



The Effect of Job Satisfaction on Turnover Intention Through Organizational Commitment as a Mediation

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ABSTRACT

The purpose of this study is to describe turnover intention, job satisfaction, and organizational commitment of the employees and to investigate the effect of job satisfaction on turnover intention through organizational commitment as a mediating variable. The sample in this study was 56 employees of Sengkaling Recreation Park Malang selected by the saturated sampling technique. The analysis tool was a scale range analysis and path analysis. The findings indicate that job satisfaction has a negative effect on turnover intention, job satisfaction has a positive effect on organizational commitment, organizational commitment has a negative effect on turnover intention and job satisfaction has a negative effect on turnover intention through organizational commitment as a mediating variable. The Sobel test shows that organizational commitment is proven to be the mediating variable.

Keywords: Job Satisfaction, Organizational Commitment, Sobel Test Turnover Intention

INTRODUCTION

In the era of the covid-19 pandemic, company leaders think hard for the company's survival. Even though the size of the company is highly influential on sales growth to survive, it is still ignored (Kusuma, Restuningdiah, & Handayati, 2021). The pandemic brings significant impacts on the lives of various business fields on the stock market (Nusantara, 2021) and the most severe impact is on the tourism business sector (Kawulur, Mawitjere, & Kawulur, 2021). To deal with its uncontrollable environmental influences, the company leaders may organize or strengthen the company's internal conditions, including their quality of human resources, which is closely related to work commitment, loyalty, and performance (Monoarfa, Sumual, & Legi 2021).

Company success is measured by how a company manages its existing resources, and human resources are the main factor in the process of achieving company goals. improper management of human resources may result in several significant issues such as employee turnover. This common phenomenon in a business refers to the movement of labor in and out of an organization (Witasari, 2009).



Two general types of turnover are voluntary and involuntary (Robbins, 2006). Voluntary turnover occurs when employees consciously decide to leave work with all his/her considerations. involuntary turnover is dismissal from employers or companies. Turnover does not automatically occur and is usually due to the employees' intention to quit their job.

According to Lum, Kevin, Clark, Reid, and Sirola (2006), the turnover intention is one's desire to leave organizations. It is an evaluation of one's current position with regard to dissatisfaction triggering his/her desire to leave and find another job. It is a tendency or level of attitude whereby an employee has the possibility to leave the organization or resign voluntarily (Santoni & Harahap, 2018). Voluntary turnover intention is a tendency or level of attitude where an employee has the opportunity to leave the organization or choose to voluntarily resign.

According to Ridlo (2012), several factors affect turnover intention. They are job satisfaction and commitment to the organization. Santoni (2018) defined job satisfaction as a positive emotional state as a result of evaluating work experience. Bentley, Coates, Dobson, Goedgebuure, and Meek (2013) defined job satisfaction as a conclusion from the comparison between what employees expect with the realities they get while working.

Yaqin in Putra, Bastari, and Kartika (2015) argued that job satisfaction is a specific picture of a person towards his/her job while organizational commitment is the big picture. According to Mathis and Jackson in Putra et al. (2015) organizational commitment is the level of trust and acceptance of employees towards organizational goals and a desire to remain within the organization. Steer in Uludag, Khan, and Guden (2011) defined organizational commitment as the relativity of one's identity with involvement in every part of the organization.

Sengkaling Recreation Park is a business engaged in tourism services with 56 permanent employees. As a business, it requires employees with a high work commitment and satisfaction. Labor turnover disrupts company activities as experienced employees choose to leave and the company incurs the costs to train new employees (Wiratomo, Kanto, & Bross, 2018). If improperly handled, the company will experience a decline in performance.

Employee job satisfaction is highly individual as it depends on the character of the employee. According to Putra et al. (2015) and Nuansa, Thatok, and Siti (2018) job, satisfaction deals with satisfaction with the job itself, the attitude of supervisors, relationships with colleagues, promotion opportunities, and salaries. Hermana, Hubeis, and Sukmawati (2015) stated that financial factors have a significant effect on employee job satisfaction.

