

Job Satisfaction as a Mediating Variable Climate Organization to Influenced Turnover Intention

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ABSTRACT : This study aims to analyze the effect of climate organization on turnover intention, analyze the effect of climate organization on job satisfaction, analyze the effect of job satisfaction on turnover intention and analyze the effect of job satisfaction mediating climate organization on turnover intention. This research is conducted at Cening Bagus Oleh-Oleh Khas Bali Gianyar. The population of this study are all employees at The Cening Bagus Oleh-Oleh Khas Bali Gianyar, amounting to 97 employees. The sample of this study amounted to the same population as many as 97 employees. The method of determining the selected sample is a saturated sampling technique. The results of the study prove that climate organization influences turnover intention and job satisfaction mediates the effect of climate organization on turnover intention.

Keywords - *Climate organization, Job Satisfaction, Turnover Intention*

I. INTRODUCTION

Bali Island is one of the nation's assets in the field of tourism. Based on BPS data (Bali Central Statistics Agency, 2019), the arrival of tourists to Bali during the period in October 2019 increased 9.69 percent compared to October 2018. The growing tourism growth will certainly respond to the growing creative industry supporting the business of one of Bali's special souvenirs. Bali's business growth by a growing up every year, will certainly create increasingly intense competition.

Bali as a world tourist destination, in addition to offering many interesting natural attractions with a variety of cultures and unique traditions, Bali also offers a number of shopping attractions, be it shopping in the modern market and also the traditional market. For tourists themselves the need for shopping souvenirs typical of Bali is to be a mandatory agenda on the trip in Bali and one of the places or the typical souvenir center of Bali is Cening Bagus. Cening Bagus was established on 27 April 2009, standing on the land owned by the village on Jln. Raya Batu, 100X, Sukawati, Gianyar, Bali. Cening Bagus as one of the companies engaged in the service and sales of souvenirs typical of Bali. In addition, Cening Bagus also plays an important role in industrial development, especially the housing handicraft industries, where Cening Bagus recommends tourists who use their services to visit their galleries that contain a variety of products typical Bali and outside Bali.

That the turnover of Cening Bagus Bali's employees from 2017-2019 tends to be high, can even be said to increase annually. The figures have exceeded 10 percent, which indicates that there is a problem of rotation of employees in Cening Bagus Bali's excellent souvenirs. If the turnover percentage in a company exceeds 10 percent, it can be interpreted that the turnover intention or the employee's desire to exit the company is said to be high (Fahrizal and Utama, 2017). Tripathi and Pandey (2017) explained that turnover intention influences positive events against turnover, the higher the desire of employees to move, the greater the turnover rate of employees that will occur. According to Gillies (1989:67) said the turnover of employees can be said to be normal when it ranges from 5-10 percent per year and is said to be high if more than 10 percent yearly, then the problem is the high turnover rate intention both from employees in probation and contract employees that incur turnover. If this persists it will be a bad impact for the company and this turnover is due to lack of employee satisfaction and low climate of the company organization. High Turnover intention can create instability to the existing labor conditions and generate waste of human resource management such as training costs and recruitment costs of new employees (Sartika, 2014). In addition, high turnover intention will impact the lack of effectiveness of a company because it must lose an experienced worker.

The results of the interview with the manager of the Cening Bagus Bali good souvenirs are found that employees who come out of the company are caused by employee dissatisfaction caused by the conflict between employees so that the employees feel uncomfortable when working and have a desire to leave the company. Researchers also conducted interviews to several employees of Cening Bagus Bali's special souvenirs, that the employees ' desire to exit the company arising from the dissatisfaction of the wages given is not comparable to

