



EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO TURNOVER INTENTION AT PT. ACS AEROFOOD

by

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ABSTRACT

This study aims to analyze the effect of Work and Organizational Commitment on Turnover Intention at PT. Aerofood ACS. The sample of this research is 97 respondents of employees of PT. Aerofood ACS with a population of 2,749. The method used is a quantitative method. The collection of primary data obtained from the distribution of questionnaires and secondary data obtained from the company. The analytical technique used is multiple linear regression analysis using SPSS version 24 software. The results showed that partially the work objective variable (X1) did not have a positive effect on Turnover Intention (Y). This is indicated by $t_{count} < t_{table}$ ie $1.395 < 1.661$, Organizational Commitment (X2) has a positive effect on Turnover Intention (Y). This is indicated by $t_{arithmetic} > t_{table}$ which is $4.513 > 1.661$ and a significant regression value of 0.000 is smaller than 0.050. Simultaneously the work variable (X1) and Organizational Commitment (X2) have a positive effect on Turnover Intention (Y), namely $F_{count} > F_{table}$ of $31,223 > 2,70$. With multiple regression equation value $Y = 6.908 + 0.247X1 + 0.618X2$ with a coefficient of determination of 39.90% which is influenced by factors not examined.

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1. INTRODUCTION

In dealing with currents, human resources play an important role in the company's activities in managing and utilizing them so that they can work productively in the context of company goals. The application of professional human resources can create a balance in the management of human resources for both employee and company satisfaction.

Human resources are actors from all levels of planning to evaluation who are able to utilize resources other resources owned by the company. PT. Aerofood ACS currently has many professional employees who master their respective job desks, with premium in-flight logistics service products served to 40 international and domestic commercial airlines, the company's success in managing and empowering human resources is a company asset that can improve company profitability as one of the company's goals achieved through turnover intention. Thus the achievements of PT. Aerofood ACS cannot be separated from the role of employees who are members of the company's management. Turnover intention is an important phenomenon in organizational life. There are times when employee turnover has a positive impact. However, there is also a negative impact of the employee turnover on the organization, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities.

This is no less important related to job satisfaction, namely the assessor, because an employee's job satisfaction will cause serious problems and the impact is not motivating but will actually lead to the exit of employees from the company because of the absence of employee job satisfaction, as well as organizational commitment, by maintaining the organization by making good commitments it will give employees a sense of

security and comfort so that the company can reduce the level of turnover intention. So it can be said that organizational commitment has a positive and significant effect on turnover intention.

Based on the problems that have been studied, the formulation of the problem in this research is a question of assumptions from the results of theoretical and empirical observations and reviews, which will then be answered temporarily by the research hypothesis. Thus, the formulation of the problem in this study is:

- (a) Is there an effect of job satisfaction on turnover intention at PT. Aerofood ACS,
- (b) To find out whether there is an effect of organizational commitment on turnover intention at PT. Aerofood ACS, (c) To find out whether there is an effect of job satisfaction and organizational commitment simultaneously (together) on turnover intention at PT. Aerofood ACS.
- (c) The benefits of this research are: For the author: To add insight and knowledge in the field of Human Resources (HR), especially regarding job satisfaction and organizational commitment to turnover intention, For Academics: This research is expected to be used as a scientific study to understand the application of HR theories Humans, especially regarding the meaning of turnover intention, which not many individuals understand properly, especially the author, and the results of this study are also expected to be used by academics in the Department of Human Resource Management (HR).

2. LITERATURE REVIEW

Job Satisfaction: Job satisfaction is the pleasure that a person feels for his or her role or work in the organization. The level of individual satisfaction is that they get a salary / feedback that is commensurate with various aspects of the work situation of the organization where they work. So job satisfaction is related to the psychological level of the individual in the organization, which is caused by the circumstances he feels from his environment. Job satisfaction is a positive attitude from the workforce including feelings and behavior towards their work through assessment one of the jobs as a sense of respect in achieving one of the important values of work (Afandi, 2018: 74). Job satisfaction is individual job involvement, the degree to which people identify psychologically with their work and consider the level of performance that is considered important for their self-esteem to achieve the goals set by the company (Robbins and Judge, 2018: 50). Job satisfaction is an affective or emotional attitude towards aspects or aspects of an individual's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Masram and Muah, 2017: 117).

Based on the explanation above, it can be concluded that what is meant by job satisfaction is the level of pleasure that a person feels for his role or work in the organization. The degree to which individuals are satisfied that they are appropriately rewarded for various aspects of the work situation of the organization in which they work.