Nuansa et al. (2018) stated that organizational commitment can be seen from employees working wholeheartedly and loyally for the company. This proves their



affective relationship with work and company. Organizational commitment is a psychological condition that binds employees to an organization (Putra et al., 2015).

Job satisfaction and organizational commitment relate one another. Employees will commit to an organization if they are satisfied while participating in the organization. Andini (2006) suggested a positive relationship between job satisfaction and organizational commitment. Brown and Peterson in Andini (2006) also concluded that the higher the job satisfaction, the higher the organizational commitment.

Turnover is a phenomenon that often occurs in a business. Ridlo (2012) defined limited turnover as a transfer of employees from their current jobs. Robbins in Nuansa et al. (2018) divided turnover into two groups, namely voluntary turnover and involuntary turnover. Voluntary turnover is an employee's decision to leave his job consciously and voluntarily with certain considerations, while involuntary turnover describes the employer's (company) decision to terminate the work relationship with the employee and is uncontrollable.

The voluntary turnover indicates that there are groups of employees who consciously have an intention to leave. Turnover intention is a form of feeling uncomfortable about the work. It is the intention to leave the organization consciously and an intentional desire to leave the organization (Tet & Meyer in Ridlo, 2012). Jadoo et al. in Hermana et al. (2015) stated that turnover intention is the final step in the decision-making process before an employee leaves his/her job, where the employee is an active member of the company and is late looking for other job alternatives. Those descriptions summarize that turnover intention is the final decision of an employee to leave his/her job consciously and voluntarily with certain considerations such as the availability of other job alternatives.

To measure turnover intention Andini (2006) and Santoni and Harahap (2018) suggested several indicators. They are:

- 1) Individual tendency to leave an organization,
- 2) The possibility to look for jobs in another organization,
- 3) The possibility of leaving an organization.

Job satisfaction is the extension of one's positive or negative feelings towards his/her job (Spector in Uludag et al., 2011). Job satisfaction, according to Locke in Randhawa (2007), is the satisfaction or positive emotion to a job or work experience. This is in line with Handoko in Andini (2006) defining job satisfaction as one's emotional state, either pleasant or unpleasant, about his/her job.

Bentley et al. in Santoni and Harahap (2018) defined job satisfaction as a feeling related to work that involves several aspects such as employee salaries, career development opportunities, relationships with colleagues, job equity, company organizational structure, quality of middle-level managers, occupational health, ability and education. From several statements of previous researchers, it can be concluded



that job satisfaction is a positive emotional statement for someone to their job with considerations such as salary, career opportunities and even the job itself.

According to Stantion et al. (2001) and Nuansa et al. (2018) job satisfaction is divided into several measurable indicators and is stated as follows:

- 1) The work itself.
- 2) Salary level.
- 3) Promotion opportunities.
- 4) Supervision.
- 5) Co-workers.

Steer in Uludag *et al.* (2011) defines organizational commitment as the level of the relativity of an individual's identity with involvement in every part of the organization. According to Meyer and Allen in Srimindarti, Octaviani, and Hardiningsih (2017), organizational commitment is a psychological concept where there is a relationship between organizational members and their organizations, deciding to remain in the organizations. Organizational commitment can also be defined as the relative level of recognition of individual engagement with a particular organization (Wayne in Andini, 2006). van Dick (2001) defined organizational commitment as the degree to which employees identify themselves in the organization and feel attached. It is important for the soul of employees because it involves an attitude of self-identification towards their organization (Sirin & Sirin, 2013). Based on the explanation, organizational commitment is a concept of a relationship between a person and an organization deciding to become a member for the benefit of the organization.

In organizational commitment, three aspects can be used as indicators (Porter and Steer in Halimsetiono, 2014). They are:

- 1) Identification

It is the acceptance and strong belief of employees in the values and goals of organizations.

- 2) Engagement

Organizational involvement includes how much a person identifies and cares about the work he/she is doing.

- 3) Loyalty

It assesses how strong the desire to remain a member of organizations.

