

Analysis Of The Influence Of Job Satisfaction And Organizational Commitment On Turnover Intention In PT. Hadji Kalla Toyota Palopo Branch

Fitrahayu¹, Muh. Idrus Taba², Haeriah Hakim³

¹*Master of Management, Faculty of Economics and Business, Hasanuddin University*

²*Faculty of Economics and Business, Hasanuddin University*

³*Faculty of Economics and Business, Hasanuddin University*

Abstract

The ultimate goal of this research is to analyze the effect of job satisfaction and organizational commitment on turnover intention partially. 68 employees were sampled in this study. Quantitative research, with collection techniques using survey methods by distributing questionnaires that have been tested using validity and reliability tests and data analysis using multiple regression. This observation results in job satisfaction at PT Hadji Kalla Toyota Palopo Branch having an (-) and significant effect on turnover intention, so that organizational commitment has an effect on (+) but not too strong on turnover intention. Then job satisfaction and organizational commitment together have a significant influence on turnover intention.

Keywords: *Job Satisfaction, Organizational Commitment, and Turnover Intention.*

Copyright (c) 2023 Fitrahayu

✉ Corresponding author : Fitrahayu

Email Address : fitrahayu150299@gmail.com

INTRODUCTION

The existence of increasingly fierce competition between organizations has led to rapid business progress. In order to be able to fight against competitors, the organization seeks to always be ready to have good skills so that it can face various challenges in the future for the survival of the company. Human capital is referred to as "Human Capital" which places human resource capital (HR) (Shabrina & Prasetyo, 2018).

One of the most important problems facing modern man is the deliberate turnover of resources. (Susanti & Palupiningdyah, 2016) The impact on turnover intention can disrupt organizational work activities as a whole. (Kusumanegara et al., 2018) claim that turnover intention is the threshold or seriousness of wanting to stop in an organization with full hope of getting a project that meets expectations. A sign that someone is serious about pursuing their own goals in their work is part of turnover intention. Evaluation of individual results in turnover intention towards the company's long-term relationship with organizations that have not been included in the formal evaluation process will instead have an impact (-) on the company.

According to the data, the factors that influence turnover intention in a company are job satisfaction. One's pleasure (job satisfaction) is a crucial factor that gets attention in the field of HR management and leadership in the organization.

According to (Khofifa et al., 2022) job satisfaction is the (+) style of employees towards all work, which is based on an evaluation of the work atmosphere. When the pressure of job satisfaction increases, turnover intention will result in (-) for the company. Someone who wants to leave the company starts with employee loyalty which is triggered by employee dissatisfaction with himself and the low commitment of employees in attracting individuals to the organization.

Basically, organizational commitment also affects the presence of turnover intention in a company. Organizational commitment is defined as the goals of the organization and having expectations to remain in the organization where the level of trust and acceptance of the workforce is getting better (Mathis and Jackson, 2009:99) .

Employees need to demonstrate a high sense of organizational commitment while working to advance organizational goals. Employees compete because of organizational commitment which is the strength of individualism and its manifestation in certain organizations (Grego-Planer, 2019). Actions are taken to identify employee indifference or to determine whether there is no feeling about the employee's job in the sense of avoiding indifference (Rachman et.al. 2023).

Job Satisfaction

(Żerebecki & Oprea, 2022) job satisfaction is the main characteristic of the work they do, one's work in the work environment and emotional stability at work. (Rinny et al., 2022) job satisfaction is the level at which people find jobs they like. Meanwhile (Rahayu et al., 2019) claims that job satisfaction is the perception of whether something is fun or not while working.

Luthans (2006: 243), argues that there are five parameters that need to be considered in measuring job satisfaction, including:

1. Satisfaction With The Work Itself

This happens when a person receives encouragement from his superiors to study according to his goals and encouragement to be assertive or in other words, provides an opportunity to be responsible. Characteristics and complexity of work, personality, and job satisfaction are interrelated, and a creative person's work ethic will eventually turn satisfied (Yoghan et.al, 2020)

2. Satisfaction with Salary

Money generally assists people in meeting their basic needs, but it also provides the means for them to satisfy their needs on a larger level. Employees see salary as a reflection of how management monitors and how involved they are with the company.

