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THE EFFECTS ORGANIZATIONAL COMMITMENTS AND WORK SATISFACTION ON INTENTION TO QUIT

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ABSTRACT : Intention to quit is the desire of employees to move from one work place to another voluntarily. Present study is aim at examining the effect of job satisfaction and organizational commitment on employees' intention to quit. The number of respondent were 49 employees of Bali Restu Dewata, a Tour Operator Company which have been operating in Badung Regency, Bali. Regression method and sobel test were employed to examine research hypthesis. The results uncover that job satisfaction positively correlated with organizational commitment; organizational commitment has negative correlation with intention to quit; and job satisfaction has negative correlation with intention to quit. Sobel test result confirmed that organizational commitment plays mediating role on relationship between job satisfaction and intention to quit. Implication of research findings are : company need to pay its attention on employees' need and adress its effort to improve its reward policy, leadership training to build employee trust and provide confortable work environment.

Keywords: *employee commitment, work satisfaction, intention to quit*

I. INTRODUCTION

Intention to quit, is defined as the employee's intention to quit work voluntarily (Glissmeyer et al., 2008). Intention to quit is classified into unavoidable intention and unwanted intention. Poorly managed intention to quit will result in high level of employee turnover, increasing cost of recruitment and higher training and development expenses (Kumar and Singh, 2011). Each time position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995). Employee turnover, is also often utilized in efforts to measuring relations of employees in an organization as they leave, regardless of reason (Gustafson, 2002). High level of employee's turnover in organization caused instability and uncertainty of product/service quality that makes company suffer from high employment cost.

PT. Restu Dewata Bali is a private company engaged in tour and travel service providers located in Denpasar. Business activities including budgeting, establishing, scheduling as well delivering tour service for those who would like to visit some place in Bali. The guests served are coming from India, China, Hong Kong, Taipei, Japan and South Korea, Malaysia, Australia and European countries. In daily operation driver and guide play important role. They take the guest to visit some interesting places for the job they do, the company pay them Rp. 100.00,- for every single trip. Data indicated that turn over rate of employee at Restu Dewata Bali more than 20% annually. The turn over rate is higher than normal rate. Turn over is an effect of employee decision to quit from their existing job. When individual employee quit from the job, the company should recruit a new employee to maintain its capacity. Employee Turn over has negative impact on quality of service delivered to the guest and increasing guest dissatisfaction if new employee capacity short from the requirement. Yanti and Piartrini (2016) reported that employee turn over has negative impact on employee performance. Decision to quit is preceded by intention to quit. The reason to quit are desires to get higher income, stability of income, job security. Preliminary study which involved 5 employees of Restu Dewata Bali Company indicated that out of 5 interviewees, three of them have been sending work application to other company. Huang and Su (2016) reported that employees with low job satisfaction tend to express higher intention to quit. They try to get better job and work environment. Particularly for those who have higher employability based on their experiences and competence (Sinambela, 2015). Present study based on two factor theory address some research questions such as: Does job satisfaction has significant correlation with organizational commitment; what role organizational commitment plays on relationship between job satisfaction and intention to quit. The

information regarding the relationship among job satisfaction, organizational commitment and intention to quit are fruitful as input to the company in improving its policies to retain its productive employees.

II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

2.1. *Intention to quit.*

Organizational turnover which is defined as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Price, 1977). A negative relationship between job satisfaction and intention to quit was reported by (Masum, A.K.M., et al., 2016), it was found that job security also positively correlated with intention to leave (Msibi, W.N., 2017). Different research which involved Lagos State University employees reported a significantly positive relationship between employees' job satisfaction and specificity of the academic environment, volatile socio- turnover intention (Azeez, R.O., Jayeoba, F. and Adeoye, A.O., 2016). Each time position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995). Employee turnover is also often utilized in efforts to measuring relations of employees in an organization as they leave, regardless of reason (Gustafson, 2002). Masum, A.K.M., et al., (2016) explained that Nurses' job satisfaction was correlated positively with nurses intended to quit. A low satisfaction level with contingent reward, fringe benefits, pay, and supervisory satisfaction were found negatively correlated with intention to quit. The concept of intention to quit from the job is considered as an consequence that expresses a "conscious intention to leave the organization because of some reasons. It is a decision to leave an organization. For an organisation, losing an employee means extra time and energy and financial loss (Koc, M., 2018).