Andini (2006) identified that employee turnover is related to job dissatisfaction. This is reinforced by Mobley et al. in Nuansa et al. (2018) contending a close relationship between job satisfaction and employee turnover intention. Takase, Teraoka, and Kousuke in Hidayat (2018) argued that job satisfaction can predict turnover intention. Those concluded that there is a relationship between job satisfaction and turnover intention where job satisfaction can be said to be a predictor variable.

Randhawa (2007) states that there is a negative correlation between job satisfaction and turnover intention. Another statement was stated by Alam and Asim (2019);



Aydogdu and Asikgil (2011); Brashear et al. in Uludag et al. (2011); Guixia and Rashid (2019); Hermana et al. (2017); Iqbal, Ehsan, Rizwan, and Noreen (2014); Mbah and Ikemefuna (2012); Mehmood, Ahmad, and Irum (2016); Pratiwi and Lo (2020); Saeed, Waseem, Sikander, and Rizwan (2014); Salleh, Nair, and Harun (2012); Srimindarti et al. (2017); Widyani, Saraswati, and Wijaya (2019) that job satisfaction has a negative effect on turnover intention. Job satisfaction also has a significant effect on turnover intention, Waspodo et al. (2013); Putra et al. (2015); Santoni et al. (2018); Tubay, (2019).

Based on the relationship between job satisfaction and turnover intention above, we suggest a hypothesis:

H1: Job satisfaction has a negative effect on turnover intention.

Mowday et al. in Porter (2014) defined organizational commitment as the relative strength of an individual's identification with an organization and his/her involvement. In the sense of being free, organizational commitment is a level/strength of one's relative identity in his/her involvement in the organization. According to Meyer and Allen in Srimindarti (2017) defined organizational commitment as a psychological concept where a relationship between organizational members and their organization occurs and the members decide to remain in the organization.

Nuansa et al. (2018) explain that organizational commitment is evident from employees who serve wholeheartedly for the benefit of the company and choose to stay in it. Based on the opinions of previous researchers, it can be concluded that organizational commitment is a concept of the relationship between the individual and the organization where he/she prefers to stay in the organization to achieve organizational goals.

Meyer (2014) found that high organizational commitment leads to low employee turnover intention. Research results by Johnson et al. in Andini (2006), Addae and Parboteeah in Uludag (2011), Srimindarti et al. (2017), Hidayat (2018), Wiratomo et al. (2018), and Saeka et al. in Nuansa et al. (2018) contended that organizational commitment has a negative effect on turnover intention. Putra et al. (2015) stated that organizational commitment has a negative and significant impact on turnover intention. In addition, Dewi and Nurhayati (2021); Guixia, & Rashid (2019); Guzeller and Celiker (2019); Iftikhar, Shahid, Shahab, Mobeen, and Qureshi (2016); Jehanzeb, Rasheed, and Rasheed (2013); Thiranagama (2017); Tran, Nguyen, Nguyen, and Ton (2020); Wahyono and Riyanto (2020) concluded that organizational commitment has a significant effect on turnover intention.

Based on these, we hypothesize:

H2: Organizational commitment has a negative effect on employee turnover intention.

Ismail and Razak in Hidayat (2018), job satisfaction reflects employee feelings towards their work and commitment to the organization. Araya and Haiyan (2015); Dirani and



Kuchinke (2011); Khuong and Vu (2014); Lalopa in Uludag et al. (2011); Malik, Nawab, Naeem, and Danish (2010); Mohammed and Eleswed (2013); Sihombing and Ariyanto (2020) stated that job satisfaction has a significant effect and can be a predictor for organizational commitment. According to Luthans in Putra et al. (2015) and Wiratomo et al. (2018), if employee job satisfaction is met, commitment to the organization will emerge well, and vice versa. Nuansa et al. (2018) showed that job satisfaction significantly influences organizational commitment. Elangovan in Andini (2006) found a strong positive relationship between job satisfaction and organizational commitment. On this basis, we formulate the hypothesis:

H3: Job satisfaction has a positive effect on organizational commitment.

