

ANALYSIS OF TURNOVER INTENTION THROUGH ORGANIZATIONAL COMMITMENT AT PT. BANK CIMB NIAGA

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Abstract

In this study, structural equation modeling is used to analyze the relationship between organizational culture, leadership and job satisfaction on Turnover Intention through organizational commitment. The method used in collecting data is a quantitative method supported by SEM. Data were collected by distributing questionnaires to employees at CIMB Niaga by analyzing the data using the SEM method with the help of AMOS 22 software. SEM analysis has seven stages, namely, (1) development of theoretical models, (2) development of path diagrams, (3) conversion of path diagrams to structural equations, (4) selecting input matrices and types of estimation, (5) identifying models, (6) assessing goodness of fit criteria, (7) interpreting results. Based on the results of the study, it shows that organizational culture and leadership do not significantly affect Turnover Intention, satisfaction does not significantly affect Turnover Intention, organizational culture and leadership have a significant effect on commitment, job satisfaction has a significant effect on commitment, commitment has a significant effect on Turnover Intention and organizational culture, leadership and satisfaction have a significant effect on Turnover Intention through commitment as a mediating variable.

Keywords: *Turnover Intention, Organizational Commitment, Organizational Culture Analysis, Leadership Style and Job Satisfaction*

INTRODUCTION

Now a days to develop a business, companies are not only required to have loyal employees with maximum Turnover Intention levels but also companies must have better management systems and controlling levels. Companies that continue to grow and follow changes in the business environment are companies that will continue to enjoy profitability in the long term. The company has a fast response rate to changes that occur. For companies that are unable to follow and do not respond to changes in their business environment, of course, they will experience a decline in both their profitability and the Turnover Intention of their employees.

Human resources are one of the factors in a company besides other factors such as capital. According to Suparmi et al, 2023, Human Resources must be managed properly to increase the effectiveness and efficiency of the organization, as one of the functions in the company known as human resource management. One aspect that determines the progress or decline of an organization is turnover intention. The high level of turnover intention can be considered as a potential indicator of workforce turnover in a company. Factors such as lack of recognition of individual contributions, lack of career development opportunities, and incompatibility between individual values and organizational culture can increase turnover intention. This turnover intention problem will certainly weaken the company's effectiveness because they have to lose experienced employees and this means that a company must retrain new employees (Rizky & Prastyani, 2023).

LITERATURE REVIEW

Organizational Culture

According to Sutrisno (2013:2) Organizational culture is a set of values, beliefs, assumptions or norms that apply, agreed upon and followed by members in the organization as a guideline for behavior and solving problems in the organization. Wibowo (2013:258): Organizational culture is the basic philosophy of the organization that contains beliefs, norms, and shared values that are the core characteristics of how to do things in the organization. From the theory above, it can be concluded that organizational culture is a philosophy based on a view of life as values, habits and also drivers that are cultivated in a group and reflected in attitudes, behavior, ideals, opinions, views and actions that are

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manifested as work. Sutrisno (2013:25) explains that culture has an important meaning for the organization considering that it can encourage managers to create a culture that emphasizes interpersonal relationships which of course will also be attractive to every employee who is charged with work tasks. Meanwhile, according to Dermawan (2010:143), organizational culture adapts and encourages employee involvement in clarifying the goals and strategic direction of the organization and organizational beliefs, which can help the organization achieve sales growth, return on capital, quality benefits and high customer satisfaction.

Leadership Style

Leadership is one of the dimensions of competence that greatly determines Turnover Intention or organizational success. The main essence of leadership is how to influence others to be effective, of course everyone can be different in doing it. Leadership is an art, because each person's approach to leading people can be different depending on the characteristics of the leader, the characteristics of the task and the characteristics of the people they lead. Kobis (2015:10) explains that leadership in general can be said to be an ability to influence and motivate a group or people towards achieving a goal. A manager who does not have a leadership spirit is impersonal and passive towards goals, while a person with a leadership spirit tends to take a personal and active attitude towards goals. Meanwhile, according to Sutrisno (2012:213) leadership is a process of a person's activities to move others by leading, guiding, influencing others, to do something in order to achieve the expected results. Given that what is moved by a leader is not an inanimate object, but a human being who has feelings and reason, and various types and characteristics, the problem of leadership cannot be seen as easy. The will of a leader is a means to achieve goals. This means that subordinates in fulfilling their needs depends on the skills and abilities of the leader.