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Edison, et al (2017:221), defines commitment as "as an emotional self-improvement in a positive sense. Where employees/employees who want to advance their careers are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving competence.

According to Luthans in Sutrisno (2018: 292), organizational commitment is: (1) a strong desire to become a member in a group, (2) a high willingness to work for the organization, (3) a certain belief and acceptance of the values of the organization. And organizational goals

Khaerul Umam (2018:259) that: "organizational commitment has a strong sense of acceptance in an individual that there are organizational goals and values, so that the individual will work and have a strong desire to survive in the organization"

Based on the opinions of the experts above, it can be concluded that organizational commitment is a sense of trust in organizational values, as well as loyalty to the organization to work and have a strong desire to work stay in the organization, employee intention or turnover is the desire of an employee to move, quit or leave the place of work which is done voluntarily or of his own volition or the decision of the organization. Basically, turnover intention is created because of the desire of employees who want to get a new, better job opportunity.

According to Kasmir (2016: 57) turnover intention is the transfer of employees from the company to another company, and the employee is accepted by the company through recruitment and when the employee leaves for various reasons, it automatically affects changes in the number of employees in the company.

According to Priansa (2018: 296) turnover intention is also the pinnacle of all behavior caused by employee dissatisfaction with their work, if employees don't like their jobs, they will look for other places of work, according to Kaswan (2017: 271) turnover intention is when employees are no longer part of the company and is no longer members of the organization.



According to Elmi (2018: 196) turnover intention is the desire or intention of employees to leave the company/organization and must be replaced immediately.

Based on the explanation above, it can be concluded that what is meant by turnover intention is a form of peak attitude of employees who want to change companies or organizations caused by an employee's dissatisfaction and lack of organizational commitment in the company.

3. RESEARCH METHOD

According to Arikunto (2019:136) the research method is the main method used by researchers to achieve goals and determine answers to the problems posed.

In this study, the authors chose the causal associative method seen from the formulation of the problem and the hypothesis, while the research approach used a quantitative approach.

1. Types and Sources of Data

The type of data used in this study is quantitative data originating from secondary data in the form of a questionnaire. Using a Likert scale 1-5 which is ordinal data, then the ordinal data is converted into interval data. The reason the researcher uses a Likert scale is, because it is easier to The type of data used in this study is quantitative data originating from secondary data in the form of a questionnaire. Using a Likert scale 1-5 which is ordinal data, then the ordinal data is converted into interval data. The reason the researcher uses a Likert scale is, because it is easier to understand, by the respondent, and does not take much time to answer.

2. Research Instruments

This research instrument uses a questionnaire about the effect of job satisfaction and organizational commitment on turnover intention. Job satisfaction is an independent variable (X1) which consists of work performance, recognition, awards, responsibilities, opportunities for further development. Organizational commitment is an independent variable (X2) which consists of loyalty, emotional ties with the company. Turnover intention is the dependent variable (Y) which consists of the intention to leave, the plan to leave, trying to find a new job.

3. Location and Time of Research

For the place of research, the writer chose PT. Aerofood ACS the author will schedule the implementation of this research after the thesis proposal is examined and approved, the authors estimate for this research schedule will start in March to June 2021

4. Technique of Determining the Number of Samples

Determination of the number of samples in this study using a non-probability sampling technique, namely total sampling or commonly known as saturated sample Sugiyono (2017: 81). To calculate the determination of the number of samples from a particular population that was developed, the sampling used the Slovin formula (Husen U, 2013:65).

$$n = \frac{N}{1 + Ne^2}$$

The sampling calculation uses the Slovin formula, $n = \frac{N}{1 + Ne^2}$, where n is the sample, N is the population size, and e is the percent allowance for inaccuracy (error level) in sampling that can still be tolerated. And the value of e, the researcher uses a value of 10%.

For the needs of the data analysis process, the number of samples taken was 97 respondents, using random sampling technique.

Data Collection Techniques and Tools

The data collection technique needed in this study is which data collection technique is the most appropriate so that it is truly valid and reliable. In the preparation of this study, the authors collected data from various sources, including: (a) Primary data is a collection of data obtained directly from data collector

Sugiyono, 2018:213), (b) Secondary data is data obtained indirectly by researchers or by third parties.

5. Data Analysis Method

(a) Descriptive analysis was conducted to describe the data. The data in this study are in the form of minimum, maximum, data range, average value and standard deviation (standard deviation).

(b) The validity test is the equation of the data reported by the researcher with the data obtained directly from the research subject, Sugiyono (2018; 267).

(c) According to Ghazali (2018:45) reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable from time to time.

