

## Effect of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable

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**ABSTRACT :** High turnover intention is an indication of the level of employee satisfaction and low organizational commitment as a supporting variable will affect company performance. The purpose of this study is to determine the mediating role of organizational commitment variables on the variables of job satisfaction and turnover intention at PT PLN (Persero) UP3 South Bali. The sample of this study is 141 people. Data collected through questionnaires and interviews. The data analysis technique used is path analysis. Based on the results, job satisfaction has a positive and significant effect on organizational commitment, job satisfaction and organizational commitment have negative and significant effect on turnover intention, and job satisfaction has a significant effect on turnover intention by mediating organizational commitment. Company must continue to maintain Job Satisfaction within the company so that Employees feel compelled to increase morale at work, so that it will reduce the Turnover Intention

**KEYWORDS :** *job satisfaction, organizational commitment, turnover intention.*

### I. INTRODUCTION

Human Resources is a term commonly used to describe all organizational activities related to recruitment and selection, training and development, assessing and rewarding, directing and motivating and supervising workers. The success of a company is largely determined by how the company manages its resources, which is what makes employers aware of the investment value of employees as one of the company's important assets.

The high level of turnover intention has become a serious problem for many companies (Budiyono, 2016). Basically the desire to leave the employee refers to the level of intensity or the likelihood of an employee to leave, leaving the organization where he is different (Chung et al., 2017). Ksama (2016) states that turnover intention is a problem that often arises in an organization that concerns the desirability of employees. Turnover can be in the form of resignation, movement out of organizational units, dismissal or death of members of the organization, the desire to leave an organization is generally preceded by employee intentions triggered by employee dissatisfaction with work and low employee commitment to commit themselves to the organization (Wibawa & Putra, 2018)

Job satisfaction is a person's perspective both positive and negative about their work. Job satisfaction greatly affects the performance of an employee. If employees feel satisfied with their work, they will do it even better. Ardi & Sudarma (2015), organizational commitment includes the extent to which members in the organization consider themselves part of the organization and how strong the desire to remain in the organization and the extent to which members of the organization accept the values and goals that exist in the organization.

Another factor that influences turnover intention is organizational commitment. High organizational commitment will result in decreased employee turnover intention. In addition, Organizational commitment also reflects the degree to which a person recognizes an organization and is related to its goals. This is an important work attitude, because committed people are expected to show willingness to work harder to achieve organizational goals and have the desire to continue working in a company. Organizational commitment is not just a formal membership, but broader because it includes an attitude of liking the organization from a willingness to strive for a higher level of effort for the interests of the organization for the achievement of organizational goals. The organizational commitment includes elements of loyalty to the organization, involvement in work and identification of organizational values and goals.

Setiyanto & Hidayati (2017) states that job satisfaction is proven to have a negative and not significant effect on turnover intention. Widyamono (2015) shows the results of job satisfaction have a positive effect on organizational commitment. In other words, the higher the level of job satisfaction with employees, the higher the organizational commitment felt by employees. Susanti & Palupiningdyah (2016) states that turnover intention is influenced by job satisfaction and organizational commitment.

Customer Service Implementation Unit of PT. PLN (Persero) Bali Distribution is one of the PLN Bali units responsible for the electricity distribution function in the southern Bali area. In the electricity business chain, its position is as an interface with customers. For organizations that provide services to the public or the public, of course, employee performance can be seen from how the organization provides services to the community, such as providing services on electricity facilities for work and daily life needs. Realizing a vision that is recognized as a world class company, companies need to improve their performance which is directly influenced by the work of their employees.

Throughout the last five years from 2014 to 2018, the percentage of employee fluctuations fluctuated. In 2018 the level of employee exit can also be said to be high at 15.8% per year. There is a desire of employees to look for a new job in another organization because they feel unsuitable in terms of salary and the way the manager is leading the company, the employee thinks he wants to leave the company because of pressure from superiors, namely on Saturdays or Sundays when employees are required to work independently. such a sudden check location that will be used as a place to do the project because the company wants to achieve the specified target, so the desire of employees to leave the organization if the opportunity arises. In addition, from the results of interviews with employees, there are some employees who intend to leave the company because they are not sure that they will stay with the company. This phenomenon occurs because the lack of companies pay attention to the needs of their employees and feel less satisfied in terms of salary and managerial leadership in the company. Therefore it has an impact on the low organizational commitment that employees have towards the company.