Job Satisfaction

According to Wibowo (2014:132): Job satisfaction is the main dependent variable for 2 reasons, namely the first shows a relationship with the Turnover Intention factor and the second is a value preference held by many organizational behavior researchers. The belief that satisfied workers are more productive than dissatisfied workers has been the stance of many managers for years. However, many realities question the assumption of this causal relationship. Meanwhile, according to Badriah (2015:229): Job satisfaction is the attitude or feelings of employees towards the pleasant aspects of work that are in accordance with the assessment of each worker. Then according to Mangkunegara (2013:117) states that "Job satisfaction is the favorableness or unfavorableness with employees view their work". This means that job satisfaction is a feeling of support or disfavor experienced by employees in working. Based on several definitions of job satisfaction above, it is concluded that job satisfaction is an employee's perspective on a job, either positively or negatively, which can cause positive or negative emotions/feelings.

Organizational Commitment

According to Luthans in Djamaludin (2009:6) explains organizational commitment which is an attitude of loyalty from employees to the organization and is a process for members of the organization to pay attention to the organization that will result in success for the organization in the future. Meanwhile, according to Robbins in Djamaludin (2009:7) defines commitment as a level or stage where employees are able to understand the goals of the organization and hope to remain part of the organization. Then according to Becker in Baraba (2013:64) argues that commitment is used to explain what he calls "consistent behavior" where people act consistently because activities of certain types are considered right and proper in society or social groups and because deviations from this standard are punished. From the description of the opinion above, it can be concluded that organizational commitment is the behavior shown by employees to be able to be loyal or faithful to the company and try to understand the company's goals that they want to achieve as a whole.

Turnover Intention

Employee turnover intention is something important and focused on by a company, where good human resources will produce good workers. Turnover intention greatly influences the course of employee turnover intention, if this continues to happen then the company will not run well (Hartini et al., 2023). According to Wahyuni et al., (2023) turnover intention is the tendency or intention of employees to quit their jobs. According to Sakti et al., (2024) turnover intention is a form of desire for the direction of thinking about future relationships. Subakti et al., (2024) stated that turnover intention is a condition where an employee already has the intention to quit work that comes from himself

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voluntarily but has not yet reached the realization stage. *Turnover intention* merupakan salah satu bentuk perilaku menarik diri (*withdrawal*) dalam dunia kerja, akan tetapi sekaligus juga merupakan hak bagi setiap individu untuk menentukan pilihannya apakah tetap bekerja atau keluar dari perusahaan tersebut. Namun perilaku seperti itu tidaklah buruk sebab bisa saja seorang karyawan ingin keluar dari tempat dimana ia bekerja untuk mendapatkan kesempatan yang jauh lebih baik untuk bekerja di tempat lain atau juga ingin keluar karena sudah tidak tahan dengan situasi di tempatnya bekerja saat itu (Yulianto, dalam Sidharta & Margetha (2011)).

RESEARCH METHOD

Research Approach

The research approach used in this study is quantitative, namely research that aims to determine the relationship between two or more variables. With this research, a theory will be built that functions to explain, predict and control a phenomenon.

Population and Sample

Population is a generalized area consisting of objects / subjects that have certain quantities and characteristics that are determined by researchers to be studied and then drawn conclusions. Population is the whole object of study. If one wants to examine all the elements in the research area, then the research is population research (Arikunto, 2013). Population is a generalized area consisting of, objects/subjects that have certain quantities & characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2016).

The population in this study was 203 permanent employees of Bank CINB Niaga with a sample of 78 employees.

