



EMPLOYEE TURNOVER INTENTION

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Abstract

For company, turnover is an important factor that needs to be considered, because it relates to the behavior of its employees who have the intention to leave so that it greatly impacts company outcomes. This study aims to examine the effect of job satisfaction, career development and organizational commitment on employee turnover intention. The method used in this study is multiple linear regression analysis. The results of the analysis show that job satisfaction, career development and organizational commitment have an effect on employee turnover intention.

Keywords : Job Satisfaction, Career Development, Organizational Commitment, Turnover Intention

1. INTRODUCTION

For society, individuals and organizations, turnover is an important factor that provides positive and negative aspects [1]. Previous research has revealed that the main predictor of turnover is the intention to leave an organization or company [2]. An employee leaves the company or has the intention to leave the company, for various reasons [3]. Based on previous research, it reveals that the intention to leave and decisions that influence leaving a company are job satisfaction and organizational commitment [1], career development [4]. Referring to [5] who argued that evidence also supports the notion that committed employees are positively related to various desired outcomes, including job satisfaction and performance, and intentions that are less likely to leave the organization.

The results of previous studies have shown a negative relationship between job satisfaction and intention to leave [6,2] . A negative and significant relationship between career development and turnover intention [4], and a negative relationship between organizational commitment and turnover intention [7,5]. However, a positive relationship was found between career development and turnover intention [8]. Based on this, there are still contradictory research results between career development and turnover intention.

Employee turnover at PT Taspen Lhokseumawe City Branch often occurs, until the company has to spend more money to prepare employees to carry out the company's operational activities. Then the low loyalty of employees has an impact on productivity and work results obtained. This employee turnover occurred because of the contract system applied when recruiting and the high turnover intention. This is caused by contract employees feeling dissatisfied with their work, then contract employee career development is difficult to achieve so that they have low commitment to the organization.

This study aims to examine the effect of job satisfaction, career development and organizational commitment on employee turnover intention. This research contributes to the development of knowledge, especially relating to theories in the field of human resource management, especially organizational behavior.

2. IMPLEMENTATION METHOD

This research was conducted at PT Taspen Kota Lhokseumawe, with a total of 98 employees, 61 permanent employees and 37 contract employees. The unit of analysis in this study were contract employees, totaling 37 people, using saturated sampling technique. Data collection in

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this study was carried out by distributing research instruments in the form of questionnaires to the respondents. The pilot study was conducted to test the validity and reliability of the research instrument on 30 respondents outside the actual sample. A total of 37 questionnaires were distributed to contract employees of PT Taspen Kota Lhokseumawe and all of them were returned and are valid.

In this study the measurement of job satisfaction research variables was measured using the concept developed by [9], using five item statements with a measurement scale of 1 to 5. Then career development was measured using the concept of [10], which consists of six item statements using a measurement scale of 1 to 5. Organizational commitment is measured using the concept developed by [9], which consists of six statements using a measurement scale of 1 to 5. Turnover intention uses the concept developed by [11], which consists of four statements using a measurement scale of 1 to 5.

The data analysis method used in this study is multiple linear regression analysis. [12] state that regression analysis is to measure the strength of the relationship between two or more variables, as well as showing the direction of the relationship between the two (independent and dependent variables). Referring to [12] and [13], the goodness of fit test in this study was measured using the coefficient of determination and the F statistical test. The model is confirm to be significant if $F_{count} > F_{table}$ and a significant level < 0.05 . This means that the variable job satisfaction, career development and organizational commitment simultaneously affect turnover intention. It can be concluded that the regression analysis method used is in accordance with this research model, and vice versa if $F_{count} < F_{table}$ with a significant level > 0.05 , then the regression analysis method used is not in accordance with this research model.

Furthermore, to test the research hypothesis, using t-test statistics. The t statistical test is used to determine the extent to which the independent variable is partially able to explain the variation of the dependent variable [12]. The criteria used in this study are if the $t_{count} > t_{table}$ at the significance level or p value > 0.05 , then job satisfaction, career development and organizational commitment affect employee Turnover Intention at PT Tapen Lhokseumawe Branch. However, if the $t_{count} < t_{table}$ at the significance level or p value < 0.05 , then job satisfaction, career development and organizational commitment have no effect on employee Turnover Intention at PT Tapen Lhokseumawe Branch.