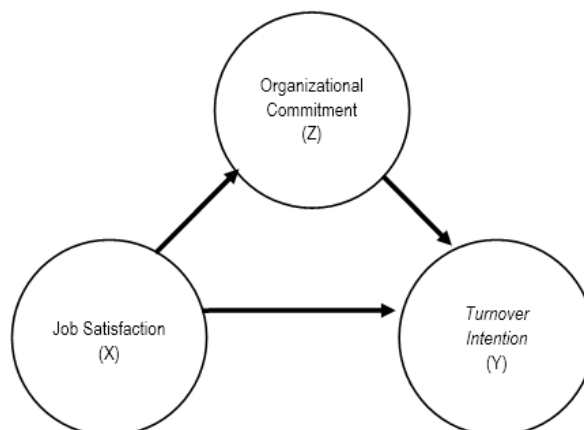
Mobley et al. and Griffeth in Ridlo (2012) highlighted determinant factors of turnover intention: job satisfaction and organizational commitment. Brashear et al. in Uludag et al. (2011), Hermana et al. (2017) and Srimindarti et al. (2017) argued that job satisfaction has a negative effect on turnover intention. Meyer et al. in Srimindarti et al. (2017) found that employees with high commitment to the organization will affect low employee turnover intention.

Research by Tubay (2019) concluded that job satisfaction and organizational commitment collectively affect turnover intention. According to Putra et al. (2015), there is a significant indirect effect between job satisfaction and turnover intention through organizational commitment. Based on the results of the description, we hypothesize:

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

Figure 1 presents the research framework showing the underlying model of our collective research efforts.

Figure 1. Research Framework





RESEARCH METHOD

This study used a sample of 56 people selected by simple random sampling. For the data analysis technique, a scale range, path analysis, and hypothesis testing (t and f tests) were used. Path analysis is used to determine the amount of contribution shown by the path coefficient on each path diagram of the relationship between job satisfaction (X), turnover intention (Y), and organizational commitment (Z), Kuncoro and Riduwan (2008). The magnitude of the effect on each of the pathways can be calculated by regressing the related variables (Umar, 2008).

RESULTS AND DISCUSSION

Path Analysis

The variables in this study are job satisfaction (X), turnover intention (Y) and organizational commitment (Z). For the magnitude of the influence of each of these for β_1 is the magnitude of the influence of variable X on Y, β_2 is the magnitude of the influence of variable X on Z, and β_3 is the size of the influence of variable Z on Y. The overall effect is $\beta_1 + (\beta_2 \times \beta_3)$.

The total path analysis was carried out by determining each size of influence on each pathway, namely β_1 , β_2 , and β_3 , before assessing the overall effect of variable X on Y through intervening variables using the equation $= \beta_1 + (\beta_2 \times \beta_3)$. The overall path analysis can be seen in Figure 2.

Figure 2. Total Path Analysis

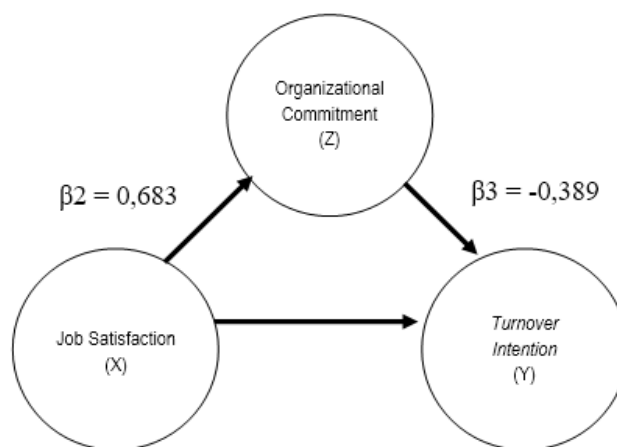


Figure 2 shows 3 pathways, the effect of job satisfaction (X) on turnover intention (Y) (Path I), the effect of job satisfaction (X) on organizational commitment (Z) (Path II), and the effect of organizational commitment (Z) on turnover intention (Y) (Path III). The



β value is the influence of each path coefficient. The tabulation of direct and indirect effects is presented in Table 1.

