

Commitment as a mediation variable between job satisfaction and organizational support for turnover intention at PT. Teknologi Kreasi Anak Bangsa

¹Ivonny Dafina Pratiwi, ²Hafiz Rahman

¹Student Magister Management, Andalas University, Padang, Indonesia

²Lectures, Magister Management, Andalas University, Padang, Indonesia

Email: ¹ ivonnydafina@gmail.com, ² hafiz.rahman@fekon.unand.ac.id

Abstract: *The purpose of this study was to determine Commitment as a Mediation Variable Between Job Satisfaction and Organizational Support for Turnover Intention at PT. Teknologi Kreasi Anak Bangsa. The object of research is the employees of PT. Teknologi Kreasi Anak Bangsa. The research found that Organizational Support has a significant effect on Commitment, Organizational Support has no significant effect on Turnover Intention, Job Satisfaction has a significant effect on Commitment, Job Satisfaction has a positive and significant effect on Turnover Intention, Commitment does not have a positive effect on Turnover Intention.*

Based on hypothesis testing shows that the mediation parameters have a significant effect. Thus, the model of the indirect influence of the Organizational Support variable on Commitments through the Acceptable Commitment is influential. the mediation parameters have a significant effect. So thus, the model of the indirect effect of the variable Satisfaction on Commitments through an Acceptable Commitment is influential

Key Words: *Job Satisfaction, Organizational Support, Commitment, and Turnover Intention.*

1. INTRODUCTION:

The development of e-commerce in Indonesia shows that 24.2% or 19.5 million Indonesians prefer e-commerce activities with the proportion of 23.8% of them making online purchases, 0.8% making online sales, and 0.4% doing online purchases and sales (Kominfo Indonesia, 2016).

In addition, e-commerce transactions in Indonesia have increased from 2013 with the number of transactions reaching USD 8 billion, then in 2014, it reached USD 12 billion and in 2020 it is estimated to reach 130 billion with annual growth rates of 50%. (Indonesian Communication and Information Technology 2016).

Urbanindo is one of the companies included in the IT Development Corporate category, and is still classified as a startup through an online property buying and selling site in Indonesia which was founded in 2011. Urbanindo provides services to buy, rent or sell properties that consist of searching for properties based on keywords, map locations, photo galleries, and based on property agents.

Turnover is the state where employees leave the company, this state is different for each industry (Dessler, 2015). The turnover that occurred in Urbanindo became a challenge for the human resource development division, this was due to employee turnover occurring at an unspecified time. The occurrence of employee turnover in Urbanindo is one of the phenomena in this research, which is considered to have the potential to have a negative impact, both in terms of cost, time and opportunity to utilize existing human resources. Urbanindo, in this case, requires more budgetary costs to recruit employees with inefficient time allocations. Turnover is also suspected to have a negative impact if the company loses employees by high-performing compared to losing employees with low-performing.

One of the causes of Turnover in Urbanindo is job satisfaction. There is a gap between the results of surveyed data on job satisfaction and the actualization of employee turnover that is high on Urbaindo, this is allegedly caused by employees recruited by Urbanindo about 70% are still very productive with the age range of 21-28 years that age belongs to the Y generation (Gen-Y) feels trapped in a comfort zone (comfort zone) in a career. Responding to this according to (Meier, et al. (2010) states that in general those in productive age want more challenges and clear career paths from the company.

Then when the employee feels satisfaction on the work he does, then the employee will work optimally in completing his work, even doing some things that might be outside his job. Likewise, when a person has a high commitment to his organization, the person will do anything to advance his company because of his belief in his organization.

Based on the things mentioned above, the author is interested in discussing it in the form of final assignment or thesis entitled: "Commitment as a Mediation Variable Between Job Satisfaction and Organizational Support for Turnover Intention at PT. Teknologi Kreasi Anak Bangsa"

2. LITERATURE REVIEW:

2.1 Turnover Intention

Cascio in Ridlo (2012) defines turnover as the cessation of a permanent working relationship between a company and its employees. According to Yucel (2012), turnover intention is defined as an attitude that influences the intention to actually quit the organization. The indicator of turnover intention variable in this study, according to Chen & Francesco (2000): The thought of leaving the organization, the desire to find a new job, the desire to leave the organization in the coming months,

2.2 Job Satisfaction

Job satisfaction is a person's attitude towards their work (Matteson, 2007). Mathis and Jackson (in Sopiah, 2008) suggest that job satisfaction is a positive emotional statement that is the result of evaluation of work experience. Robbins and Judge (2009) propose four variables that are capable of influencing one's job satisfaction, namely: Mentally challenging work, adequate rewards, supportive working conditions, and supportive colleagues.