their working hours because of the frequent delays of tourists visiting the Cening Bagus Bali's excellent souvenirs that cause them to have to wait and work longer, other than that the duties and responsibilities given are too much and heavy because they not only have one permanent job that they should Do but also have to concurrently go to another job. Internal conflicts are also one of the reasons that employees want to leave the company, the presence of seniority makes the employees feel depressed and not at home while working. Therefore, this study aims to analyze the effect of climate organization on turnover intention, analyze the effect of climate organization on job satisfaction, analyze the effect of job satisfaction on turnover intention and analyze the effect of job satisfaction mediating climate organization on turnover intention.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Putra and Utama (2018) in his research gained results that the organizational climate negatively impacted intention turnover. According to Mamewe (2015) It would be that the organizational climate negatively affects the turnover of intention. Ainan and Listyorini (2017) in his research concluded that the organizational climate has a negative impact on turnover intention. The research conducted by Arnanta and Utama (2017) is a concern that employees' perception of the organizational climate negatively affects the turnover of intention. The same results were also obtained in the research of Arsih et al. (2018) In his research to get the result that the organizational climate negatively affects the turnover of intention. Based on the theory and results of previous research, then the hypothesis can be formulated as follows:

H1: Climate organization has a negative effect on Turnover Intention

There are several studies that have been conducted regarding the effect of climate organization on job The research conducted by Ningsih and Putra (2019) stated that job satisfaction has a negative influence on turnover intention. Tripathi and Pandey (2017) argue that the job satisfaction negatively affects the desire to move employees (turnover intention). The research conducted by Andini et al. (2018) in his research to convey the job satisfaction variable negatively and significantly to the turnover of intention, the higher the satisfaction of the employee's perceived work, the level to exit or move will decrease. The research conducted by the Son (2015) on the influence of job satisfaction on turnover intention and the commitment of the Organization to acknowledge the work satisfaction negatively affects the turnover of intention. Warshawsky and Havens (2014) In his research stated that there was a significant and negative influence between job satisfaction and turnover intention. The same result was also obtained by the research conducted by Hidayat (2018) explaining that the increased satisfaction of employees' work will decrease the desire of employees to exit the company. Based on previous research, then the hypothesis can be formulated as follows:

H2: Job Satisfaction has a negative effect on Turnover Intention

In previous research conducted by Tadampali et al. (2016) found the result that the organizational climate has a positive effect on employee satisfaction. Research conducted by Pranata and Utama (2019) Get results that the organizational climate has a positive effect on employee satisfaction. The better the climate level of the organization that the company has, then the employee satisfaction will be higher. Kustianto and Iskhak (2015) found the result that the organization's climate has positive effect on employee satisfaction. The research conducted by Faozi (2014) Gets the same results that the organizational climate affects job satisfaction. The results of the study conducted by Sapulette (2017) found that the organization's climate has positive effect on employee satisfaction. Based on the theory and results of previous research, then the hypothesis can be formulated as follows:

H3: Climate organization has a negative effect on Job Satisfaction

The research conducted by Teh (2014) on the organizational climate influence on turnover intention and employees' job satisfaction argues that the organization's climate outcomes and job satisfaction have a negative impact on turnover intention. Tadampali et al. (2016) stated that job satisfaction could radiate the organizational climate influence on turnover intention. The same results are also in the research conducted by Putra and Suwandana (2017), stating that job satisfaction is negatively affecting the organizational climate to intention turnover. Pranata and Utama (2019) also received similar results stating that job satisfaction was able to radiate the organizational climate influence in turnover intention. The results of the research conducted by the Son and Son (2019) have the result that work satisfaction can. Given the theoretical literature and empirical evidence, the following hypotheses can be obtained:

H4: Job satisfaction mediates the relationship between climate organization and turnover intention.

III. METHODS

This research is an associative research of the kuasality. The objects in this study are climate organization as an exogenous variable, job satisfaction as an intervening variable and turnover intention as an endogenous variable at The Cening Bagus Oleh-Oleh Khas Bali Gianyar. The independent variable in this study is Climate organization (X). The dependent variable in this study is turnover intention (Y). The mediating variable in this study is job satisfaction (M). Quantitative data in this study includes 2017-2019 turnover amount

data in Cening Bagus Bali Specialty, the number of employee data on Cening Bagus Bali souvenirs and tabulation results from questionnaires. The qualitative Data used in this study is an overview of the research site and the interview results at Cening Bagus Bali souvenirs.