Table 1. Path Coefficient, Direct Effect and Indirect Effect

Variable	Path Coefficient (β)	Effect	
		Direct	Indirect
$X \rightarrow Y$	-0,590 (β_1)	-0,590	-
$X \rightarrow Z$	0,683 (β_2)	0,683	-
$Z \rightarrow Y$	-0,389 (β_3)	-0,389	-
$X \rightarrow Y \rightarrow Z$	$\beta_1 + (\beta_2 \times \beta_3)$ -0,590 + (0,683 - 0,389)	-	-0,856

Table 1 indicates that the effect of job satisfaction (X) on turnover intention (Y) is -0.590 or -59%, the effect of job satisfaction (X) on organizational commitment (Z) is 0.683 or 68.3%, and the effect is organizational commitment (Z) to turnover intention (Y) of -0.389 or -38.9%. Also, the effect of job satisfaction (X) on turnover intention (Y) through organizational commitment (Z) as a mediating variable is -0.856 or -85.6%.

Mediation Test

To test the significance of organizational commitment (Z) as a mediating variable in the relationship between job satisfaction (X) and turnover intention (Y) variables, the Sobel test (Baron, & Kenny, 1986) was used by an online application (<http://quantpsy.org/sobel/sobel.htm>). The results are presented in Figure 3.

Figure 3. Sobel Test Results

Input:		Test statistic:	Std. Error:	p-value:
a	0.559	Sobel test: -2.79389687	0.05622219	0.00520771
b	-0.281	Aroian test: -2.75581423	0.05699913	0.00585462
s_a	0.113	Goodman test: -2.83360324	0.05543437	0.00460264
s_b	0.083	Reset all	Calculate	

Note:

a = Job satisfaction regression coefficient (X) on organizational commitment (Z)
 b = regression coefficient of organizational commitment (Z) on turnover intention (Y)
 s_a = Standard error of a
 s_b = Standard error of b

Figure 2 shows that the t-statistic value of the single test is -2.79. To determine the mediation, the t-statistic value is compared with a critical value of $t \pm 1.96$. If the t-



statistic is smaller than critical t , the variable mediates. The Sobel test in Figure 2, shows the t -statistic value is -2.79, which means that the t -statistic is smaller than critical t or -2.79 (t -statistic) < 1.96 (critical t). This implies that organizational commitment (Z) can mediate the relationship between job satisfaction (X) and turnover intention (Y).

Hypothesis Testing

Hypothesis 1

The first hypothesis suggests that job satisfaction has a negative effect on turnover intention. This test is conducted by comparing the t value with the t table with α of 5% and df 28. The value of the t table (0.025; 28) is 2.048 and the t value is -8.731. Since the job satisfaction variable is inversely related to turnover intention, the value of t count and t table is $-t \text{ count} < -t \text{ table}$ (-8,731 < -2,048). Subsequently, the significance value α (0.05) is compared with the significance value of job satisfaction (X) on turnover intention (Y), where the significance value of job satisfaction (X) on turnover intention (Y) is smaller than the significance value α (0.05 > 0, 00). This concludes that job satisfaction has a negative effect on turnover intention. Therefore, Hypothesis 1 is accepted.

Hypothesis 2

The second hypothesis suggests that organizational commitment has a negative effect on turnover intention. The test is carried out by comparing the t value with t table with α of 5% and df 28. The value of t table (0.025; 28) is 2.048 while the t value is -6.854. Because the variable organizational commitment is inversely related to turnover intention, $-t$ count is smaller $-t$ table (-6,854 < -2,048). The significance value of organizational commitment (Z) on turnover intention (Y) is smaller than the significance value α (0.05 > 0, 00). This concludes that organizational commitment has a negative effect on turnover intention. Hypothesis 2 is accepted.

Hypothesis 3

The third hypothesis suggests that job satisfaction has a positive effect on organizational commitment. The test is conducted by comparing the value of t count with t table with α of 5% and df 28. The value of t table (0.025; 28) is 2.048 while the value of t count is 4.950 (4,950 > 2,048). The significance value of job satisfaction (X) on organizational commitment (Z) is smaller than the significance value α (0.05 > 0.00). This leads to the conclusion that job satisfaction has a positive effect on organizational commitment. Hypothesis 3 is accepted.

