the Organizational Commitment and Job Satisfaction variables together have an effect on Turnover Intentions at PT. Alfo Citra Abadi, thus the hypothesis is accepted (H3 is accepted). The coefficient of determination (R^2) test can be used to estimate how big the role of the independent variable is in explaining the dependent variable. The results of the coefficient of determination test (R^2) can be seen in the table below:

Table 10. Determinant Coefficient Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,821 ^a	,674	,670	1,32208

a. Predictors: (Constant), Job satisfaction, Organizational commitment

b. Dependent Variable: Turnover Intentions

Source: Data processed from research results (2021)



The results of the research found that the Adjusted R Square value was 0.670, which was significant. The ability of the Organizational Commitment and Job satisfaction variables to explain Turnover Intentions is 0.670 or 67.0%, the remaining 33.0% is explained by variables not observed in this research such as rewards, work stress, work conflict, and others.

The results of the individual test found that organizational commitment had an impact on turnover intentions at PT. Alfo Citra Abadi, with the value of the partial test results, obtained the t_{count} value of the organizational commitment variable (X_1) is 11.569 and t_{table} is -1.97681 so that $t_{count} > t_{table}$ ($11.569 > 1.97681$), or sig value for the organizational commitment variable (X_1) ($0.000 < (0.05)$).

The results of the observation of the hypothesis (H2) found that job satisfaction has an impact on turnover intentions. The results of data processing found the t_{count} value of 7.874 with a significance level of $0.000 < 0.05$, which means accepting H2 and rejecting H_0 . This test statistically proves that job satisfaction has a significant effect on turnover intentions. This means that there is an influence between job satisfaction variables on turnover intentions at PT Alfo Citra Abadi.

The results of the simultaneous hypothesis testing for the variables of organizational commitment and job satisfaction on turnover intentions found that the F_{count} value was 146.931 with a significance value of 0.000 while F_{table} was 3.06 with a significance level of 0.05. Thus, the conclusion is $F_{count} > F_{table}$ which is $146.931 > 3.06$ then the decision is H_0 is rejected and H_3 is accepted, meaning that the variables of organizational commitment and job satisfaction simultaneously have a significant impact on turnover intentions at PT Alfo Citra Abadi.

While the percentage of the ability of the organizational commitment and job satisfaction variables to explain the turnover intentions variable, the results obtained are 0.670, which means that 67.0% of turnover intentions are explained by organizational commitment and job satisfaction, the remaining 33.0% is explained by other variables not disclosed in this study, such as rewards, work stress, work conflict, and others.

CONCLUSION

The results of the research and discussion that have been described previously, the results obtained independently of organizational commitment have a significant positive impact on turnover intentions. The second result of the study is that job satisfaction has a significant positive impact on turnover intentions and the final result of this study is that simultaneously organizational commitment and job satisfaction also have a significant impact on turnover intentions at PT. Alfo Citra Abadi.

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