From the interview, they also stated that the lack of responsibility in empowering employees and the discrepancy between company statements and policies that cause employee work results are not optimal and have an impact on job satisfaction that begins to decline and employees are not satisfied in doing their jobs. Besides the workload provided is also a lot so that employees feel chased must be completed on time resulting in many employees being overtime and unable to go home in accordance with the scheduled working hours. From the data above the problem also affects the organizational commitment that exists in the company with some employees who are mutated because of the lack of commitment owned by employees so that they volunteered to be transferred to other similar branch companies hoping to get a higher position. In addition, many work targets cause low employee commitment to the company, many employees become easily give up and find comfort by leaving the company.

The purpose of this study are to analyze the effect of job satisfaction on organizational commitment, to analyze the effect of organizational commitment on turnover intention, to analyze the effect of job satisfaction on turnover intentions and to analyze the effect of job satisfaction on turnover intention through organizational commitment mediation.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The theory that underlies this research is Theory of reasoned action, which suggests that the proximal cause of a behavior is not an attitude, but an intention to carry out that behavior. This intention is a decision to carry out a behavior (Otieno et al., 2016)

Akbar et al.(2016)stated that employees who get job satisfaction in the company, then their commitment to the company will be high. Generally, when an employee has the desired level of job satisfaction, then the level of commitment to be loyal to the company will also increase. Hidayat(2018)states that there is a positive influence between job satisfaction on organizational commitment. Köse & Köse (2017)states that job satisfaction has a positive effect on organizational commitment. Eliyana & Ma'arif (2019)stated that job satisfaction has a positive and significant influence on organizational commitment.

Susanti & Palupiningdyah (2016)states that there is a positive influence between job satisfaction on employee organizational commitment. Wibawa & Putra (2018)also found a positive influence between job satisfaction on organizational commitment. Employees will be committed to the place of work if the expected job satisfaction can be met by the company. From the above hypothesis it can be concluded that:

H1: Job Satisfaction has a positive and significant effect on organizational commitment

Thakre & Shroff (2016)who examined the relationship between organizational commitment and turnover intention found that there is a negative relationship between turnover intention and organizational commitment, where there is an indication of high turnover intention indicating low commitment. Priya & Sundaram(2016)found that job satisfaction is one of the most important antecedents of organizational commitment. Liu et al. (2019) found a high commitment relationship, preferring to live and work with organizations rather than leaving the organization. Ramalho Luz et al.(2018)shows the result that there is a

strong negative relationship between organizational commitment and employee turnover intention, so the higher organizational commitment level of employees, the lower the level of employee turnover intention. Wibawa & Putra (2018) found that organizational commitment to employee exit intentions can be interpreted as the higher the level of organizational commitment does have a significant negative effect felt by employees, the lower the level of turnover of attention that will occur. Kalidass & Bahron (2015) also found that organizational commitment is negatively related to turnover intention.

H2: Organizational Commitment has a negative and significant effect on turnover intention

Skelton et al. (2019) found that all aspects of job satisfaction which include promotion, the job itself, and supervision except coworkers have a negative effect on turnover intention. Pinglim et al. (2017), job satisfaction has a negative effect on turnover intention. Turgut et al. (2017) shows the results of job satisfaction have a negative effect on turnover intention. In other words, the higher the level of satisfaction felt by employees with their jobs, the lower the level of desire of employees to leave their jobs. Mahdi et al. (2019) job satisfaction has a negative and significant effect on turnover intentions. Noviantoro et al. (2018) states that job satisfaction negatively influences turnover intentions.

H3: Job satisfaction has a negative and significant effect on turnover intention

Indrayanti & Riana (2016) found that organizational commitment is able to mediate negatively and significantly the effect of job satisfaction on turnover intention. This shows that the higher job satisfaction, the higher their commitment to the organization and thus their desire to leave the company will be lower. Wibawa & Putra (2018) found that job satisfaction also had a stronger indirect effect on turnover intention. It shows that job satisfaction does not necessarily directly influence turnover intention but through organizational commitment as a mediating variable. Nuansa et al. (2018) found that job satisfaction has a negative effect on turnover intention through mediating organizational commitment. The higher level of job satisfaction of an employee, the higher their commitment to the company and thus their desire to leave the company will be lower.

