

## The Influence of Job Satisfaction and Organizational Commitment on Employee Turnover Intention Radar Kediri

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### ABSTRACT

Business competition means that companies must understand that human resources are assets that must be maintained in which employees have a big role and contribute to the companies operational activities. However, in reality, maintaining a workforce is not easy, turnover is a common phenomenon in the business environment. Factors that can influence turnover are job satisfaction and organizational commitment. This problem also occurs in Radar Kediri. The employee turnover rate at this company is quite high, namely 34,4% in 2020. The aim of this research is to examine how the level of job satisfaction and organizational commitment influences employee turnover at Radar Kediri. This research uses quantitative methods which is processed using Smart PLS software version 4. The population in this research is all Radar Kediri employee, totaling 53 and a sample of 53 respondents determined using the saturated sampling method. The analysis techniques are Sem PLS and bootstrapping. The result of this study indicate that job satisfaction and organizational commitment have a negative effect on turnover intention.

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## INTRODUCTION

The rapid business competition makes companies must understand that human resources are assets that must be maintained. This affects the company's operational activities and the company's success in achieving its goals. Therefore, employees have a big role, so maintaining labor stability is very important. But in reality, maintaining human resources is not easy, turnover is a common phenomenon in the business environment. Andriawan (2019) said that turnover is the entry and exit of employees within a certain period of time. Turnover Intention is a situation where an employee consciously intends to leave the company where he works to find a new job. High employee turnover intensity has a negative impact on the company, including creating organizational instability, reducing company productivity, increasing recruitment, selection and training costs. (Arie, 2022). The high desire to move employees also indicates that the company is ineffective and can lose a competent workforce.

The turnover problem is also experienced by Radar Kediri. PT Kediri Intermedia Pers or commonly known as Radar Kediri is a subsidiary of PT Jawa Pos that aims to increase the number of local news that can be presented to readers. The company is engaged in newspaper and was first published on July 12, 1999. Currently, the area of Radar Kediri is Kediri Regency, Kediri City, and Nganjuk Regency. The following is a list of the number of incoming and outgoing employees at Radar Kediri in the period of 2020 to 2023.

Table 1. Turnover Intention of Radar Kediri Employees in 2020 - 2023

Year	Initial Amount	Employee Login	Final Amount	Percentage
2020	46	10	15	34,4 %
2021	41	10	7	16,4 %
2022	44	11	7	15,2 %
2023	48	11	6	11,8 %

Source : Radar Kediri

According to Gallup in Iskandar and Rahadi (2021) the percentage of employee turnover rate if it is above 10% is classified as high. Based on the data in the table, it shows that from 2020 to 2023 the Radar Kediri Office experienced a high turnover intention. 2020 has the highest percentage of employees leaving, which is 34.4%.

One of the causes of turnover is employee dissatisfaction with their work. This view is in line with the theory put forward by Rivai in Jaya and Widiastini (2021) that if workers are not cared for, they will feel dissatisfied with their jobs and ultimately decide to quit. Based on the results of interviews conducted with Radar Kediri employees, the results show that the salary given to employees is quite low, promotional opportunities that have not been optimized make the possibility of employees to move up relatively small, and coworkers who make some employees feel uncomfortable. According to the theory put forward by Rivai in Jaya and Widiastini (2021) when workers are not

cared for, they will not get satisfaction with their work and eventually decide to quit and leave their workplace.

Organizational commitment is also related to employee turnover. This statement is supported by the theory of Luthans (2005) cited by Jaya and Widiastini (2021). The problem faced by this company regarding commitment is the high level of tardiness. Under any conditions, employees are required to always be committed to what is their responsibility and comply with existing regulations in the company. According to Steers in Fadhillah and Adiwati (2022) defines organizational commitment as a sense of identification (belief in organizational values), involvement (desire to carry out responsibilities as well as possible for the benefit of the organization), and loyalty of an employee to his organization.

Research conducted by Lukyanto Christian (2023) states that job satisfaction and organizational commitment affect employee intention to leave. The results of this study are not relevant to Rivaldy and Ananda (2022), where organizational commitment does not affect turnover intention but job satisfaction affects turnover intention. From the phenomenon that has been explained, a study was conducted with the aim of knowing the relationship between job satisfaction, organizational commitment to turnover intention of Radar Kediri employees.