- (d) Classical Assumption Test is an analysis carried out to assess whether in an Ordinary Least Square (OLS) linear regression model
- (e) According to Sugiyono (2014:23) inferential statistics are statistics used to analyze sample data and the results are generalized (differentiated) for the population where the sample is taken.
- (f) According to Sugiyono (2017:228) Product moment correlation coefficient is a correlation technique used to find a relationship and prove the hypothesis of a relationship between two variables if the data from the two variables or are the same.
- (g) Test.

4. RESULTS AND ANALYSIS

Table. 1
Characteristics of Respondents Based on Gender

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	48	49.5	49.5	49.5
	Woman	49	50.5	50.5	100.0
	Total	97	100.0	100.0	

Source: Data quisioner output SPSS

In Table 4.1 above, it can be seen that of the 97 people who were male respondents, 48 people (49.5%), and 49 people (50.5%) who became female respondents. This shows that the majority of respondents based on gender are women, while the minority of respondents are men

Table. 2
Distribution of Research Variable Scores

	Job satisfaction	Organizational Commitment	Turnover Intention
N	Valid	97	97
	Missing	0	0
Mean	26.95	38.15	37.12
Std. Deviation	3.090	3.993	4.833
Range	15	16	22
Minimum	18	30	25
Maximum	33	46	47

Source : Output SPSS Statistic Descriptif, Research 2021

Based on the SPSS Descriptive Statistics Output in Table 2 Distribution of Research Variable Scores, it can be interpreted as follows:

- Job Satisfaction Variable, the percentage score of Job Satisfaction with the lowest value is 18 and the highest value is 33. Thus, the range of scores that appears (range) is 15 (18 - 33). These numbers are then analyzed and the results are: the average score (mean) is 26.95, while the standard deviation is 3.090, thus the standard deviation of the job satisfaction variable data distribution is relatively low because the average value the mean (mean) is greater than the standard deviation value.
- Organizational Commitment Variable, the lowest score of Organizational Commitment is 30 and the highest score is 46. Thus, the range of scores that appears (range) is 16 (30 - 46). These numbers are then analyzed and the results are: (a) the average score (mean) is 38.15, while (b) the standard deviation is 3.993, thus the standard deviation of the data distribution of the Organizational Commitment variable



- is relatively low because the average value The mean (mean) is greater than the standard deviation value.
- c. Variabel *Turnover Intention*, Persentase skor *Turnover Intention* nilai terendah adalah 25 dan nilai yang tertinggi adalah 47. Dengan demikian, rentangan skor yang muncul (*range*) adalah sebesar 22 (25 - 47). Angka-angka ini kemudian dianalisis dan hasilnya adalah: (a) skor rata-rata (*mean*) adalah 37,12, sedangkan (b) standar deviasi adalah sebesar 4,833, dengan demikian simpangan baku pada sebaran data variabel *Turnover Intention* relatif rendah karena nilai rata-rata (*mean*) lebih besar dari pada nilai standar deviasi.

Table. 3
Test R Pearson Correlation Variable job satisfaction (X₁)

No Item	r test	r table	Conclusion
1	0.669	0,202	Valid
2	0.315	0,202	Valid
3	0.501	0,202	Valid
4	0.688	0,202	Valid
5	0.725	0,202	Valid
6	0.680	0,202	Valid
7	0.709	0,202	Valid

Source : Output SPSS data research, 2021.

Based on the results of the validity test using the Pearson correlation instrument, the Job Satisfaction variable (X₁) which consists of 7 items shows that from items 1 to 7 are valid, because the calculated r value (correlation) is greater than r table (0.202)

Table. 4
Test R Pearson Correlation Variable Organization Commitment (X₂)

No Item	r test	r table	conclusion
1	0.594	0,202	Valid
2	0.608	0,202	Valid
3	0.490	0,202	Valid
4	0.510	0,202	Valid
5	0.573	0,202	Valid
6	0.421	0,202	Valid
7	0.706	0,202	Valid
8	0.587	0,202	Valid
9	0.534	0,202	Valid
10	0.434	0,202	Valid

Source: Output SPSS data research, 2021

Based on the results of the validity test using the Pearson correlation instrument, the Organizational Commitment variable (X₂) which consists of 10 items shows that from items 1 to 10 are valid, because the calculated r value (correlation) is greater than r table (0.202).