2.2. *Work Satisfaction and Two factor Theory.*

Work satisfaction is defined as a feeling of pleasure and displeasure felt by employees in regards of the fulfillment of their expectation at work. person's work satisfaction is measured by calculating the difference between what should exist with the reality. Two Factor Theory (Herzberg, 1959) postulated that there are two factors that influence satisfaction, namely: Hygiene factors are factors that cause or prevent dissatisfaction while Motivation factors are factors related to the work itself or the results directly obtained from the work. Companies must pay attention to hygiene factors and make sure that employees meet their expectation on hygiene aspects. adequacy of hygiene factors in order to avoid employee dissatisfaction and provide motivators for improving employee performance. According to Permatasari (2013), when employees feel low work satisfaction, it causes the commitment and loyalty of employees decreases and increases the intention to quit. Research conducted by Yaqin (2013) stated that work satisfaction affects the intention to leave employees. According to Yucel (2012) employees with high work satisfaction can reduce the intention to quit the company, work satisfaction has a negative relationship with the intention to quit. According to the results of the study by Watuseke et al. (2019) at PT. Jumbo Swalayan Manado stated that work satisfaction has a significant negative effect on intention to quit. The results of research by Putri and Prasetyo (2017) stated that work satisfaction has a negative effect on intention to quit the Hotel Karawang Delonix. Research conducted by Salleh et al. (2012), also stated that work satisfaction had a negative effect on intention to quit. therefore the following hypotheses is formulated

H2: Work satisfaction negatively influences intention to quit.

2.3. *Organizational Commitment and Investment Theory.*

Organizational commitment is defined as employee's intention to remain as members of an organization and he is willing to make more effort to achieve organizational goals. It is Viewed from the perspective of the investment model (Rusbult, 1983), one's commitment to a relationship depends not only on satisfaction in terms of reward, cost, and level of comparison, but also how much they have invested in a relationship that will be lost if leaving the relationship. Investment can be made in time, energy, emotional involvement, shared experience and sacrifice for colleagues or other members. Investment in a relationship result in positive or negative terms, or sense of satisfaction and dissatisfaction. The more a person invests in an organization, the more perceived sacrifice in leaving organization. Organizational commitment is an important factor in the success of an organization where the stronger intention of employee to stay in the organization, the lower the intention to quit (Ningsih and Putra, 2019). Organizational commitment negatively influences intentions quit (Pratiwi and Susilo, 2018). Jehanzeb et al. (2013) in his study also showed that there was a strong negative influence between organizational commitment and intention to quit. Other researcher reported similar result regarding negative impact of organizational commitment had on intention to quit (Rarasanti and Suana's research, 2016; Abdurahhim and Anisah's research, 2015; Thakkar, 2015). The following is hypothesis regarding the relationship between organizational commitment and intention to leave.

H2: Organizational commitment negatively correlated with intention to quit.

Conceptual model of present study is shown on Fig.1

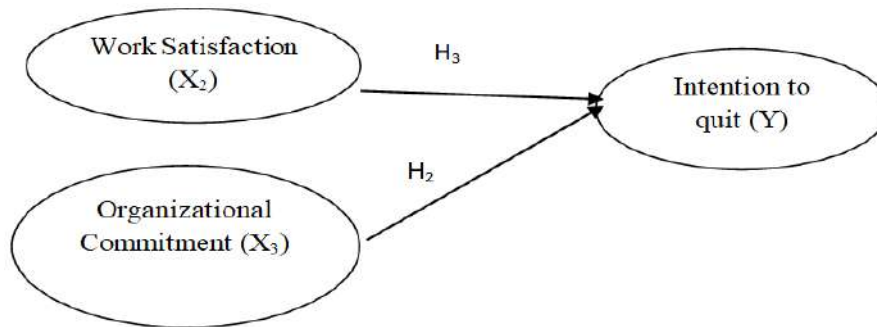


Figure 1. Conceptual Framework.

III. RESEARCH METHOD

The current research deploy survei design, in order to examine effects of employee satisfaction and organizational commitment on employee's intention to quit. The research is conducted in PT Bali Restu Dewata, Kuta, Badung, Bali. The total population of research is 49 employees. Data were collected using the methods Interview and questionnaires were used to collect research data from target population. Data were measured by Likert scale which consists of five scales. The instrument validity was verified by confirmatory factor analysis based on parameters KMO value of 0.50, the value of the item loading factor >0.4, the Cumulative Explained Variance >0.50 and the Eigen factor value > 1.0. Data Reliability was tested based on Cronbach's Alpha value that is greater than 0.60. Research hypotheses were verified by multiple regression method.

IV. RESULT AND DISCUSSION

4.1. Result and Discussion.

Most of respondents are female (61,2%). They were between twenty six – thirty year old of age (53,1%). Most of respondents' education level is senior high school (59,2%). Most of respondents' length of service is about 1-5 year. Distribution of Characteristics of respondents presented on table 1 in detail.