3. Satisfaction With Promotions

The desire to advance in an organization is very large. In addition, it affects the level of one's satisfaction. A positive workplace and a desire to achieve intellectual maturity and broaden skills and master the basics are more urgent than promotion efforts.

4. Satisfaction with superiors

Depends on the ability of the leadership to provide technical assistance and operational security. There are two types of leadership styles that can increase job satisfaction. The first focuses on employees by using personal information on employees, such as providing a financially secure residence to improve communication, and identifying some of the best activities for employees. Second is the climate of participation or influence in decision making that can make employees

able to work. In general, these two dimensions have an influence on job satisfaction in the company.

5. *Satisfaction with co-workers*

Shows how many colleagues are there to contribute and provide technical and social support at work. Cooperative co-workers are a humble source of job satisfaction for employees in personality. Work groups, especially task teams, serve as a source of support, advisor, and one that provides assistance to individuals.

Organizational Commitment

Organizational commitment is more focused on individual psychology through organizations or companies, including work involvement, loyalty, and beliefs, which focus on organizational values (Guzeller & Celiker, 2019). According to Rahayu et al., (2019) defines "organizational commitment as a certain psychological construct with characteristics of interpersonal relationships within a company as well as involvement in individual desires will continue their involvement in a particular company. Organizational commitment is defined as the process of employees devoting themselves to activities tirelessly to support the achievement of company goals for the results they get will have a sense of loyalty, at a certain stage to communicate their feelings towards the organization (Pratama et al., 2022).

To measure the organizational commitment variable, three parameters are used according to (Ridwan et al., 2020), namely:

1. *Affective Commitment*, feelings of anger in relation to the company and moral judgments in the context of beliefs and knowledge.
2. *Continuance Commitment*, is the economic value that is directed to live within an organization instead of destroying it with economic value.
3. *Normative Commitment*, i is defined as a person's burden to remain a member in a company because of moral principles. Furthermore, related to this commitment, it is important to continue to carry out activities in certain companies.

Turnover Intention

According to (Mahmudah, 2022) argues that turnover intention is where an activist has the potential to quit his organization and harm himself as a result. (Wahyono & Riyanto, 2020) explains that turnover intention is a picture of a signal to track projects in other zones, with ambitions to quit certain companies. (Erat et al., 2017) Turnover intention is the intention made and expressed by someone to withdraw from the job.

(Khotimah et al., 2019) argues that there are three parameters for measuring turnover intention, including:

1. *The desire to get out*: Employees who intend to leave work will be seen from their attitude while working. Before a member or employee leaves the company, there are periods of increased absenteeism and absenteeism, and, eventually, the desire to leave an organization arises.
2. *Intention to find another job*: employees begin to desire to get another job in the hope of getting a better job, although they often feel anxious when looking for work outside the company.
3. *Thoughts of quitting*: employees will be aware of the risks to their financial security and well-being before deciding to continue working at their current location or continue to leave their job.

The Relationship between Job Satisfaction and Turnover Intention

Research on job satisfaction variables with turnover intention, with various different investigation objects, including hospitals, manufacturing companies, educational institutions. This variable has been used by other countries, including Turkey, Taiwan, Indonesia, Malaysia, Pakistan. Previously carried out by (Alam & Asim, 2019; Asriani & Riyanto, 2020; Hardianto et al., 2019; Widyantara & Ardana, 2015). From the findings of previous research that job satisfaction has a (-) and significant effect on turnover intention. The hypothesis for this case is:

Ha: X1 (Job Satisfaction) has a (-) and significant effect on Y (turnover intention)

The Relationship between Organizational Commitment and Turnover Intention

Research on the variable organizational commitment to turnover intention, with various different research objects, including hospitals, manufacturing companies, and educational institutions. Previously carried out by (Muhtarim et al., 2017) resulted in organizational commitment having a weak (+) effect on turnover intention. As a result the hypothesis in this paper is:

Ho: X1 (Job Satisfaction) has an effect (+) but not too strong on Y (turnover intention)

METHODS

Location and Research Design

Pre research was conducted at PT. Hadji Kalla Toyota Palopo Branch which is engaged in automotive parts. The approach model used is an associative approach. Research using the SPSS program was carried out for data analysis with multiple linear regression.