Table. 5
Test R Pearson Correlation Variable Turnover Intention (Y)

No Item	r test	r table	conclusion
1	0.360	0,202	Valid
2	0.652	0,202	Valid
3	0.692	0,202	Valid

4	0.539	0,202	Valid
5	0.785	0,202	Valid
6	0.780	0,202	Valid
7	0.559	0,202	Valid
8	0.354	0,202	Valid
9	0.403	0,202	Valid
10	0.568	0,202	Valid

Sumber : Output SPSS data diolah, 2021.

Based on the results of the validity test using the Pearson correlation instrument, the Turnover Intention (Y) variable which consists of 10 items shows that from items 1 to 10 are valid, because the calculated r value (correlation) is greater than r table (0.202).

Table. 6
Test Multikolinieritas

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.908	3.864		1.788	.077		
	Kepuasan Kerja	.247	.177	.158	1.395	.166	.500	2.001
	Komitmen Organisasi	.618	.137	.510	4.513	.000	.500	2.001
a. Dependent Variable: Turnover Intention								

Source : Output SPSS, research 2021

From Table 6, the results of the Multicollinearity Test show that the Tolerance value of the X1 and X2 variables is 0.500, meaning that there is no multicollinearity to the data being tested. The calculation results also show that all independent variables VIF value of 2.001 is less than 10 (<10). So it can be concluded that there is no symptom of multicollinearity in the regression model used.

Table. 7
Uji Reliabilitas Instrumen

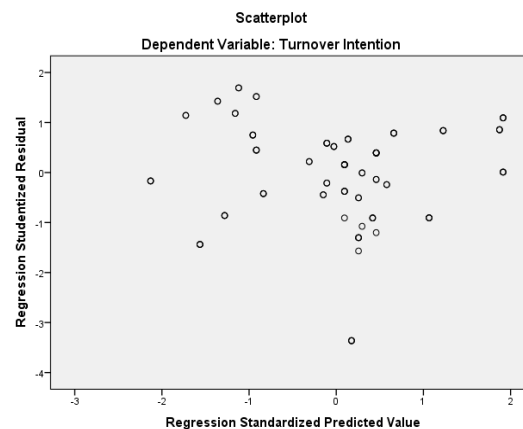
Variabel	Cronbach's Alpha	Keterangan
Kepuasan Kerja (X1)	0,704	Reliabilitas tinggi
Komitmen Organisasi (X2)	0,729	Reliabilitas tinggi
Turnover Intention (Y)	0,789	Reliabilitas tinggi

Sumber: Output SPSS Data diolah, Penelitian 2021.

The reliability test results show that all variables namely Job Satisfaction, Organizational Commitment and Turnover Intention have the same result, namely high reliability, because they have a reliability coefficient > 0.600.



Picture. 1
 Test heteroscedastisitas



From the results of the SPSS output in Figure 1, it shows that there is no heteroscedasticity disorder that occurs in the process of estimating the parameters of the estimator model, the points spread above and below the number 0 on the Y axis without forming a certain pattern, then there is no heteroscedasticity. So overall it can be concluded that there is no heteroscedasticity problem in this study.

Table. 8

Test Regresi Linier *Turnover Intention* and job satisfaction for the Organization commite

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.908	3.864		1.788	.077
	Kepuasan Kerja	.247	.177	.158	1.395	.166
	Komitmen Organisasi	.618	.137	.510	4.513	.000

a. Dependent Variable: Turnover Intention

Source : Output SPSS, Penelitian 2021

In table 8 Coefficients, Unstandardized Coefficients column B in Constanta (a) is 6.908, Job Satisfaction score (b) is 0.247, Organizational Commitment score (b) is 0.618. Based on these data, the regression equation is obtained:

$$Y = 6,908 + 0,247X_1 + 0,618X_2 + e$$

From the equation above, the coefficient value of Job Satisfaction and Organizational Commitment is positive, thus increasing the Turnover Intention value, the higher the Job Satisfaction and Organizational Commitment value, the higher the Turnover Intention.

CONCLUSION

Effect of Job Satisfaction (X1) on Turnover Intention (Y)

Job Satisfaction (X1) with the Turnover Intention (Y) variable has a moderate level of closeness with a correlation value of 0.512. the equation $Y = 15.264 + 0.811X_1$ which shows the value of 0.811 is positive, so the higher the value of Job Satisfaction (X1) at a certain value, the higher the Turnover Intention (Y) at a certain value as well

Job Satisfaction (X1) with the Turnover Intention variable (Y) has a moderate level of closeness, and the contribution of Job Satisfaction (X1) with the Turnover Intention variable (Y) obtained 26.90% results, if projected based on the regression test, the higher the Job Satisfaction value (X1) at a certain value, it increases Turnover Intention (Y) at a certain value as well. Hypothesis significance test based on regression test obtained evidence that: there is a negative and insignificant effect of Job Satisfaction on Turnover Intention at PT. Aerofood ACS.