2.3 Organizational Support

Organizational support is defined as the way organizations value employees' contributions to employee progress and company attention to their lives. Forms of organizational support can be material (such as salaries, benefits, bonuses, etc.) and non-material (such as attention, praise, information, self-development, etc. Organizational support can be considered as an employee's assessment of the level of support or concern of the organization against him. Nursalim (2013), states that there are 2 dimensions or indicators of OCB, namely the Company respects my contribution, the Organization has sufficient ability to provide extra work capacity for work, the Organization will respond well if I have a complaint, the Organization will provide assistance if I face difficulties, Organizations concerned with welfare and organizations will be more attentive if I work well If I have reached the target, the organization will show my achievements.

2.4 Commitment

According to Robins and Coulter (2010) organizational commitment is "the degree to which an employee identifies himself with a particular organization and its objectives and desires to maintain its membership in the organization". According to Robbins and Judge (2010) organizational commitment as "as an attitude that reflects the feelings of likes or dislikes of employees towards the organization".

According to Fahrizal (2015) explain indicators about organizational commitment:

- Having loyalty to the organization
- Internalization of organizational goals
- Dedicate themselves to the goals of the organization.

2.5 Framework

For more details, a framework for thinking can be seen which can be seen in the picture below:

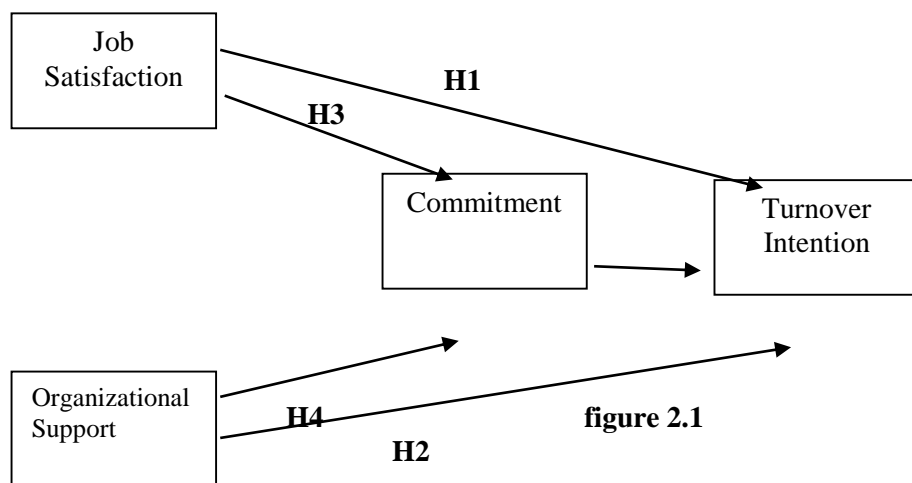


figure 2.1

3. METHOD:

3.1 Types of research

This type of research is quantitative research which is intended to test a model that explains the influence of satisfaction and organizational support for turnover intention through commitment.

3.2 Population and Samples

Based on the understanding of the two expert opinions above, it can be concluded that the population and sample studied are all employees in 2017, amounting to 86 people.

3.3 Data collection technique

The sampling technique used in this study is the administered survey personally method. With this method data collection is done by questionnaires that are shared and filled out by the respondents themselves. If there is a possibility the respondent does not complete the questionnaire filling for various reasons or the respondent is still misperceiving of the questions asked. To anticipate this, the researcher will immediately examine the results of filling out the questionnaire. If there is an answer box that has not been filled or filled, the researcher will immediately ask the respondent to complete the lack of answers.

3.4 Method of collecting data

The data collection technique used in this study is to use stages namely:

Questionnaire

The method of data collection is done using questionnaire techniques. Where the questionnaire is a technique of data collection conducted by giving a set of written statements to the respondent to answer (Sugiyono, 2014).