Population and Sample

PT employees Hadji Kalla Toyoto, Palopo Branch, was entirely used as the population in this study, namely as many as 68 respondents. The technique used for sampling is saturated sampling technique because the size of the population used as a sample is very small.

Data Collection

The data used is quantitative data. In this study using primary data, namely data collection obtained directly by researchers through questionnaires. The collection technique uses the survey method by distributing questionnaires. The type of data measurement scale used is the Likert scale.

RESULTS AND DISCUSSION

Factors that Influence Consumer Behavior are measured on the basis of 4 indicators, namely Cultural Factors, Social Factors, Personal Factors, Psychological Factors, therefore an analysis of variable X indicators using the SPSS application version 20.0 and data that is managed or processed based on the data obtained.

Characteristics of Respondent

The description of the characteristics of the respondents to the form of the research object which provides research results regarding the analysis of the effect of job satisfaction and organizational commitment on turnover intention. Based on data

collected from 68 questionnaires distributed to 68 research respondents, information was obtained.

Category of Respondents Based on Gender

The following table shows the gender classification of respondents at PT Hadji Kalla Toyota, Palopo Branch, which can be seen below:

Table 1: Category Respondent Based on Gender

No	Gender	Amount	Percentage %
1	Man	53	77,94%
2	Woman	15	22,06%
Total		68	100%

Source: data processed by SPSS, 2023

Table 2 shows that of the 68 respondents, the majority were male sex enthusiasts as many as 68 respondent with a percentage of 77.94% then female sex enthusiasts were 15 respondent with a percentage of 22.06%. It can be concluded that there are more male respondents than female respondents who work for the company.

Category of Respondents Based on Age

The following table shows the age classification of the respondents which can be seen below:

Table 2: Category of Respondents by Age

No	Age (Years)	Amount	Percentage %
1	20-30	45	66,17%
2	31-40	15	22,06%
3	41-50	6	8,83%
4	>50	2	2,94%
Total		68	100%

Source: data processed by SPSS, 2023

Sourced from table 3, the age group of the most respondents is between the ages of 21-30 years, which is around 45 respondent with a proportion of 66.17%, this indicates that employees at PT Hadji Kalla Toyota Palopo Branch tend to be in the younger age group which is more profitable. For the second place followed by the age group of 31-40 years around 15 respondent with a proportion of 22.06%. The third order is 41-50 years old with 6 respondent with a total percentage of 8.83% and the next order is 50< years with 2 people with a total percentage of 2.94%.

Category of Respondents Based on Last Education

The following table shows the last post-school education response categorization which can be seen in the table below:

Table 3 Category Respondent Based on Last Education

No	Last education	Amount	Percentage %
1	SMA	26	38,23 %
2	D3 (Diploma)	8	11,76 %
3	S1	32	47,06 %
4	S2	2	2,95 %
Total		68	100%

Source: data processed by SPSS, 2023

Sourced from table 4 above, the high school education level category is about 26 respondent with a percentage of 38.23%, D3 is around 8 people with a profitability of 11.76%, S1 is around 32 people so it is profitable 47.06%, while S2 is 2 respondent with a percentage of 2, 95%.

Research Instrument Test

The research instrument (questionnaire) needed in this paper is a list of questions. Questionnaires are defined as gathering facts when distributing questionnaires to respondents to fill out. Instrument testing consists of validity testing and reliability testing.