H4: Job satisfaction has a negative and significant effect on turnover intention through mediating organizational commitment.

### III. METHODS

This study can be classified into associative research types. In this study the population is 219 employees, then to determine the population members to be taken as a sample, Slovin formula is used, obtained as many as 141 as samples. The sampling method used in this study is the Proportional Probability Sampling Method. Data collection methods using questionnaires and interviews. Data are then analyzed using path analysis.

### IV. RESULTS AND DISCUSSION

Data on the characteristics of respondents, male respondents dominate in this study with a percentage of 57.45 percent because it takes extra energy to go directly into the field. Respondents aged 26-30 years dominated with a percentage of 41.13 percent because that age was said to be very mature in carrying out the tasks assigned. Respondents with undergraduated diplomas dominate with a percentage of 60.99 percent because highly educated employees have a mature mindset and master the field in accordance with their majors. The length of work of respondents who dominated are respondents who worked for 4-6 Years, 44.68 Percent because employees who worked for more than 6 years are bored with the work they are doing and wanted to work in other companies.

40 respondents stated neutral and 26 respondents said they did not agree with statement X.4 "I am satisfied with the instructions given by the employer in carrying out work" which identifies employees not feeling satisfied with the instructions given by the employer to carry out their work and there are still doubts about the instructions given provided by superiors who have not fully understood by employees. The Job Satisfaction variable that has the lowest average is in statement X.4 "I am satisfied with the instructions given by the employer in carrying out the work", obtained an average value of 3.37 which is included in the criteria is quite high, but has an average value that is low compared to the other statements this means that in general the respondent considers not satisfied with the instructions given by the boss in carrying out work.

The Job Satisfaction variable that has the highest average is in statement X.1, which is "I am satisfied with the award the company gave for the achievements that I have achieved", obtained an average value of 3.47 which is included in the criteria of High, this means that in general respondents were satisfied with the award the company gave for the achievements they had achieved could be in the form of bonuses and promising careers given by the company.

45 respondents stated neutral towards the statement M.4 which is "I will not leave the company because of pressure from other parties" This shows that employees still have doubts about leaving the company because of the salary that is said to be sufficiently obtained and the benefits provided by the company such as health benefits. In statement M.2 "I feel disadvantaged if I leave the organization" where the 22 respondents stated disagree that this shows that employees do not feel disadvantaged to leave the company because it can be in terms of positions that have not changed or can be due to pressure from superiors and organizational

environment that is not can work well together. The variable Organizational Commitment which also has the lowest average is in statement M.4 "I will not leave the company because of pressure from other parties", an average value of 3.38 is obtained which is quite high, but has an average value a low average compared to other statements means that in general respondents assume I will leave the company due to pressure from other parties. The variable Organizational Commitment that has the highest average is in statement M.3 "I believe that a person must be loyal to the organization.", Obtained an average value of 3.61, this means that in general respondents believe that employees must have loyalty to the organization .

85 respondents expressed disagreement with statement Y.1 "I wish to find a new job in the same field" This shows that employees want to find a new job in a different field because it could be from a position and career that has not changed. In statement Y.4 "I feel unfit for the work environment in this company" where 44 respondents stated neutral this means that employees have doubts about the company environment is unsuitable due to lack of good teamwork between workers or superiors that causes employees to be less suited to the environment work, as well as differences in perception between coworkers and direct superiors.

In addition, it is also known respondents' perceptions about the Turnover Intention variable which has the highest and lowest average is the Turnover Intention Variable which has the lowest average in statement Y.1 "I wish to find a new job in the same field.", Obtained a value of 2.46 which is categorized as high, but has a low value compared to the other statements, this means that in general respondents do not wish to find new jobs in the same field. The Turnover Intention variable which has the highest average is in statement Y.4 "I feel that it does not fit into the working environment in this company", an average value of 2.65 is obtained which is quite high, this means that in general they feel less suitable for the work environment in this company.