3.5 Data analysis method

The data analysis technique used in this study is path / path analysis using Smart PLS 2.0 software (Partial Least Square). Model Partial Least Square (PLS) evaluation is based on prediction measurements that have non-parametric properties (Ghozali 2010, p. 24). PLS has the advantage of being able to present valid data comparisons between different dimensions and measure the influence of relationships between factors or concepts (Ferdinand, 2003). Another advantage of using PLS is that data does not have to be normally multivariate (indicators with category, ordinal scale, intervals to ratios can be used on the same model). PLS can also be used to confirm the theory, besides, it can also be used to explain whether or not there is a relationship between latent variables. Because it is more focused on data and with a limited estimation procedure, specifying the model has little effect on parameter estimates.

In this study a questionnaire was used as a data source. The data generated by the questionnaire must be processed in advance so as not to provide difficulties for researchers when testing data.

3.6 Convergent Validity

The results of data collection obtained from the questionnaire respondents must be tested for validity and reliability. The results of the study are said to be valid, if there are similarities between the data collected and the data that actually occurs in the object under study. Valid means the instrument can be used to measure what you want to measure. Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between each indicator score and the construct score. Individual reflexive size is said to be high if it correlates more than 0.70 with the construct you want to measure (Ghozali, 2012).

However, according to Chin dalam (Ghozali, 2012) for the initial stage of research on the development of a scale measuring the loading values of 0.50 to 0.60 is considered sufficient. The researcher used a standard loading of 0.50.

3.7 Discriminant Validity

Discriminant Validity is done through two stages, namely by looking at the cross loading value and comparing between the square of the correlation between the extract and the AVE value or the correlation between the extract and the root AVE. Discriminant validity is assessed based on cross loading, if the construct correlation with the measurement item is greater than the size of the other constructs, then this indicates that the latent construct predicts the size of their block is better than the size of the other blocks. It can also be assessed by square root of average variance extared (AVE), if the AVE square root value of each construct is greater than the correlation value between constructs and other constructs in the model, it is said to have good discriminant validity (Ghozali, 2012).

3.8 Composite Reliability

The results of the study are said to be reliable if there are similarities in the data at different times, meaning that instruments that have reliability are instruments that, when used several times to measure the same object, will produce the same data as well. To test whether the instrument is reliable in terms of the composite reliability value the indicator block measures a construct and also the value of Cronbach's Alpa. The variable reliability is said to be good if it has a Cronbach's Alpha value of more than 0.60 (Ghozali, 2012).

3.9 Structural (Inner) Model

Examination of the structural model is done by looking at the R-square value. Assessment of the model with PLS begins by looking at the R-square for each dependent latent variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on latent dependent variables whether they have a substantive effect.

3.10. Hypothesis testing

The hypothesis proposed can be tested from looking at the magnitude of the T-statistic value. Because PLS does not assume normality and data distribution, PLS uses a nonparametric test to determine the significance level of the path coefficient, where the value of t (t-statistics) is generated by running a bootstrapping algorithm on SmartPLS 2.0. Its usefulness to determine whether or not the hypothesis proposed is accepted. The hypothesis will be accepted if the t-statistic value exceeds 1.96 (Ghozali, 2012).

3.11 Sobel Method

In this study there are intervening variables, namely professional commitment and organizational commitment. According to Baron and Kenny (1986) in Ghozali (2009) a variable is called an intervening variable if these variables also influence the relationship between predictor variables (independent) and criterion variables (dependent). Testing the mediation hypothesis can be done by a procedure developed by Sobel (1982) and is known as the Sobel test (Sobel test). The Sobel test is done by testing the strength of the indirect effect of the independent variable (X) on the dependent variable (Y) through the intervening variable (M). The indirect effect of X to Y through M is calculated by multiplying line $X \rightarrow M$ (with lines $M \rightarrow Y$) (b) or ab. So the coefficient $ab = (c - c')$, where c is the effect of X on Y without controlling M, while c' is the coefficient of influence of X on Y after controlling M. Standard error coefficients a and b are written with S_a and S_b , the size of the standard error indirect effect (indirect effect) S_{ab} is calculated by the formula below:

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}$$

To test the significance of indirect effects, we need to calculate the value of t from the coefficient ab with the following formula:

$$t = \frac{ab}{S_{ab}}$$

The value of t count is compared with the value of t table which is ≥ 1.96 . If the value of t count is greater than the value of t table, it can be concluded that there is an influence of mediation (Ghozali, 2009).