Validity Test

Validity testing to see if the instrument used is valid. This study uses the Pearson Correlation technique to measure the validity of an instrument. The criterion is said to be valid when the r count is higher than the correlation coefficient r table at a significant phase of 5%. In this observation, the validity test used 68 questionnaires distributed to respondents. Obtained N ; 68 and α ; 5%, then r_{table} ; 0.201. It can be seen that each statement item is said to be valid if $r_{count} > 0.201$. The following describes the results of the instrument validity test:

Table 4: Validity Test

Variabel	Grain	R count	R table	Ket.
Job Satisfaction	1	0,765	0,201	Valid
	2	0,717	0,201	
	3	0,751	0,201	
	4	0,569	0,201	
	5	0,431	0,201	
	6	0,417	0,201	
Organizational Commitment	1	0,828	0,201	Valid
	2	0,706	0,201	
	3	0,815	0,201	
	4	0,463	0,201	
	5	0,676	0,201	
	6	0,663	0,201	
Turnover Intention	1	0,875	0,201	Valid
	2	0,857	0,201	
	3	0,760	0,201	
	4	0,553	0,201	
	5	0,888	0,201	
	6	0,525	0,201	

Source: data processed by SPSS, 2023

From Table 5 above, it can be seen that the results of the validity test showed that all job satisfaction statement items totaling 6 items, and organizational commitment totaling 6 items have an r count greater than the r table ($r_{count} > 0.201$). In this way it can be explained that job satisfaction and organizational commitment to turnover intention are valid.

Reliability Test

The reliability test was used to find out whether the answers given to respondents were consistent or not for each statement item. The results of the reliability test used

the Cronbach's alpha formula where the criterion value to be said to be reliable is above 0.60. The following describes the results of the instrument authenticity test:

Tabel 5: Reliability Test

Variabel	Cronbach's Alpha	Standard Cronbach's Alpha	Grain	Ket.
Job satisfaction	0,652	0,60	6	Realibel
Organizational Commitment	0,786	0,60	6	Realibel
Turnover Intention	0,723	0,60	6	Realibel

Source: data processed by SPSS, 2023

From table 6 the Cronbach's alpha rate for job satisfaction, organizational commitment and turnover intention can be said to be reliable because the Cronbach's alpha rate is more than 0.60. It can be said that the answers of each respondent are appropriate or consistent.

Hypothesis Testing Results

Test T (Partial)

The t test is used to compare the profitability of each variable at a sig level of around 0.05 for each independent variable to the dependent variable. The following describes the results of the authenticity of the T test:

Tabel 6 : Test T (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Standard Error	Beta		
Constant	43,602	6,792	-	6,420	0,000
Job satisfaction	-1,229	0,271	-0,530	-4,534	0,000
Organizational commitment	0,048	0,111	0,051	0,434	0,666

Source: data processed by SPSS, 2023

1. Sourced from table 9 job satisfaction (X1) has a β coefficient of -1.229. The t test obtained t count < t table, namely -4.534 < 1.998 at the significance level (0.000 < 0.05), stated when job satisfaction has a (-) and significant effect on turnover intention. When job satisfaction is high then the level of turnover intention decreases, then when job satisfaction decreases then turnover intention is high. Then the hypothesis is accepted or H_a is obtained.
2. Organizational commitment (X2) has β 0.048. The t test obtained tcount < ttable, namely 0.434 < 1.998 at the level (significance 0.666 > 0.05), then it was stated that organizational commitment had no effect and sig on turnover intention. Furthermore, if the X2 variable is high, the turnover intention rate is weak, even if the X2 variable is weak, then the Y variable is high. Then the hypothesis is rejected or H_o is rejected.

TEST F (Simultaneous)**Tabel 8: Test F (Simultaneous)**

F _{count}	Sig
11,499	0,000

Source: data processed by SPSS, 2023

Based on table 8, it has an Fcount rate of 11.499, when the sig phase is 0.000, the significance phase is <0.05 . This is supported by comparing the Fcount rate which is greater than Ftable ($11.499 > 3.15$). In this way it can be stated that the variables (X1) and (X2) simultaneously have a significant effect on (Y).