In the field of organizational behavior, understanding the factors that influence employee turnover intentions is critical for organizations that want to retain their talent. Turnover intention, which refers to the likelihood of an employee to leave their job, has been widely researched due to its impact on organizational performance, costs, and employee morale. Two key variables often associated with turnover intention are job satisfaction and organizational commitment.

## **THEORETICAL REVIEW**

### ***Turnover Intention (Y)***

I Putu, et al (2022) said that turnover intention is the desire or goal of an employee who consciously and based on his decision wants to leave his job. According to Widyadmono in Jariyah (2022) turnover intention is the desire to move, not yet at the realization stage, namely moving from one workplace to another. Turnover intention is influenced by job satisfaction and organizational commitment, this statement is supported by the theory of Luthans (2005) cited by Jaya and Widiastini (2021). Jaya and Widiastini (2021) which states that there is a close relationship between organizational commitment and job satisfaction. This means that if workers do not get job satisfaction and organizational commitment, there will be an intention to resign. Mobley quoted by Susanti (2019) explains that the factors that influence turnover intention are work environment, job satisfaction, commitment, and compensation.

### ***Job Satisfaction (X1)***

Job satisfaction is one of the most researched topics in organizational psychology. It refers to the extent to which employees are satisfied with their

jobs, covering various aspects such as salary, work environment, relationships with coworkers, and career development opportunities.

According to Badriah quoted by Nirmala (2022) job satisfaction is the attitude or feelings of employees towards pleasant or unpleasant aspects of their work according to their respective assessments. Another definition of job satisfaction according to Hanum Indriati (2021) is the attitude shown by an employee towards his job which can be seen from his work morale, discipline and work performance. Employees who are satisfied with their jobs tend to be more productive, creative, loyal and actively contribute to the work environment. Meanwhile, employees who do not feel satisfied will cause problems such as decreased morale, feeling bored which has an impact on surrounding and ineffective work, and unstable emotions. Attribution theory proposed by Fritz Heider in research Murdani and Fachrurrozie (2022) explains that the behavior that exists in a person is caused by reasons or causes and how this affects their satisfaction with their work. Indicators of job satisfaction according to Robbins in Nirmala (2022) are satisfaction with salary, satisfaction with work, satisfaction with superiors or supervision, satisfaction with coworkers, promotion opportunities. The results of research conducted by Jariyah (2022)s tated that job satisfaction negatively affects turnover intention which means that the more satisfied an employee is, the less they will leave their workplace.

H1 : Job satisfaction negatively affects turnover intention

### ***Organizational Commitment (X2)***

Organizational commitment refers to an employee's psychological attachment to his or her organization. It reflects the extent to which employees identify with the organization and are willing to give effort to achieve organizational goals.

According to Mowday et al., cited by Darma, et al (2021) organizational commitment refers to employee recognition and participation in the organization. According to Imran Ukkas in Elvira (2022) organizational commitment is a loyalty, trust and loyalty that employees have towards the organization. Organizational commitment is an employee's attitude towards work which can be seen as recognition, employee participation, implementation of organizational values and regulations to employees and their dedication to achieving organizational goals. Commitment itself arises from each individual who cannot be forced by his will. Based on Zhao and Liu's research in Mila and Dewi (2020) traditional turnover theory states that a workforce with a high commitment to the organization will increase their effectiveness and loyalty. Meanwhile, employees who have low commitment do not see themselves as part of the organization and have a high tendency to be absent, often come late and resign. According to Priansa (2018) factors that influence organizational commitment are justice and job satisfaction, job security, organizational understanding, employee involvement, and employee trust. The indicators of organizational commitment according to Shaleh in Ratu (2018) are the willingness of employees, the loyalty of employees, the pride of employees in

the organization. From research conducted by Ri zki and Juhaeti (2022) proves that organizational commitment affects turnover intention so that high organizational commitment can reduce the possibility of an employee leaving his company.