DATA ANALYSIS TECHNIQUES

1. Validity Test

The validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. To measure validity, a correlation can be made between the question item scores and the total score of the construct or variable. The formula for testing validity with product moment correlation is:

$$R_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{N \sum Y^2 - (\sum Y)^2\}}}$$

Description:

- rx_y : Correlation coefficient between x and y
- x : Variable x (question item)
- y : Variable y (total score).
- n : Number of individuals in the sample

2. Reliability Test

Reliability testing is carried out using the Cronbach alpha coefficient (α) with the formula

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_b^2}{\sigma_1^2} \right)$$

Description :

- R₁₁ = instrument reliability
- k = number of question
- σ₁² = total variance
- ∑σ_b² = number of item variance

3. Data Analysis Model Structural equation modeling (SEM)

For data analysis of this study, Structural equation modeling (SEM) was used. SEM is a statistical modeling technique that is very cross-sectional, linear and general. Included in this SEM are factor analysis, path analysis and regression.

RESULT AND DISCUSSION

Validity Test

Validity Test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire.

a. Organizational Culture

Results of Organizational Culture Item Analysis

	Corrected Item- Total Correlation	Standar	Keterangan
Item 1	.574	0,3	Valid
Item 2	.465	0,3	Valid
Item 3	.593	0,3	Valid
Item 4	.546	0,3	Valid
Item 5	.528	0,3	Valid
Item 6	.462	0,3	Valid
Item 7	.352	0,3	Valid
Item 8	.388	0,3	Valid
Item 9	.593	0,3	Valid

b. Leadership Style

Result of Leadership Style Item Analysis Results

	Corrected Item- Total Correlation	Standar	Keterangan
Item 1	.603	0,3	Valid
Item 2	.632	0,3	Valid
Item 3	.548	0,3	Valid
Item 4	.711	0,3	Valid
Item 5	.487	0,3	Valid
Item 6	.489	0,3	Valid
Item 7	.478	0,3	Valid
Item 8	.461	0,3	Valid
Item 9	.711	0,3	Valid

c. Job satisfaction

Results of Job Satisfaction Items

	Corrected Item- Total Correlation	Standar	Keterangan
Item 1	.581	0,3	Valid
Item 2	.593	0,3	Valid
Item 3	.530	0,3	Valid
Item 4	.499	0,3	Valid
Item 5	.603	0,3	Valid
Item 6	.436	0,3	Valid
Item 7	.455	0,3	Valid
Item 8	.445	0,3	Valid
Item 9	.603	0,3	Valid

a. Organizational Commitment

Results of the Organizational Commitment

	Corrected Item- Total Correlation	Standar	Keterangan
Item 1	.692	0,3	Valid
Item 2	.737	0,3	Valid
Item 3	.693	0,3	Valid
Item 4	.690	0,3	Valid
Item 5	.513	0,3	Valid
Item 6	.485	0,3	Valid
Item 7	.524	0,3	Valid
Item 8	.473	0,3	Valid
Item 9	.743	0,3	Valid

a. Turnover Intention

Result of Turnover Intention Item

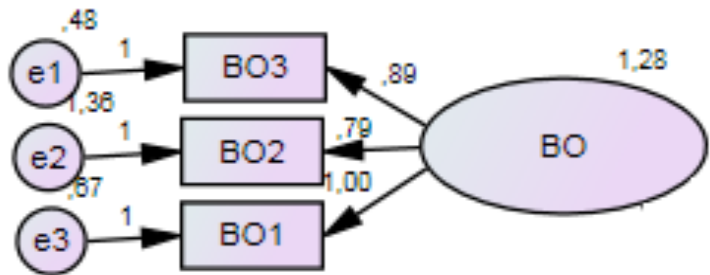
	Corrected Item- Total Correlation	Standar	Keterangan
Item 1	.703	0,3	Valid
Item 2	.621	0,3	Valid
Item 3	.435	0,3	Valid
Item 4	.647	0,3	Valid
Item 5	.531	0,3	Valid
Item 6	.546	0,3	Valid
Item 7	.703	0,3	Valid
Item 8	.621	0,3	Valid
Item 9	.580	0,3	Valid