The hypothesis which reads: "There is an effect of Job Satisfaction on Turnover Intention at PT. Aerofood ACS", the conclusion is not significant at the 95% confidence interval, because the t-value of Job Satisfaction is 1.395, which is smaller than the t-table of 1.661.

The results of this study are in line with the results of research conducted by Hasyim, Astuti, Fadhila, Artha 2020. The research indicates that the role on the effect of job satisfaction on turnover intention does not find the influence of the variable job satisfaction on turnover intention, so job satisfaction has a negative and insignificant effect on turnover intentions.

The Effect of Organizational Commitment (X2) on Turnover Intention (Y)

Organizational Commitment (X2) with the Turnover Intention variable (Y) has a strong level of closeness with a correlation value of 0.632, the amount of the contribution of Organizational Commitment (X2) with the Turnover Intention variable (Y) obtained 38.70% results, if projected based on the regression test obtained the equation $Y = 8.405 + 0.753X_2$ which shows the value of 0.753 is positive, so the higher the value of Organizational Commitment (X2) at a certain value, the higher the Turnover Intention (Y) at a certain value as well.

Organizational Commitment (X2) with the Turnover Intention (Y) variable has a strong level of closeness, and the contribution of Organizational Commitment (X2) with the Turnover Intention (Y) variable obtained 38.70% results, if projected based on the regression test, the higher the value of Organizational Commitment (X2) at a certain value, it increases Turnover Intention (Y) at a certain value as well. The hypothesis significance test based on the regression test obtained evidence that: there is a positive and significant effect of Organizational Commitment on Turnover Intention at PT. Aerofood ACS

The hypothesis which reads: "There is an effect of Organizational Commitment on Turnover Intention at PT. Aerofood ACS", the conclusion is significant at the 95% confidence interval, because the t-count value of Organizational Commitment is 4.513 which is greater than the t-table of 1.661.

The results of this study are in line with the results of research conducted by Amalia 2020 that if the organizational commitment (affective commitment, normative commitment, and sustainability commitment) owned by employees is high, it can be predicted that employee turnover intention tends to be low. Vice versa.

Effect of Job Satisfaction (X1), and Organizational Commitment (X2), simultaneously on Turnover Intention (Y)

Job Satisfaction and Organizational Commitment with Turnover Intention (Y) obtained a correlation value of 0.632 which is included in the criteria for strong closeness. Meanwhile, the contribution of Job Satisfaction (X1) and Organizational Commitment (X2) to Turnover Intention (Y) is 39.90% while the remaining 60.10% is influenced by other variables (X) which are not examined but affect Turnover Intention (Y) which can be seen from chapter 2 in the previous research section. If it is projected based on the regression test, the equation $Y = 6.908 + 0.247X_1 + 0.618X_2$, which shows the coefficient value of X_1 0.247 and X_2 is 0.618 is positive, so the higher the value of Job Satisfaction (X1), and Organizational Commitment is simultaneously increased at a certain value, then increase the value of Turnover Intention (Y) at a certain value as well. Judging from the significance of the hypothesis which reads "There is an effect of Job Satisfaction and Organizational Commitment simultaneously on Turnover Intention of PT. Aerofood ACS", the hypothesis is significant at the 95% confidence interval, because the calculated F is 31.223 which is greater than the F table of 2.70, or the probability (sig.F change) = 0.000 < 0.05.

Job Satisfaction and Organizational Commitment with Turnover Intention (Y) have a strong relationship. Meanwhile, the contribution of Job Satisfaction (X1) and Organizational Commitment (X2) to Turnover Intention (Y) was 38.60%, the remaining 61.40% was influenced by other variables (X) which were not studied (epsilon) but affected Turnover Intention (Y).). If it is projected based on the regression test, it shows that the higher the value of Job Satisfaction (X1) and Organizational Commitment (X2) are simultaneously increased to a certain value, the higher the Turnover Intention (Y) value is also at a certain value. Judging from the significance of the hypothesis, it can be proven that there is a significant effect of Job Satisfaction and Organizational Commitment simultaneously on Turnover Intention at PT. Aerofood ACS.

The results of this study are in line with Widyantera, Ardana (2015). With the results of the study indicate that job satisfaction and organizational commitment simultaneously significant effect on the intensity of turnover intention. Second, that job satisfaction has a negative and significant effect on the intensity of turnover intention. Third, organizational commitment has a negative and significant effect on the intensity of turnover intention.

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