The primary source in this study is the response of respondents regarding organizational climate, job satisfaction, and turnover intention. The primary source is about the age of respondents, gender, respondent's education, and the respondent's employment. Secondary sources in this research are data from companies such as company documentation, leading journals, records, and Internet sites that can provide information that is appropriate to research issues. The population of this study are all employees at The Cening Bagus Oleh-Oleh Khas Bali Gianyar, amounting to 97 employees. The sample of this study amounted to the same population as many as 97 employees. The method of determining the selected sample is a saturated sampling technique. In this study, inferential statistics used are path analysis, Sobel test and VAF test.

IV. RESULTS AND DISCUSSION

For respondent data, female gender dominated in this study with a percentage of 55,70 percent. 18-27 years old respondents dominate with a percentage of 56,70 percent. Respondents with High School dominates with a percentage of 55,70 percent. Respondents with a working period of 3 – 5 years which dominates most of the other working period of 46 people or 47.4 percent. While the least respondents are respondents with a working period of less than 3 years, i.e. 23 people or 23.7 percent

Based on The results of The analysis of The description, indicating that The climate organization on The Cening Good souvenir Bali Gianyar Overall good this thing can be seen from The overall average climate value of the organization is 3.90. The highest average rating on the statement "I feel the division of tasks in the organization is clear to my role". The lowest average value found in the statement "I feel I have been well received in my organization" and "I feel good working atmosphere in the organization".

On job satisfaction variables, results show an overall average respondent's response to the job satisfaction variable having a value of 4.01. The results of the questionnaire dissemination showed that the statement "I am satisfied because I can master the work given" and "I am satisfied because of good cooperation with my co-workers" has the highest average value. The lowest average value is in the statement "I feel satisfied for getting promotion opportunity".

The result also shows the overall average respondent's response to the turnover variable intention has a value of 3.61. The results of the questionnaire dissemination indicated that the company intention turnover was not good. The highest average value is in the "I have a thought to quit the current job" statement. The lowest average value is in the statement "I want to not continue working in this company".

Based on the results of the organization's climatic influence on turnover intention obtained the significance value of 0.000 with the value of beta-0.313 coefficient of negative value. Significance value $0.000 < 0.05$ indicates that H_0 is rejected and H_2 is accepted. This results in the sense that the organizational climate negatively affects the turnover of intention. This indicates the higher the climate value of the organization then the turnover intention will decrease, as well as vice versa. Putra and Utama (2018) in his research gained results that the organizational climate negatively impacted intention turnover. According to Mamewe (2015) It would be that the organizational climate negatively affects the turnover of intention. Ainan and Listyorini (2017) in his research concluded that the organizational climate has a negative impact on turnover intention. The research conducted by Arnanta and Utama (2017) is a concern that employees' perception of the organizational climate negatively affects the turnover of intention. The same results were also gained in the research of Arsih et al. (2018) In his research to get results that the organizational climate negatively affects turnover intention.

Based on the results of the analysis of job satisfaction influence turnover intention obtained the significance value of 0.000 with the value of beta-0.594 coefficient of negative value. Significance value $0.000 < 0.05$ indicates that H_0 is rejected and H_3 is received. These results have the meaning that the job satisfaction negatively affects the turnover of intention. This indicates the higher the job satisfaction, the Intention turnover will be decreasing. Vice versa. The research conducted by Ningsih and Putra (2019) stated that job satisfaction has a negative influence on turnover intention. Tripathi and Pandey (2017) argue that the job satisfaction negatively affects the desire to move employees (turnover intention). The research conducted by Andini et al. (2018) in his research to convey the job satisfaction variables negatively and significantly affect the turnover of intention, the higher the satisfaction of the employee's perceived work, the level of exit or move will decrease. The research conducted by the Son (2015) on the influence of job satisfaction on turnover intention and the commitment of the Organization to acknowledge the work satisfaction negatively affects the turnover of intention. Warshawsky and Havens (2014) In his research stated that there was a significant and negative influence between job satisfaction and turnover intention. The same result was also obtained by the research conducted by Hidayat (2018) explaining that the increased satisfaction of employee work will decrease the desire of employees to exit the company.