Table 1. Karakteristik Responden

No.	Variable	classification	Numbers	percentage
1	sex	female	30	61,2
		male	19	38,8
	Total		49	100
2	Age (year)	21 – 25	6	12,2
		26 – 30	26	53,1
		31 – 35	9	18,4
		> 35	8	16,3
	Total		49	100
3	Education	High School	5	10,2
		Vocational	9	18,4
		Bachelor	6	12,2
		Senior High school	29	59,2
	Total		49	100
4	Length of service	1 – 5	29	59,2
		6 – 10	10	20,4
		> 10	10	20,4
	Amount		49	100

Source: Primary data, 2020

The instrument in this study discusses using validity and reliability testing. The minimum Kaiser Meyer Olkin instrument value is 0.5, the Sampling Adequacy Size is at least 0.5, the factor of loading items is at least 0.4, the Cumulative Variance Explained is at least 0.5, and the Eigen factor value is at least 1.0. Table 2 presents the results of the validity test of the following research instruments.

Table 2. Validity and Reliability Test

No	Variable	KMO	Bartlett's Test	Cumulative Variance (%)	validity	Cronbach alpha	Reliability
1	Work Satisfaction(X1)	0,707	1526,961	68,350	Valid	0,758	reliable
2	Organizational Commitment (X2)	0,790	892,004	53,126	Valid	0,678	reliable
3	Intention To Quit (Y)	0,738	127,118	61,825	Valid	0,676	reliable

Source : Primary Data, 2020

The validity test on table 2 showed that all variable are amounted to $KMO \geq 0,5$, $MSA \geq 0,5$, Loading Factor $\geq 0,4$, Cumulative Explained Variance $\geq 0,5$, and Eigenvalue $\geq 1,0$, it stated that all item variables are valid and appropriate. An Instruments is considered reliable if it has Cronbach's Alpha $\geq 0,6$. The Recapitulation of reliability test is shown also on table 2. The reliability test results presented in Table 2 show Cronbach's Alpha values for all variables values $\geq 0,6$. It is undeniable that all instruments can be used to conduct research. The work satisfaction variable in this study is an independent variable measured using 28 statement items related to work satisfaction felt by employees. The average score of the work satisfaction variable was 3.63. The highest average value of respondents' answers is indicated in the statement about "work allows to improve my experience" with an average value of 4.11. The lowest average value is 2.93 in the statement about "company policy benefits its workers" and "I am satisfied with the salary I am receiving at the moment". The organizational commitment variable is measured by using 24 statement items related to employee organizational commitment. The average score of organizational commitment variables was 3.17, it indicated that level of employee loyalty is medium. The highest average score is shown in the statement about, "if I get a better job offer in another organization, I will quit, anytime I get a job" with an average score = 3.88. The lowest average value is 2.39 in the statement "impossible to get job in other organization", its mean that there is an opportunity in other organization. The intention to leave variable in this study is the dependent variable that is measured by using 4 item statements relating to the intention to leave the employee.

Regression analysis output presented on tabel 3 indicated that organizational commitment and job satisfaction negatively correlate with intention to leave in PT Bali Restu Dewata .

Table 3. Result of Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,286	3,447		7,045	0,000
	Job satisfaction	-0,376	0,027	-0,340	-2,862	0,006
	Organization commitment	-0,263	0,037	-0,500	-4,392	0,000

Source : Primary Data, 2020

Verification on classic assumption of multiple regression equation required data normality test. Normality test was conducted using the Kolmogorov-Smirnov test. If the coefficient of Asymp. Sig. (2-tailed) is greater than 0.05, so the data is said to be normally distributed. The results of the normality test are shown in Table 3 as follows.

Table 3. Normality Test

	Unstandardized Residual
N	49
Asymp. Sig. (2-tailed)	0,796

Source : Primary Data, 2020

Table 3 presented the value of Asymp. Sig. (2-tailed) of 0.796. These results indicate that the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) which is 0.796 greater than the alpha value of 0.05.

To test whether the regression model found a correlation between independent variables, in this study a multicollinearity test was conducted. The existence of multicollinearity can be seen from the value of tolerance or variance inflation factor (VIF). If the tolerance value is more than 10 percent or VIF is less than

10, then it says there is no multicollinearity. The results of the multicollinearity test are shown in Table 4 as follows.

To find out whether in the regression model there is an inequality of variance from the residuals of one observation to another, a heteroscedasticity test was conducted using the Glejser test. If there is no independent variable that significantly influences the absolute residual value or the significance value above 0.05 then it does not contain symptoms of heteroscedasticity. Heteroscedasticity test results are shown in Table 9 as follows.

Table 4. Heteroskedasticity test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0,469	2,088		-0,225	0,823
	Job satisfaction	0,022	0,016	-0,227	1,367	0,197
	Organization Commitment	-0,006	0,022	-0,046	-0,287	0,675

Source : Primary Data, 2020

Table 4 explained the significance values on the variables of work satisfaction, and organizational commitment are 0,197; and 0.675. This value is greater than 0.05 which means there is no correlation between the independent variables on absolute residuals. Thus, the model does not contain symptoms of heteroscedasticity.