Structural Equation Modeling (SEM) Analysis

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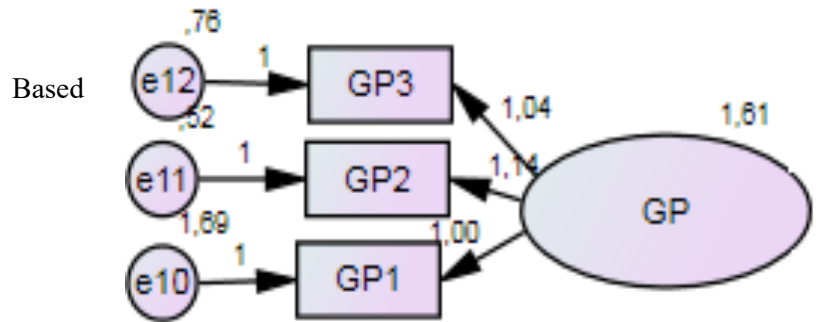
Evaluation of the model's accuracy has basically been done when the model is estimated by IBM-AMOS (Version 20). A complete evaluation of this model is done by considering the fulfillment of the assumptions in Structural Equation Modeling (SEM) as described below. Data analysis with SEM was chosen because this statistical analysis is a multivariate technique that combines aspects of multiple regression and factor analysis to estimate a series of interdependent relationships simultaneously Hair et al (2011:103).

a. *Confirmatory Factor Analysis (CFA) of Organizational Culture Variables*



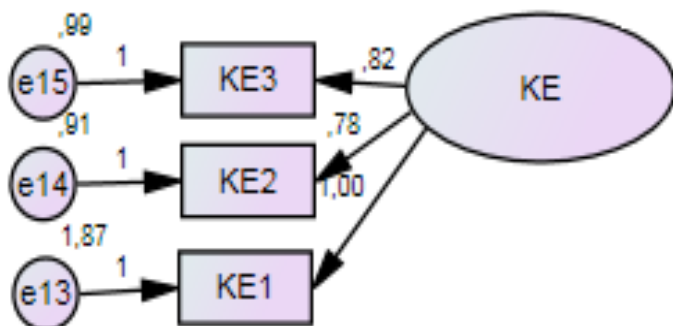
Based on the AMOS output, it is known that all indicators forming the first order construct of Organizational Culture have significant loading factor values, where all loading factor values exceed 0.5. If all indicators forming the construct are significant, they can be used to represent data analysis.

b. *CFA Leadership Style Variable*



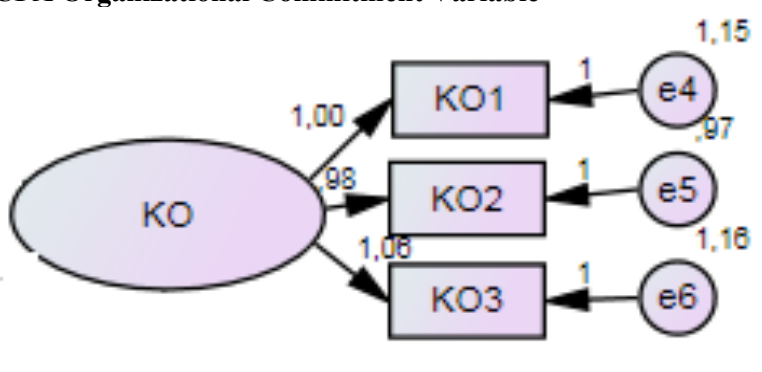
on the AMOS output, it is known that all indicators forming the first order Leadership Style construct have significant loading factor values, where all loading factor values exceed 0.5. If all indicators forming the construct are significant, they can be used to represent data analysis.

c. CFA Job satisfaction



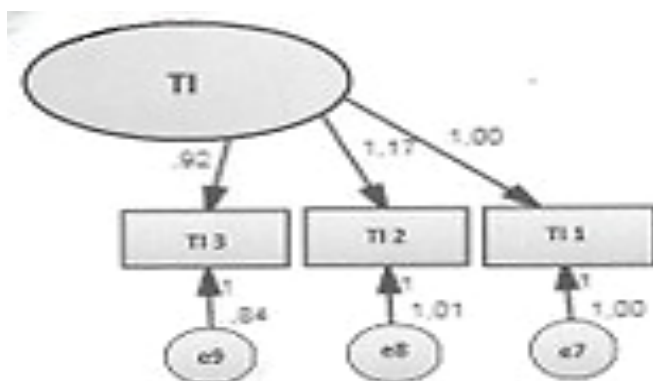
Based on the AMOS output, it is known that all indicators forming the first order job satisfaction construct have significant loading factor values, where all loading factor values exceed 0.5. If all indicators forming the construct are significant, they can be used to represent data analysis.