3. RESULTS AND DISCUSSION

The results of the regression analysis using the t statistical test show that the direction of the relationship to the variables of job satisfaction and organizational commitment is negative while for career development it is positive as shown in table 1 :

Table 1. Multiple Linear Regression Results

Model	B	T	Sig
Constant	5.773	0.915	0.367
Job Satisfaction	-0.436	-1.431	0.162
Career Development	0.833	2.308	0.027
Organizational Commitment	-0.177	-1.013	0.318

Source: Processed data (2021)

Based on Table 1, the following multiple linear regression equation model is obtained: $Y = 5,773 - 0,436 X_1 + 0,833 X_2 - 0,177 X_3 + e$, where X_1 is job satisfaction, X_2 is career development, and X_3 is organizational commitment and Y is turnover intention. The following is an explanation of the equation:



- a. Constanta (α) of 5,733 this states that if there is no effect (increase/decrease) on the value of job satisfaction, career development, and organizational commitment variables, then employee turnover intention is 5,733%.
- b. The regression coefficient for job satisfaction is -0.436, this states that if there is a decrease in job satisfaction, it will increase employee turnover intention by 43.6%.
- c. The s coefficient for career development of 0.833 which means that every increase in career development will increase employee turnover intention by 83.3%.
- d. The coefficient for organizational commitment of -0.177 which means there is a decrease in organizational commitment of 1, it will increase employee turnover intention by 17.7%.

Based on the results of the regression analysis, it shows that job satisfaction has a negative and insignificant effect on turnover intention ($\beta = -0.436$, $t = -1.431$ and $P\text{-value} > 0.05$). This means that when employee job satisfaction increases, the desire to leave the company will decrease. These results suggest that employees who are satisfied with their work, then also the satisfaction they feel with the salary and other rewards provided by the company, will make employees feel valued so that they feel attached to the company and the intention to leave the company is very low. However, if employees feel dissatisfied with the company, especially regarding salary, relationships with leaders and work peers and rewards, then employees tend to have the desire to resign from the company. There are other factors that have a stronger influence on employee turnover intention, besides job satisfaction. The results of this study support research conducted by [6, 2, 7] which reveal that the desire to leave a company can decrease with job satisfaction.

Then, based on the results of Career Development research, it has a positive and significant effect on employee turnover intention ($\beta = 0.833$, $t = 2.308$ and $P\text{-value} < 0.05$). This means that increasing career development within the company will increase turnover intention and vice versa. These results state that the assessment and evaluation carried out on employees through job training and work experience as well as educational background does not provide a guarantee for the company that employees will continue to work with the company until their working period is over. This could be due to the existence of better job opportunities and offers outside the company. This research supports research that has been conducted by [8] which argues that the importance of career development is to reduce employee turnover rates.

In this study, organizational commitment has a negative and insignificant effect on employee turnover intention ($\beta = -0.177$, $t = -1.013$ and $P\text{-value} > 0.05$). This means that increasing employee organizational commitment will reduce employee intentions to leave the company. However, if employees have low emotional attachment to the organization, the intention to leave the company tends to increase. The results of this study support previous research conducted by [5] which suggested that employees aged between 21-30 years tend to have low emotional attachment to the organization, because they consider themselves to have the potential to work elsewhere.

4. CONCLUSION

The results of this study indicate that high job satisfaction can increase employee turnover intention, but low job dissatisfaction can reduce employee turnover intention at PT Taspen Lhokseumawe Branch. Then career development is not able to reduce the employee turnover intention of PT Taspen Lhokseumawe Branch, this is due to the educational level rules set by the company, certain educational levels have been determined to get a promotion. High organizational commitment can reduce the level of turnover intention, and low organizational commitment encourages high employee turnover intention of PT Taspen Lhokseumawe Branch

The practical implication is that the company is expected to be able to reduce the level of employee turnover intention by providing frequent job training so that it will increase employee competence which will ultimately have an impact on performance and career development and also

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employees will have an increasingly emotional attachment to the company. Then give recognition to every achievement produced by employees, as well

Theoretical implications, theoretically the three independent variables in this study, consist of job satisfaction, career development and organizational commitment have a negative relationship with turnover intention. However, in this study, career development has a positive direction with turnover intention, meaning that the higher the career development of employees at PT Taspen Lhokseumawe Branch, the higher the turnover intention, and the lower the career development of employees at PT Taspen Lhokseumawe Branch, the lower the turnover intention. This shows that employee turnover intention at PT Taspen Lhokseumawe Branch is not the main driver for employees to have the intention to leave the company. Employees also feel that job offers from outside the company are more promising than those from within the company. For future researchers it is suggested to observe other factors that influence turnover intention. Then expand the sample size and/or examine the same variable but with a different concept.

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