In this study the F statistical test was performed which can be explained by the significant value of anova $\alpha = 0.05$, then this model is said to be feasible or the independent variable is able to explain the dependent variable. F statistical test results can be seen in Table 5 as follows.

Table 5 .F Statistic

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	567,281	2	189,094	18,628	0,000 ^a
	Residual	527,844	46	10,151		
	Total	1095,125	48			

Source : Primary Data, 2020

Table 5 shows that a significant value of F is 0,000, it is smaller than the value of $\alpha = 0.05$, so the multiple linear regression model is feasible to be used as an analysis tool to test the effect of employee satisfaction and employee commitment on intention to quit.

To measure the magnitude of the contribution of independent variables to the dependent variable in this study, the coefficient of determination test (R²) was conducted. The results of the coefficient of determination (R²) test can be seen in Table 6 as follows.

Table 6. Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,720 ^a	0,508	0,490	3,186

Source : Primary Data, 2020

Table 6. indicated that the coefficient of determination (R²) is 0.518. This means that 50.8 percent of the variation in the intention to quit variable (Y) can be explained by employee satisfaction (X1), and organizational commitment (X2) while the remaining 49.2 percent is explained by other variables which are not included in this research model.

In this study a partial hypothesis test (t test) was used to show the results of testing the research hypothesis. The complete results have been shown in the results of the regression analysis and the results of testing each hypothesis in detail are presented in the following section.

Partial analysis indicated on table 3 explained that Job satisfaction negatively correlated with intention to quit (B = 0,376; t = ,862; p < 0,05) 2 t = -2,826; test is 0.012. The results indicated that H₀ is rejected and H₁ is accepted. work satisfaction has a negative and significant effect on intention to leave. This means that the higher the level of work satisfaction felt by employees, the lower the level of intention to leave the employee. The results of this study are in accordance with the research of Yaqin (2013), Yucel (2012), Watuseke et al. (2019), Putri and Prasetio (2017), and Salleh et al. (2012). Companies must pay attention to

employees by ensuring the adequacy of hygiene factors in order to avoid employee dissatisfaction and provide motivators for improving employee performance. The results of the analysis of the variable intention to leave shows that employees have been thinking to quit their current job and actively contact friends to obtain information on job openings in other companies. So that the level of intention to leave employees can decrease, the company should be able to increase the level of work satisfaction of employees by paying attention to employees such as ensuring the adequacy of hygiene factors and providing motivators to employees. The company should also be able to improve the reward policies that have been implemented and the amount of salary received by employees to be adjusted to the needs, desires, and performance of employees.

The results of the analysis uncovered the significantly negative effect of organizational commitment on exit intention ($B = -0,263$; $t = -2,862$; $p < 0,05$). It indicated that H_0 is rejected and H_1 is accepted. This means that the higher the level of employee organizational commitment, the lower the level of intention to leave the employee. The results of this study are in accordance with the research of Pratiwi and Susilo (2018), Jehanzeb et al. (2013), Rarasanti and Suana (2016), Abdurrahim and Anisah (2015), and Thakkar (2015). From an investment theory perspective, one's commitment to a relationship depends not only on satisfaction in terms of reward, cost, and level of comparison, but also how much they have invested in a relationship that will be lost if he leave the relationship. The more a person invests in an organization, the more he feels that it's a shame to leave his organization at this time.

In this study there are still some weaknesses and limitations. First, in this study the data used were only cross section data so that the pattern of changes in outward intention, work satisfaction, and organizational commitment in the company could not be seen in this study. Second, the variable construction used in this research model is still simple. In the future, it can be optimized by increasing the construction of variables in the form of mediation and moderation variables.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research analysis and the results of the discussion, several conclusions can be drawn, namely: 1. Work satisfaction has a negative and significant effect on outgoing intentions. This shows that the higher the level of employee work satisfaction, the lower the level of intention to leave; 2. Organizational commitment has a negative and significant effect on intention to leave. This shows that the higher the level of employee organizational commitment, the lower the level of intention to leave. It is recommended to reduce the intention to leave, company is expected to pay attention to the amount of pay and the structure of employee compensation. Employees should be able to evaluate their impact on their job while they work and contribute to the company. The company can also provide attractive offers to employees such as giving bonuses to employees for work that has been done very well. Suggestions for further research are that researchers are expected to add other variables because this study only looks at intentions that are affected by work stress, work satisfaction and organizational commitment. Future researchers are also expected to be able to take samples or populations in companies engaged in other fields and use other methods as an analysis tool.

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