From the results of the T test, it shows that the independent variable job satisfaction with organizational commitment has a significance exchange rate of $0.000 < 0.05$ and has a value (negative). Furthermore, it can be concluded that variable X1 (job satisfaction) has an effect (-) and sig on Y (turnover intention). This means that if employees have a greater sense of satisfaction, it will weaken the degree of turnover intention, and vice versa if job satisfaction decreases, turnover intention will increase. Organizational commitment has a probability value with a significance number of $0.666 > 0.05$, and the t-test results are positive. This may mean that the organizational commitment variable has a (+) but weak effect on turnover intention.

The F test results of the calculated F test are 11.499, so the degree of sig is $0.000 < 0.05$, meaning that job satisfaction with organizational commitment simultaneously (simultaneously) influences turnover intention in a sig. Based on the results of this study, the higher the independent variable, the smaller the employee's degree of dependence. Then the smaller the independent variable, the higher the degree of dependence.

The results of the coefficient of determination of this research variable are seen in the Adjusted R Square which is obtained with a value of 0.239 (23.9%). It was found that the proportion of the independent variable to the dependent variable was 23.9%, then 76.1% was expressed by other factors that were not present in this study.

CONCLUSION

From the discussion above with the title analysis of the effect of job satisfaction and organizational commitment on turnover intention, it can be concluded that, X1 (job satisfaction) has a (-) and significant effect on Y (turnover intention). Organizational commitment has a weak (+) effect on Y (turnover intention). Furthermore, the Adjusted R Square rate of 0.239 or 23.9% means that the variable, job satisfaction with organizational commitment together has a significant effect on the variable, turnover intention at PT. Hadji Kalla Toyota Palopo Branch

Reference:

- Alam, A., & Asim, M. (2019). Relationship Between Job Satisfaction and Turnover Intention. *International Journal of Human Resource Studies*, 9(2), 163-194. <https://doi.org/10.5296/ijhrs.v9i2.14618>
- Asriani, I., Riyanto, S. (2020). The Impact of Working Environment, Compensation, and Job Satisfaction on Turnover Intention in Public Service Agency. Article in IOSR Journal of Business and Management, 22(5), 13-19. <https://doi.org/10.9790/487X-2205061319>

