



## The Turnover Intention Influenced by Job Satisfaction and Organizational Commitment

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### **Abstract**

Turnover intention is a tendency of a person or employee to quit his job voluntarily, turnover intention is influenced by various factors such as organizational commitment and job satisfaction. The purpose of this study was to determine turnover intention which is influenced by organizational commitment and job satisfaction. The research methodology used is causal associative with a quantitative approach. Respondents in this study amounted to 98 employees. The data analysis method in this study uses multiple regression. The results of the study are as follows: 1). Job satisfaction has a positive and significant influence on turnover intention, 2). Organizational commitment has a positive and significant influence on turnover intention, 3). Job satisfaction and organizational commitment, together affect turnover intention by 0.5% and 99.5% influenced by variables outside the study.

**Keywords:** *Turnover Intention; Job Satisfaction; Organizational Commitment*

### **Introduction**

Turnover intention is a feeling felt by someone working in a profession. Turnover intention can occur voluntarily or involuntarily (Robbins & Judge, 2013). Where the turnover intention is a thought to leave and a desire to leave a company (Chen & Francesco, 2000). Turnover intention is influenced by various factors such as job satisfaction and organizational commitment (Mobley et al, 1978).

Job satisfaction is a feeling that arises from one's psychology in feeling something, where job satisfaction has a significant relationship to turnover intention (Lim & Cho, 2018). Job satisfaction has a positive and significant relationship with turnover intention (Stater & Stater, 2019). Meanwhile, Chen et al.'s research (2019) found job satisfaction negatively affects one's turnover intention and similar things were found in Li et al (2019)'s research. and Aydogdu and Asikgil (2011) where job satisfaction has a negative and significant effect on a person's turnover intention.

Another factor that affects turnover intention is organizational commitment, research conducted by Zhou and Li (2020) found organizational commitment positively and significantly affects turnover intention. Meanwhile, research by Aydogdu and Asikgil (2011) found organizational commitment to have a negative and significant effect on turnover intention. The same thing is shown by the research of Rawashdeh and Tamimi (2019) which found organizational commitment to have a negative effect on turnover intention.

Based on the phenomena and various research results, it can be seen that job satisfaction and organizational commitment have a relationship with turnover intention. The purpose of this study was to determine the effect of job satisfaction and organizational commitment on turnover intention. so that in the future they can contribute to decision-making for companies or related parties who have interests in the world of work.

## **Turnover Intention**

Turnover intention is a thought to leave, a desire to leave a job in the future, and a desire to find a new job (Chen & Francesco, 2000). Turnover intention can occur voluntarily or involuntarily (Robbins & Judge, 2013). So it can be concluded that turnover intention is the thought or desire of an employee to stop working, then leave the company and change to another job according to his wishes.

The indicators of turnover intention according to Chen & Francesco (2000) are; 1). The existence of thoughts to get out, 2). Desire to leave the company in the coming months, 3). The desire to look for other job vacancies, while the factors that influence turnover intention are; 1). Job satisfaction, 2). Organizational commitment, 3). Work environment, 4). Individual characteristics (Mobley et al, 1978). Meanwhile, the impact of turnover intention is; 1). Workload, 2). Employee withdrawal fees, 3). Training costs, 4). The existence of lost production during employee turnover, 5). A lot of waste, 6). Trigger employee stress (Mobley et al, 1978).

## **Job Satisfaction**

Job satisfaction is a positive emotional state that is the result of evaluating one's work experience (Mathis & Jackson, 2010). According to Robbin and Judge (2013) satisfaction is a person's general attitude towards work which is indicated by the difference between the number of awards received by workers and the amount they believe they should receive (Robbins, 2010). So it can be concluded that job satisfaction is a general attitude of a person toward the work he does, including pleasant or unpleasant emotions expressed at work.

The indicators of job satisfaction according to Robbins and Judge (2013) are; 1). Job satisfaction itself, 2). Satisfaction with salary, 3). Satisfaction with the attitude of superiors, 4). Satisfaction with co-workers, 5). Satisfaction with promotion. The factors that influence job satisfaction according to Luthans et al (2021), namely; 1). The work itself, 2). Salary, 3). Opportunity to advance, 4). Supervision, 5). Work colleague. While the factors that are influenced by job satisfaction according to Robbin and Judge (2013) are; 1). Quit a job, 2). Aspirations, 3). Loyalty, 4). Devotion.