d. CFA Organizational Commitment Variable



Based on the AMOS output, it is known that all indicators forming the first order construct of Organizational Commitment have significant loading factor values, where all loading factor values exceed 0.5. If all indicators forming the construct are significant, they can be used to represent data analysis.

e. CFA Turnover Intention



Based on the AMOS output, it is known that all indicators forming the first order Turnover Intention construct have significant loading factor values, where all loading factor values exceed 0.5. If all indicators forming the construct are significant, they can be used to represent data analysis.

Goodness of Fit Model

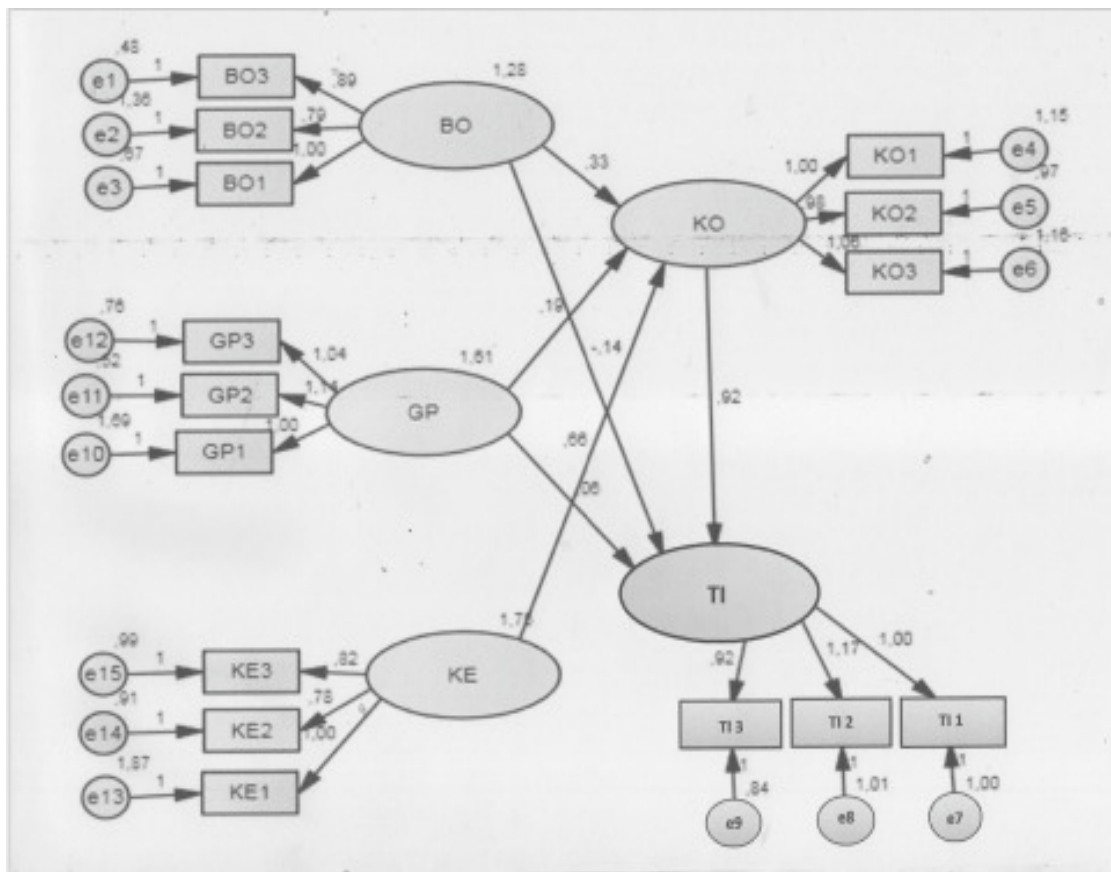


Figure Output AMOS

Based on the results of the Fit Model Assessment, it is known that all model analyses have good requirements as an SEM model. To see the relationship between each variable, a path analysis is carried out for each variable, both direct and indirect relationships.