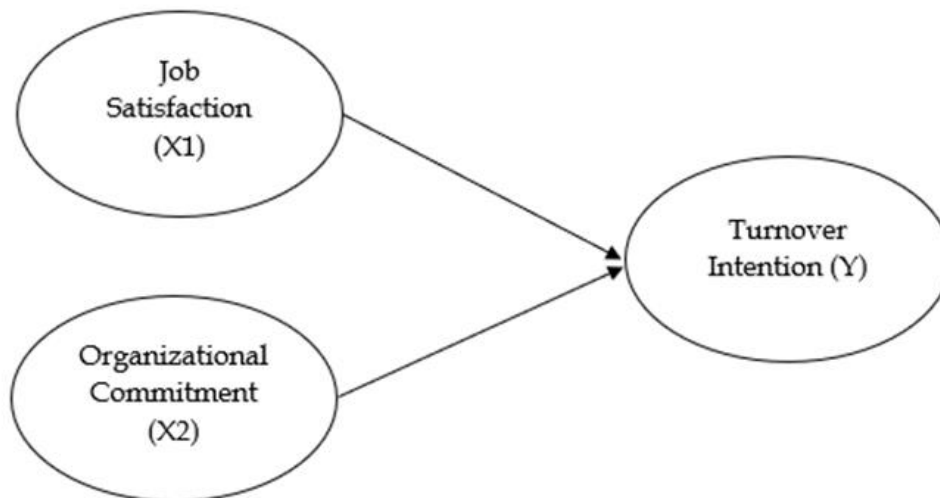
H2 : Organizational commitment negatively affects turnover intention.

### *The Interrelationship between Job Satisfaction and Organizational Commitment*

Research often shows that job satisfaction and organizational commitment are interrelated. High job satisfaction may lead to higher organizational commitment, especially affective commitment, as satisfied employees are more likely to develop positive feelings towards their organization. Conversely, committed employees may experience greater job satisfaction as they align with the values and goals of the organization. Therefore, the relationship between these variables and turnover intention is often complex and multidimensional.

Theoretical perspectives on job satisfaction and organizational commitment provide valuable insights into the factors that influence employee turnover intention. By understanding these relationships, organizations such as Radar Kediri can implement strategies to increase job satisfaction and organizational commitment, thereby reducing turnover intentions and retaining key employees. This in turn contributes to the long-term stability and success of the organization.

### **Conceptual Framework**



**Figure 1. Conceptual Framework**

### **METHODOLOGY**

This study uses a quantitative approach. The population used was 53 people, namely all Radar Kediri employees with a sample of 53 respondents. The sampling technique of this study is saturated sample. Data analysis

techniques in this study are SEM PLS and bootstrapping to test validity, reliability, inner model testing, and hypothesis testing. The data in this study are primary data obtained from interviews, and questionnaires arranged according to a Likert scale. The data obtained was then processed with Smart PLS software version 4.

**RESULTS**

***Validity Test***

To measure the convergent validity test of indicators, the results of the analysis of the factor loading value of each indicator of this construct are based on a minimum value of 0.70. From the outer model image below, all indicators have a loading factor value based on the original sample > 0.70, so it is concluded that the measurement has met the convergent validity criteria and is declared valid

Table 2. Outer Loading

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T statistics (IO/STDEV)	P Values
X1.1 <- Job Satisfaction	0.871	0.870	0.043	20.260	0.000
X1.2 <- Job Satisfaction	0.757	0.756	0.062	12.130	0.000
X1.3 <- Job Satisfaction	0.747	0.744	0.081	9.183	0.000
X2.1 <- Organizational Commitment	0.83	0.822	0.073	11.326	0.000
X2.2 <- Organizational Commitment	0.905	0.906	0.025	36.023	0.000
X2.3 <- Organizational Commitment	0.835	0.835	0.054	15.444	0.000
Y.1 <- Turnover Intention	0.959	0.96	0.011	88.318	0.000
Y.2 <- Turnover Intention	0.945	0.944	0.021	46.015	0.000
Y.3 <- Turnover Intention	0.942	0.942	0.014	69.195	0.000

***Reliability Test***

The consistency of respondents' answers is measured using the reliability test. If the Construct Reliability and Vaalidity value on Cronbachs' Alpha and Composite Reliability > 0.70, it can be said that the questionnaire is reliable. The table below shows that the coefficient value is in accordance with the requirements for declaring the research questionnaire reliable so that the respondents' answers are consistent.