- Erat, S., Kitapci, H., & Çomez, P. (2017). The effect of organizational loads on work stress, emotional commitment, and turnover intention. *International Journal of Organizational Leadership*, 6(2), 221-231. <https://doi.org/10.33844/ijol.2017.60304>
- Grego-Planer, D. (2019). The relationship between organizational commitment and organizational citizenship behaviors in the public and private sectors. *Sustainability (Switzerland)*, 11(22), 1-20. <https://doi.org/10.3390/su11226395>
- Guzeller, C. O., & Celiker, N. (2019). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism, and Hospitality Research*, 14(1), 102-120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hardianto, H., Rugaiyah, R., & Rosyidi, U. (2019). The Influence of Reward and Job Satisfaction on Turnover Intention of Private Junior High Schools. *e-Journal of International Educational Studies*, 3(6), 128-140. <https://doi.org/10.17556/erziefd.117215>
- Khotimah, R. D., Djumali, & Pawira, S. (2019). Analysis of Job Satisfaction, Organizational Commitment and Work Environment on Employee Turnover Intention. *Edumonika*, 03(02), 352-363. <https://doi.org/10.29040/jie.v3i02.662>
- Khofifa, S., Arief, MY, & Fandiyanto, R. (2022). The Influence Of Work Conflict And Work Stress On Permanent Employee Performance With Job Satisfaction As An Intervening Variable At Pt. Determination Works Of Putera Situbondo. *Journal Of Student Entrepreneurship (JME)*, 1 (11), 2209-2220. <https://doi.org/10.36841/jme.v1i11.2293>
- Kusumanegara, I. S., Asmony, T., & Numayanti, S. (2018). Work-family conflict on turnover intention regarding work stress as intervening variable. *International Journal of Social Sciences and Humanities*, 2(2), 141-154. <https://doi.org/10.29332/ijssh.v2n2.153>
- Luthans, Fred. 2006. *Organizational Behavior*. (Translation V.A Yuwono, dkk) Language Edition *Indonesia*. Yogyakarta: ANDI.
- Mahmudah, H. (2022). Analysis of The Effect of Work Stress and Non Physical Work Environment on Job Satisfaction and its Impact on Employee Turnover Intention (Study on Employees of PT. Mustika Dharma Jaya Lamongan). *Jurnal Scientia*, 11(1), 282-288. <http://infor.seaninstitute.org/index.php>
- Mathis, R., L., & Jackson, J. H. (2009). *Human Resource Management*. Jakarta: Salemba Four.
- Muhtarim, K., Setiawan, H., & Wahyuni, N. (2017). The Effect of Job Satisfaction and Organizational Commitment on Employee Turnover at Pt. Xyz. *Journal of Industrial Engineering*, 5(3), 261-272. <https://jurnal.untirta.ac.id/index.php/jti/article/view/3265>
- Rahayu, M., Rasid, F., & Tannady, H. (2019). International Review of Management and Marketing The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government. *International Review of Management and Marketing*, 9(1), 79-89. <http://www.econjournals.com>
- Rachman, C. A. N., Latiep, I. F., & Herison, R. (2023). *Manajemen Sumber Daya Manusia: Pengelolaan SDM Pada Pelayanan*. Nas Media Pustaka.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12), 839-849. <https://doi.org/10.31838/srp.2020.5.123>
- Rinny, P., Purba, C. B., & Handiman, U. T. (2022). The Influence Of Compensation, Job Promotion, And Job Satisfaction On Employee Performance Of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM)*, 5(2), 39-48. <http://www.ijbmm.com/>
- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The direct and indirect effects of social technology use on children's life satisfaction. *International Journal of Child-Computer Interaction*, 6(1), 74-82. <https://doi.org/10.1016/j.ijcci.2022.100538>

- Shabrina, D. N., & Prasetyo, A. P. (2018). The Effect of Job Satisfaction on Employee Turnover Intention at PT. Tri Manunggal Karya. *Journal of Management Partners (JMM Online)*, 2(4), 252-262. <http://e-jurnalmitramanajemen.com>
- Susanti, & Palupiningdyah. (2016). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with Turnover Intention as an Intervening Variable. *Management Analysis Journal*, 5(1), 77-86. <http://maj.unnes.ac.id>
- Wahyono, I., & Riyanto, S. (2020). Effect of Organizational Commitment, Job Stress, And Job Satisfaction on Turnover Intention. *International Journal for Innovation Education and Research*, 8(10), 286-316. <https://doi.org/10.31686/ijier.vol8.iss10.2682>
- Waspondo, A. A. W. S., Handayani, N. C., and Paramita, W. (2013). Effect of Job Satisfaction on Employee Turnover Intention at PT. Tri Manunggal Karya. *Management Partner Journal (JMM Online)*, 2(4): 252-262. <https://doi.org/10.52160/ejmm.v2i4.99>
- Widiantara, I. B. P., & Ardana, I. K. (2015). Organization Against Employee Turnover Intensity, Faculty of Economics and Business, Udayana University (Unud), Bali, Indonesia. *Unud Management E-Journal*, 4(6), 1670-1683. <https://ojs.unud.ac.id>
- Yoghan, A. C., Laba, A. R., Aswan, A., & Balele, B. (2020). The Effect of Work Environment on Organizational Culture and Employees Performance. *Hasanuddin Journal of Business Strategy*, 2(4), 35-43.
- Żerebecki, B. G., & Oprea, S. J. (2022). The direct and indirect effects of social technology use on children's life satisfaction. *International Journal of Child-Computer Interaction*, 34(1), 74-82. <https://doi.org/10.1016/j.ijcci.2022.100538>