## **Organizational Commitment**

Commitment is the nature of the relationship between an individual and an organization that allows a person to have a high commitment, which can be seen from the characteristics, namely a strong drive to remain a member of the organization, a willingness to try their best for the benefit of the organization, trust, and strong acceptance to remain a member. organization (Porter & Smith, 1995). Organizational commitment is the degree to which employees sided with an organization and its goals and desires to maintain membership in the organization (Robbins & Judge, 2013). So it can be concluded

that organizational commitment is a feeling of loyalty and involvement of an employee in an organization or company.

The indicators of organizational commitment according to Robbins and Judge (2013) are; 1). Affective commitment, 2). Continuance commitment, 3). Normative commitment. The impact of organizational commitment, among others 1). High organizational commitment is beneficial for the organization, 2). High organizational commitment increases work motivation to achieve goals, 3). High organizational commitment will maintain its membership, 4). High organizational commitment has a negative relationship with turnover intention. Meanwhile, the principles that build organizational commitment are; 1). Maintain or increase self-esteem, 2). Respond with empathy, 3). Asking for help and encouraging involvement, 4). Expressing thoughts, feelings, and rationale, 5). Provide support without taking over responsibility.

### **Research Framework and Hypothesis**

#### **The Effect of Job Satisfaction on Turnover Intention**

Research conducted by Stater and Stater (2019) job satisfaction has a positive and significant relationship to turnover intention. Research conducted by Lim and Cho (2018) job satisfaction has a significant relationship to turnover intention. While the research of Chen et al (2019), Dewi and Nurhayati (2021) found job satisfaction negatively in influencing a person's turnover intention, and similar things were found in the research of Li et al (2019) and Aydogdu and Asikgil (2011) where job satisfaction had a significant effect on negative and significant to a person's turnover intention.

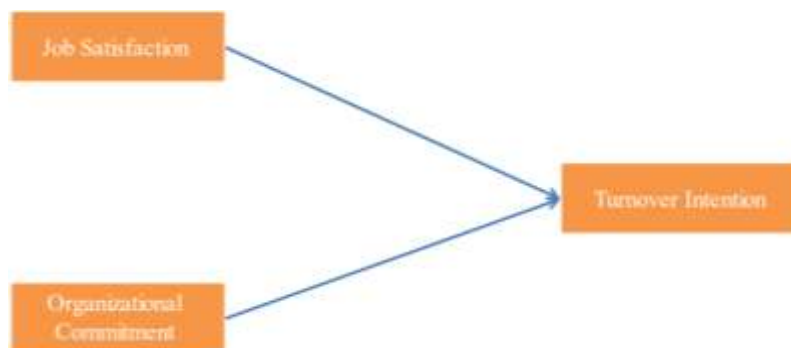
H<sub>1</sub>: Job satisfaction has a negative and significant effect on turnover intention.

#### **The Effect of Organizational Commitment on Turnover Intention**

Research conducted by Aydogdu and Asikgil (2011) found organizational commitment to have a negative and significant effect on turnover intention. Research conducted by Dewi and Nurhayati (2021), and Bachri and Solekah (2021) found that organizational commitment has a negative and significant influence on turnover intention. The same thing is shown by the research of Rawashdeh and Tamimi (2019) which found organizational commitment to have a negative effect on turnover intention.

H<sub>2</sub>: Organizational commitment has a negative and significant effect on turnover intention.

Based on various theoretical explanations, research findings, and developing hypotheses regarding the effect of job satisfaction and organizational commitment on turnover intention. Then the research framework in (Figure 1) is as follows:



**Figure 1. Research Framework**

### Methodology

This research is a causal associative with a quantitative approach. Causal associative research is research that aims to analyze the relationship between one variable and another. The type of data in this study is quantitative, namely data in the form of numbers or qualitative data that is numbered (Efendi et al, 2019). The data analysis method in this research is multiple regression. This study uses population research, where the entire population is used as the research sample. Respondents in this study were 98 employees of Batik SMEs in Yogyakarta.