Table 3. Reliability Test Result

	Crombach's Alpha	Composite Reliability
Job Satisfaction	0.704	0.836
Organizational Commitment	0.821	0.893
Turnover Intention	0.945	0.964

**Inner Model Test**

The results of the inner model test are obtained from the R-Square value of the equation between latent variables. The R-Square value describes how much the independent variable affects the dependent variable. The following table shows the R-Square value of 0.595, which means that 59.5% of the intention to move is influenced by job satisfaction and organizational commitment factors, while the remaining 40.5% is influenced by other factors.

Table 3. R-Square Score

	R-Square
Turnover Intention	0.595

**Hipotesis Test**

The significant effect of a variable is obtained if the t-statistic value is greater than the t-table value at  $\alpha = 0.05$  (5%). The path coefficient value of the independent variable can be seen from the original sample value which explains the direction of the influence of exogenous variables on endogenous variables and what the value is. If the value of the p-value  $< 0.05$ , the research hypothesis is considered accepted. The table below shows that job satisfaction has a negative effect on turnover intention so that H1 is accepted, the path coefficient value is -0.468 and the t-statistic value is 3.022 or the p-value is 0.003  $< 0.05$ , so it is said to be significant. Organizational commitment has a negative effect on turnover intention so that H2 is accepted, the path coefficient value is -0.347 and the t-statistic value is 2.100 or p-values 0.036  $< 0.05$ , so it is said to be significant.

Table 4. Hypothesis Test

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Job Satisfaction -> Turnover Intention	-0.468	-0.475	0.155	3.022	0.003
Organizational Commitment -> Turnover Intention	-0.347	-0.344	0.165	2.100	0.036

## DISCUSSION

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

Based on the results of data processing, job satisfaction contributes to turnover in Radar Kediri employees, so that high job satisfaction can reduce turnover intensity. There are many factors behind an employee's desire to leave the company where he/she works, one of which is job satisfaction. Attribution theory put forward by Fritz Heider in research Murdani and Fachrurrozie (2022) explains that the behavior that exists in a person is caused by reasons or causes and how this affects their satisfaction with their work. The results of this study are similar to previous research conducted by Septia Ningsih and Putra (2019), Jariyah (2022), I Putu and Trisnawati (2022), Jaya and Widiastini (2021) who found that job satisfaction negatively affects turnover intention, which means that the more satisfied an employee is, the less likely they are to quit. However, this research contradicts Divariyadi's research (2020) which states that there is no influence between job satisfaction and employees' intention to leave their workplace.

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

Based on the data analysis, it proves that organizational commitment contributes to reduce the exit intention of Radar Kediri employees. From these results, it is concluded that high organizational commitment can reduce employee exit intention that occurs in the company. Individuals who have high commitment in themselves will survive and can minimize the possibility of resigning. The results of this study are the same as research Lukyanto Christian (2023), Rizki and Juhaeti (2022), Bawawa (2021). High organizational commitment can reduce the likelihood of a person looking for a new job. Pride in being part of the organization and loyalty are the strongest organizational commitment measurements that make employees choose to stay in their workplace. However, this research contradicts research from Risaldy and Ananda (2022) which states that there is no influence between organizational commitment and employees' intention to leave their organization.

## CONCLUSIONS AND RECOMMENDATIONS

The results of this study are able to strengthen the results of previous studies with the conclusion that job satisfaction and organizational commitment affect turnover intention in Radar Kediri employees. It means that when employees' job satisfaction is high, the turnover intention level is lower. The



greater the sense of organizational commitment in employees, the lower their intention to leave their place of work. Based on the results of this study, the suggestion that can be given is that the company can provide compensation in other forms besides salary so as to increase job satisfaction, work motivation and minimize their exit and to increase employee commitment to the organization can be realized by making comfortable working conditions in terms of facilities and infrastructure. For further researchers, they can add other variables such as compensation, work stress, and work environment considering the many factors that influence the intensity of employee exit if they want to retest this model research.

### **FURTHER STUDY**

Although this study has provided insight into the level of turnover intention in newspaper companies using two independent variables, namely job satisfaction and organizational commitment, there are several limitations that need to be overcome in future studies, namely the sample used is quite small so that future researchers are advised to conduct research on companies with a wider sample and more diverse variables.

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