4. ANALYSIS:

Based on the formulation of the problem and has been processed using the PLS program, it can be discussed as follows:

- Organizational Support has a positive and significant effect on Commitment, this is due to the value of the T statistic (5,296) > t-statistic value (1.96). Then H1 is accepted.
- Organizational support does not have a significant effect on Turnover Intention, this is due to the value of the T statistic (0.179) < t-statistical value (1.96). Then H2 is rejected.
- Job Satisfaction has a positive and significant effect on Commitment, this is due to the value of T statistic (2.223) > t-statistic value (1.96). Then H3 is accepted.
- Job Satisfaction has a positive and significant effect on Turnover Intention, this is due to the value of T statistic (2,510) > t-statistic value (1.96). Then H4 is accepted.
- Commitment does not have a positive effect on Turnover Intention, this is due to the value of the T statistic (1,044) < t-statistic value (1.96). Then H5 is rejected.
- The t value of 4.13 is greater than 1.96 which means that the mediation parameter has a significant effect. Thus the model of the indirect influence of the Organizational Support variable on Commitments through the Acceptable Commitment is influential.
- The t value of 3.5 is greater than 1.96 which means that the mediation parameter has a significant effect. So thus the model of the indirect effect of the variable Satisfaction on Commitments through an Acceptable Commitment is influential.

5. CONCLUSION:

- Based on hypothesis testing shows that organizational support has a significant effect on commitment.
- Based on hypothesis testing shows that Organizational Support has no significant effect on Turnover Intention.
- Based on hypothesis testing shows that Job Satisfaction has a significant effect on Commitment.
- Based on hypothesis testing shows that Job Satisfaction has a positive and significant effect on Turnover Intention.
- Based on the hypothesis test shows that commitment does not have a positive effect on Turnover Intention.
- Based on hypothesis testing shows that the mediation parameters have a significant effect. Thus, the model of the indirect influence of the Organizational Support variable on Commitments through the Acceptable Commitment is influential.
- Based on hypothesis testing shows that the mediation parameters have a significant effect. So thus, the model of the indirect effect of the variable Satisfaction on Commitments through an Acceptable Commitment is influential

6. RESEARCH IMPLICATIONS:

- Companies that always give awards / rewards for their employees who are more than expected, then the company always pays attention to the capabilities of employees and always provides promotional opportunities for employees, then creates an environment where work is very comfortable and not noisy, and the Company cares about the welfare of life employees so that if organizational support is increased, the commitment of employees to work in the company will increase as well and the desire to leave is reduced.
- The company must fulfill the things that make employees feel satisfied at work such as Employees have Variation of Tasks, freedom and feedback around, receive a salary according to the current job, work with good friends in the work environment and be treated well by the leadership so that there is a sense of satisfaction that is felt by the employee, if the employee is always satisfied, the desire to commit to work will increase and the desire to leave is reduced.
- The company always gives or fulfills according to the wishes of employees or things that make employees optimistic about working as employees feel they have an organization where I work, feel not committed if I leave work where I work, feel the salary is given in accordance with workload , feel good working conditions in working on each job, feel the work provided is in accordance with the abilities and skills that I have, so the desire to leave the company is not thought

7. Limitations of Research:

- This research is only done by survey method through questionnaire statement items so that the author cannot control the respondent's answer, where the respondent may not be honest in giving answers to each statement item
- The sample in this study is relatively small with a fairly short number of observation periods, so the resulting conclusions are less generalizable for larger samples

8. Research Advice:

Based on the results of the research and discussion previously described, the researchers suggest that: For further researchers to be able to add some independent variables that make the value of the effect greater on performance such as compensation and so on.