### Findings

Table 1 below is the results of multiple regression analysis of research data, with the results of the study as follows:

**Tabel 1. Hasil Analisis Regresi**

Variable	Koef. Regression (B)	T Statistic	Sig.
Job satisfaction	0.001	2.652	0.009
Organizational commitment	0.062	2.825	0.005
Constant		7.741	
R		0.074	
R <sup>2</sup>		0.005	
F Statistic		0.260	
Sig		0.772	

Source: Primary Data Processed

#### The Effect of Job Satisfaction on Turnover Intention

Based on the results of the regression analysis, it is known that job satisfaction has an effect on employee turnover intention, indicated by the regression coefficient value of 0.001. At the 5% significance level, it is known that the t-count value is 2.652 with a significance of 0.009. With these results, the first hypothesis is rejected because job satisfaction has a positive and significant effect on turnover intention.

#### The Effect of Organizational Commitment on Turnover Intention

Based on the results of the regression analysis, it is known that organizational commitment has an effect on employee turnover intention, indicated by the regression coefficient value of 0.062. At the 5% significance level, it is known that the t-count value is 2.825 with a significance of 0.005. With these results, the second hypothesis is rejected because the organizational commitment has a positive and significant influence on turnover intention.

### **Coefficient of Determination R Square ( $R^2$ )**

The coefficient of determination R Square is used to show how big the percentage of the variable job satisfaction and organizational commitment together in influencing the variable turnover intention. The results of the analysis show that the coefficient of determination  $R^2$  has a value of 0.005 or it can be said that 0.5% turnover intention is influenced by job satisfaction and organizational commitment. While the remaining 99.5% is influenced by other variables that do not exist in this study.

### ***Discussion***

#### **The Effect of Job Satisfaction on Turnover Intention**

Based on the results of the research that has been analyzed there is a positive and significant influence between job satisfaction and turnover intention. This is indicated by the regression coefficient value of 0.001. At the 5% significance level, it is known that the t-count value is 2.652 with a significance of 0.009. So it can be concluded that the higher the job satisfaction, the lower the turnover intention. On the other hand, the lower the job satisfaction, the higher the turnover intention.

With the results of this study supported by the findings of Lim and Cho (2018) job satisfaction has a significant relationship to turnover intention. While different things were found in the research of Chen et al (2019), Dewi and Nurhayati (2021) found job satisfaction negatively in influencing a person's turnover intention, and similar things were found in the research of Li et al (2019) and Aydogdu and Asikgil (2011). where job satisfaction has a negative and significant effect on a person's turnover intention.

#### **The Effect of Organizational Commitment on Turnover Intention**

Based on the results of the research that has been analyzed there is a positive and significant influence between organizational commitment and turnover intention. This is indicated by the regression coefficient value of 0.062. At the 5% significance level, it is known that the t-count value is 2.825 with a significance of 0.005. So it can be concluded that the higher the organizational commitment, the lower the turnover intention. On the other hand, the lower the organizational commitment, the higher the turnover intention.

The results of this study are not supported by research conducted by Aydogdu and Asikgil (2011) found organizational commitment has a negative and significant influence on turnover intention. Research conducted by Dewi and Nurhayati (2021), and Bachri and Solekah (2021) found that organizational commitment has a negative and significant influence on turnover intention. The same thing is shown by the research of Rawashdeh and Tamimi (2019) which found organizational commitment to have a negative effect on turnover intention.

### **Coefficient of Determination R Square ( $R^2$ )**

The results of this study indicate that there is a positive and significant effect between job satisfaction and organizational commitment on turnover intention. This is indicated by the results with the results of testing with the F test which obtained a calculated F value of 0.260 with a significance value of 0.772 F. The coefficient of determination R Square is used to show how big the percentage of job satisfaction and organizational commitment together in influencing turnover intention. The results show that the coefficient of determination  $R^2$  has a value of 0.005 or it can be said that job satisfaction and organizational commitment affect turnover intention. While the remaining 99.5% is influenced by other variables that are not in the study.

## Conclusion

Based on the result and discussion, we can conclude that; 1). Job satisfaction has a positive and significant influence on turnover intention, 2). Organizational commitment has a positive and significant influence on turnover intention, 3). Job satisfaction and organizational commitment, together affect turnover intention by 0.5% and 99.5% influenced by variables outside the study. Together with the limitations in this study, it can be used as a reference for further research in the future.

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