Based on the results of the analysis, Job Satisfaction has a Beta value of 0.547 and a Sig. equal to 0,000, then it can be said  $H_0$  is accepted because the value of Sig.  $0,000 < 0.05$ . The conclusion is that Job Satisfaction has a positive and significant effect on Organizational Commitment, in other words the more Job Satisfaction increases, the Organizational Commitment increases so that the first hypothesis is accepted. This is in line with the results of research conducted by Wibawa & Putra (2018) also found a positive influence between job satisfaction on organizational commitment. Employees will be committed to the place of work if the expected job satisfaction can be met by the company

Job Satisfaction has a Beta value of -0,449 and Sig. equal to 0,000, then it can be said  $H_0$  is accepted because the value of Sig.  $0,000 < 0.05$ . The conclusion is that Job Satisfaction has a negative and significant effect on Turnover Intention, in other words, when Job Satisfaction increases, Turnover Intention will decrease. So the second hypothesis is accepted. This is in line with Thakre & Shroff (2016) and Kalidass & Bahron (2015) that organizational commitment is negatively related to turnover intention.

Organizational Commitment has a Beta value of -0.434 and a Sig. equal to 0,000, then it can be said  $H_0$  is accepted because the value of Sig.  $0,000 < 0.05$ . The conclusion is that Organizational Commitment has a negative and significant influence on Turnover Intentions, in other words if Organizational Commitment increases, Turnover Intention will decrease. So the third hypothesis is accepted. The results of this study are in accordance with Turgut et al. (2017) shows the results of job satisfaction have a negative effect on turnover intention.

Based on the results of the Sobel Test shows that the results of tabulation  $Z = 5.375 > 1.96$  which means that the Job Satisfaction variable has a significant effect on Turnover Intention by mediating Organizational Commitment, so Organizational Commitment is a mediating variable the effect of Job Satisfaction on Turnover Intention, so that the fourth hypothesis is accepted. VAF value (34.5 percent) is more than 20 percent, it can be categorized as partial mediation, so it can be concluded that the mediation effect produced for Organizational Commitment mediates the effect of Job Satisfaction on Turnover Intention is partial mediation (partial mediation). The results of this study are in line with Wibawa & Putra (2018)

Total determination coefficient value obtained at 0.722, the conclusion is that 72.2% of the Turnover Intention variable is influenced by Job Satisfaction, and Organizational Commitment, while the remaining 27.8% is influenced by other factors not included in the research model or outside the research model.

Based on the results of this study provide evidence on the development of organizational behavioral science and human resources, especially regarding Job Satisfaction, Organizational Commitment and Turnover Intention. This research is expected to be one of the references for other researchers who want to examine Work Satisfaction, Organizational Commitment and Turnover Intention. Theoretically this study also provides an understanding that Job Satisfaction and Organizational Commitment can significantly Increase Turnover Intention, when Job Satisfaction obtained by Employees increases Organizational Commitment, then Organizational Commitment felt by Employees becomes stronger so that it has the potential to increase Turnover Intention.

## V. CONCLUSION

Job Satisfaction has a negative and significant effect on Turnover Intention This shows that companies need to increase job satisfaction of their employees in order to reduce the level of employee turnover intention

in the company. Job Satisfaction has a negative and significant effect on Organizational Commitment. This shows the company needs to increase employee job satisfaction in order to increase organizational commitment of employees in the company. Organizational commitment has a negative and significant effect on Turnover Intention. This shows the company needs to increase employee organizational commitment to the company in order to reduce the level of employee turnover intention in the company. Organizational is a mediating variable that has a significant negative effect between Job Satisfaction on Turnover Intention. This shows companies need to increase employee job satisfaction in order to increase their commitment to the company so that the level of employee turnover intention in the company is getting lower.

Companies must continue to maintain job satisfaction in the company so that employees feel compelled to increase morale at work, so that it will reduce Turnover Intention. The company pays attention to or meets the needs needed by employees and gives instructions to employees, by meeting the needs and giving instructions to employees, employees will feel happy and excited in doing work. The company retains employees by taking into account the pressure that is put on by employees in doing work and will reduce Turnover Intention and pay attention to what employees want to be loyal to their organization.

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