Table. Results of the Feasibility Test of the Research Model for SEM Analysis

Goodness of Fit Indeks	Cut of Value	Result Analysis	Evaluation Model
Min fit function of chi-square	$p > 0,05$	($P = 0.000$)	ModeratFit
Chisquare	Carmines & Melder (1981) $Df = 164 = 129.69$	651,877	Fit
Non Centrality Parameter (NCP)	Penyimpangan sample cov	565,877	Fit

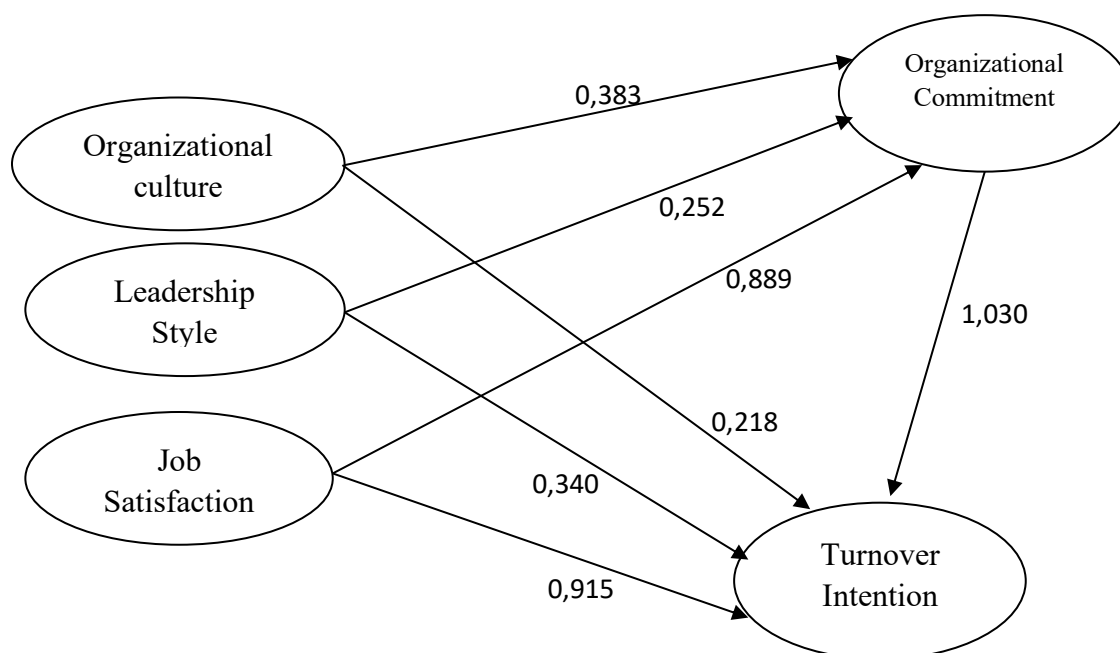
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	matrix dan fitted kecil < Chisquare		
Root Mean Square Error of Approx (RMSEA)	Browne dan Cudeck (1993) < 0,08	0.180	Fit
Model AIC	Model AIC > Saturated AIC < Independence AIC	719,877 > Saturated AIC (240,000) < Independence AIC (2245,218)	Fit
Model CAIC	Model CAIC < < Saturated CAIC < Independence CAIC	866,526 < Saturated CAIC (757,585) < Independence CAIC (2309,916)	Fit
Normed Fit Index (NFI)	> 0,90	0.706	Moderat Fit
Parsimoni Normed Fit Index (PNFI)	0,60 – 0,90	0.605	Fit
Parsimoni Comparative Fit Index (PCFI)	0,60 – 0,90	0.602	Fit
PRATIO	0,60 – 0,90	0.819	Fit
Comparative Fit Index (CFI)	> 0,90 (Bentler (2000))	0.732	Moderat Fit
Incremental Fit Index (IFI)	> 0,90 Byrne (1998)	0.734	Moderat Fit
Relative Fit Index (RFI)	0 – 1	0.641	Fit
Goodness of Fit Index (GFI)	> 0,90	0.717	Moderat Fit
Adjusted Goodness of Fit Index (AGFI)	> 0,90	0.606	Moderat Fit
Parsimony Goodness of Fit Index (PGFI)	0 – 1,0	0.514	Fit