Based on the results of an organizational climate impact analysis of job satisfaction acquired significance value of 0.000 with beta coefficient value 0.762 positive value. Significance value $0.000 < 0.05$ indicates that H_0 is rejected and H_1 is accepted. This results in the sense that the organizational climate has a positive effect on job satisfaction. The higher the climate level of the organization then the intention turnover rate will also increase, so vice versa. In previous research conducted by Tadampali et al. (2016) found the result that the organizational climate has a positive effect on employee satisfaction. Research conducted by Pranata and Utama (2019) Get results that the organizational climate has a positive effect on employee satisfaction. The better the climate level of the organization that the company has, then the employee satisfaction will be higher. Kustianto and Iskhak (2015) found the result that the organization's climate has positive effect on employee satisfaction. The research conducted by Faozi (2014) Gets the same results that the organizational climate affects job satisfaction. The results of the study conducted by Sapulette (2017) found that the organization's climate has positive effect on employee satisfaction. Based on data analysis results acquired Z value calculated by $-56.5785 > 1.96$. It means the work satisfaction of mediation of relationships between organizational climate to turnover intention. In addition, the VAF value of 78.6 percent is more than 20 percent, it can be explained that there is a mediation effect or in other words job satisfaction as partial mediation. The organization's climate greatly affects job satisfaction. The better the climate of the organization belongs to the higher the satisfaction of such work. Improving job satisfaction will make turnover intention lower. Namum when employees have a low organizational climate, this will affect the satisfaction of the employee's perceived work. The decline in job satisfaction resulted in the turnover intention in the company will deteriorate. The research conducted by Teh (2014) on the organizational climate influence on turnover intention and employees' job satisfaction argues that the organization's climate outcomes and job satisfaction have a negative impact on turnover intention. Tadampali et al. (2016) stated that job satisfaction could radiate the organizational climate influence on turnover intention. The same results are also in the research conducted by Putra and Suwandana (2017), stating that job satisfaction is negatively affecting the organizational climate to intention turnover. Pranata and Utama (2019) also received similar results stating that job satisfaction was able to radiate the organizational climate influence in turnover intention.

V. CONCLUSION

The conclusion is 1) the organizational climate negatively affects the turnover of intention. This indicates that if the organizational climate increases, the turnover intention will decrease. 2) Job satisfaction is negative and significant to the turnover of intention. This indicates that if the job satisfaction is increasing it will increase the turnover also intention. 3) The climate of the Organization positively affects work satisfaction. This indicates that if the organizational climate is increasing, it will increase the job satisfaction. 4) Job satisfaction radiating the organizational climate influence on turnover intention. This indicates that the organizational climate has a significant impact on turnover intention if it is in mediation by job satisfaction, which means that the turnover of intention depends heavily on the level of work satisfaction and also the organizational climate level.

Suggestion that can be given to Cening Bagus Bali souvenirs in reducing turnover intention among them is: The company must provide clear information to each employee regarding activities that can develop the employee's career in the company, so that all employees know the organization climate information that impacts on the turnover of intention itself. The company should provide appropriate health insurance for its employees that will be more motivated in the work and feel assured in terms of health. Employees are expected to comply with orders given by superiors, so that a good relationship between the employee and the employer itself is established, thereby intention turnover will be more monitored by the employer. The company should be able to create a good organizational climate within the company, it will greatly impact the employee's job satisfaction that will lower turnover intention.

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