REFERENCES:

1. Ardana. (2009). *Perilaku Keorganisasian*. Edisi 2. Graha Ilmu : Yogyakarta.
2. Berger. Lance A. and Berger. Dorothea R. (2007). *The Handbook of Best Practices on Talent Management, PPM*.
3. Chen, Z.X., Francesco, A.M. (2000). Employee Demography, Organizational Commitment, and Turnover Intentions in China: Do Cultural Differences Matter? *Human Relations*, 53, 869-887.
4. Collings, D.G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*. 19. 304–313.
5. Dessler, Gary. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
6. Edy Sutrisno. (2010). *Manajemen Sumber Daya Manusia. Edisi Pertama*. Cetakan Pertama. Jakarta : Penerbit Kencana.
7. Ferdinand. (2002). *Metode Penelitian Manajemen : Pedoman penelitian untuk Skripsi, Tesis, dan Desertasi Ilmu Manajemen*, Semarang : Badan Penerbit Universitas Diponegoro.
8. Ghozali, Imam. (2011). *“Aplikasi Analisis Multivariate Dengan Program SPSS”*. Semarang: Badan Penerbit Universitas Diponegoro.
9. Herlina S. 2013. *Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Organizational Citizenhsip Behavior*. Universitas Negeri Yogyakarta.
10. Ivancevich, John M, Konopaske Robert & Matteson Michael T. (2007), *Perilaku Dan Manajemen Organisasi* (Alih Bahasa Gina Gania), Edisi Tujuh, Erlangga, Jakarta.
11. Karambut, C.A., dan E.A.T. Noormijati. (2012). Analisis Pengaruh Kecerdasan Emosional, Stres Kerja dan Kepuasan Kerja terhadap Komitmen Organisasional (Studi pada Perawat Unit Rawat Inap RS Panti Waluya Malang). *Jurnal Aplikasi Manajemen*. 10(3).
12. Mathis, Robert L dan John H. Jackson, (2012). *Manajemen Sumber Daya Manusia*. Buku 1, Alih Bahasa: Jimmy Sadeli dan Bayu. Prawira Hie, Salemba Empat. Jakarta.
13. Meier, Dave. (2010). *The Accelerated Learning Handbook*. Terjemahan oleh Rahmani Astuti. 2002. Bandung: Kaifa.
14. Novliadi, P. (2007). *Intensi Turnover Karyawan Ditinjau dari Budaya Perusahaan dan Kepuasan Kerja*. Makalah: Fakultas Kedokteran, Jurusan Psikologi USU.
15. Park, T. Y. and Shaw, J. D. (2013). “Turnover Rates and Organizational Performance: A Meta-Analysis,” *Journal of Applied Psychology*, Vol. 98, pp. 268-309
16. Ridlo, I. A. (2012). *Turn Over Karyawan “Kajian Literatur”*. Surabaya: Public Health Movement.

17. Robbins, P. Stephen and Timothy A. Judge, (2009), *Organizational Behavior, 13th Edition, Pearson Education, Inc.*, Upper Saddle River, New Jersey, pp. 209586.
18. Robbins, Stephen P. dan Coulter, Mary. (2010). *Manajemen (edisi kesepuluh)*. Jakarta: Erlangga.
19. Shahrari. (2015). *E-Commerce and it impacts On global trend and market. International Journal of Research –Granthaalayah, Vol. 3, No. 4(2015):49-55.*
20. Sopiah, (2008), *Perilaku Organisasional*, Andi, Yogyakarta.
21. Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.CV.
22. Wibowo (2012). *Manajemen Kinerja*. Jakarta: raja Grafindo Persada.
23. Widjaja, D. C. (2012). Analisis Persepi Employee Empowerment Terhadap Employee Turnover Intention Di Hotel X, Kupang, Nusa Tenggara. *Jurnal Management Perhotelan 4(2)*.
24. Wijaya, Elsa F.(2010). *Pengaruh Job Insecurity, Komitmen Karyawan Dan Kepuasan Kerja Terhadap Intention To Quit (Studi Pada PT. Bank Jatim Cabang Malang)*. Universitas Brawijaya. Tesis.
25. Yucel, Ilhami., (2012). Examining the Relationship among Job Satisfaction,Organizational Commitmen, and Turnover Intention : An Empirical Study.”*International Journal of Business and Management, Vol. 7, No. 20.p. 44-58.*
26. Zeinabadi.H.(2010). JobSatisfaction And Organizational Commitment As Antecedentof Organizational Citizenship Behavior (OCB) Of Teachers. *Elsevier Procedia-Sosial and Behavior Sciences. Vol. 5:Pages 998-113.*