Hypothesis 4

The fourth hypothesis in this study states that job satisfaction has a negative effect on turnover intention through organizational commitment as a mediating variable for employees. The hypothesis test is conducted by comparing the t count value with the t table critical value. The value of t table generated after the Sobel test is -2.81 and the critical value of the t table is ± 1.96 . It implies that t count is smaller than < t table (-2.81



< -1.96). it concludes that job satisfaction has a negative effect on turnover intention through organizational commitment as a mediating variable. Hypothesis 4 is accepted.

The findings indicate that turnover intention is in the low category while job satisfaction and organizational commitment are in the high category. This is in contrast to the background where the turnover intention is in the high category while job satisfaction and organizational commitment are in the low category. This is due to the presence of several other variables affecting the high turnover intention of employees.

The Effect of Job Satisfaction on Employee Turnover Intention

This study shows that the effect of job satisfaction on turnover intention is -59%. This implies that job satisfaction has a negative effect on turnover intention. It highlights that the higher the job satisfaction, the lower the employee turnover intention. The finding corroborates Brashear et al. in Uludag et al. (2011), Hermana et al. (2017), and Srimindarti et al. (2017) contending job satisfaction has a negative effect on turnover intention.

The scale range results indicate that job satisfaction is in the high category. This is due to the company implementing incentive policies such as overtime pay, Holyday bonus, and other bonuses, which can increase employee satisfaction. This is in line with Nasution's statement in Putra et al. (2015) and Roelen in Nuansa et al. (2018) where one indicator of job satisfaction is satisfaction with the salary and the attitude of supervision.

The Effect of Organizational Commitment on Turnover Intention

The results of this study indicate the effect of organizational commitment on turnover intention is -38.9%. This value implies that organizational commitment has a negative effect on turnover intention. This implies that the higher the organizational commitment, the lower the turnover intention. This corroborates Johnson et al. in Andini (2006) and Uludag et al. (2011) suggesting that organizational commitment has a negative effect on turnover intention.

The results of the scale range indicate that organizational commitment is in the high category because 17 out of 30 employees have worked for the company for more than 5 years. This implies that the employees feel compatible with the company's vision and mission and have a high sense of loyalty.

The Effect of Job Satisfaction on Organizational Commitment

Our analysis found that there was an effect of job satisfaction on organizational commitment by 68.3%. This positive relationship implies that the higher the job satisfaction, the higher the organizational commitment. This is in line with Luthans in Putra et al. (2015) contending that if employee job satisfaction is fulfilled, commitment to the organization will emerge.



The scale range shows that job satisfaction and organizational commitment are in the high category. This means that employee satisfaction has been fulfilled in terms of salary, job promotion, supervisory attitude, relationship with coworkers, and job (Smith et al. In Stantion et al., 2001) resulting in increased employee commitment.

The Effect of Job Satisfaction on Turnover Intention Through Organizational Commitment

We also found that total job satisfaction affects turnover intention through organizational commitment of -38.9% by the value of t count $< t$ table ($-2.81 < -1.96$). This corroborates Putra et al. (2015) underlining a significant indirect effect of job satisfaction on turnover intention through organizational commitment.

Employee's job satisfaction will affect their organizational commitment either the employee is considering other job alternatives or deciding to continue working at the company. This implies that organizational commitment has a significant role when employees decide to leave or continue to work at a particular company, thus proving that organizational commitment serves as a mediator. This corroborates Mobley et al. in Ridlo (2012) revealing that job satisfaction and organizational commitment are determinant factors of turnover intention.

CONCLUSIONS

The results of this research conclude that job satisfaction has a negative effect on turnover intention, job satisfaction has a positive effect on organizational commitment, organizational commitment has a negative effect on turnover intention and job satisfaction has a negative effect on turnover intention through organizational commitment as a mediating variable. The findings provide suggestions for companies to maintain aspects of job satisfaction including salary, which is far below the provisions. Also, further research needs to be carried out related to some of the above variables.

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