Resource : Output AMOS

The results of the indirect influence in the table above can be described as follows:



- a) $X1 \rightarrow Y1 = 0.383$ and $Y1 \rightarrow Y2 = 1.030$, then $Y2 = 0.383 \times 1.030 = 0.394$, which means that organizational commitment mediates the relationship between organizational culture and Turnover Intention because the Turnover Intention value is $0.394 > 0.383$ organizational culture on organizational commitment.
- b) $X1 \rightarrow Y1 = 0.252$ and $Y1 \rightarrow Y2 = 1.030$, then $Y2 = 0.252 \times 1.030 = 0.260$ which means that organizational commitment mediates the relationship between leadership style and Turnover Intention because the work productivity value is $0.260 > 0.252$ leadership style on organizational commitment.
- c) $X1 \rightarrow Y1 = 0.889$ and $Y1 \rightarrow Y2 = 1.030$, then $Y2 = 0.889 \times 1.030 = 0.916$ which means that organizational commitment mediates the relationship between job satisfaction and Turnover Intention because the Turnover Intention value is $0.916 > 0.889$ job satisfaction and organizational commitment.

Based on the picture above, it is known that all exogenous variables influence endogenous in total. The results of the total influence show that the one that has the greatest influence in total on organizational commitment is job satisfaction of 0.889, while the one that has the greatest influence in total on Turnover Intention is job satisfaction of 0.915.

CONCLUSION

The results of the analysis using structural equation modeling (SEM) with AMOS 20 software prove that there is a significant influence of Organizational Culture on Organizational Commitment at PT. Bank CIMB Niaga. The Significance of Organizational Culture on Organizational Commitment runs smoothly with what has been determined by the company, this is in line with the opinion put forward by Patricia Dhiana (2016:99) who stated that Organizational Culture has a positive and significant effect on Organizational Commitment. There is a significant influence of leadership style on organizational commitment at PT. Bank CIMB Niaga. This is in line with the opinion According to Heri Yahya (2016:45) leadership style has a positive and significant effect on organizational commitment. There is a significant influence of job satisfaction on organizational commitment at PT. Bank CIMB Niaga. This is in line with Siti Nur Qalbi, Muhammad Jufri and Nur Afni Indahari (2016:45) who stated that job satisfaction has a negative influence on organizational commitment.

There is an insignificant influence of organizational culture on Turnover Intention at PT. Bank CIMB Niaga. The results of this study are in line with the opinion of Kurniawan, Aziz Fathoni (2016:55) who stated that organizational culture does not have a significant effect on Turnover Intention. There is an insignificant influence of leadership style on employee Turnover Intention at PT. Bank CIMB Niaga. These results are not in line with the results of the study According to Ahmad Sahad (2016:45) leadership style has a positive and significant effect on employee Turnover Intention. There is an insignificant influence of job satisfaction on employee Turnover Intention at PT. Bank CIMB Niaga. The same as Nurlela's research (2013) which states that job satisfaction has an insignificant effect on employee Turnover Intention. There is a significant influence of organizational commitment turnover with employee Turnover Intention at PT. Bank CIMB Niaga. According to Abdul Rosyid (2014:46) organizational commitment has a negative and significant effect on employee Turnover Intention. There is an influence between organizational culture on Turnover Intention with organizational commitment as a mediator.

This is in line with the opinion of Widodo (2015) which states that organizational culture influences employee Turnover Intention with organizational commitment as an intervening variable. There is an influence between leadership style and Turnover Intention with organizational commitment as a mediator with a Turnover Intention value of $0.260 > 0.252$ leadership style on organizational commitment. This is not in line with Fernando's research (2017) which states that leadership style influences employee Turnover Intention with organizational commitment as a mediator having insignificant results. The influence of job satisfaction on employee Turnover Intention with organizational commitment as a mediator can be seen with a productivity value of $0.916 > 0.889$ job satisfaction on organizational commitment. This is in accordance with research by Rahma Dianti (2016) which states that organizational commitment can mediate the influence of job satisfaction on employee turnover intention.

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