

The Influence of Job Satisfaction, Organizational Commitment and Compensation on Employee Turnover Intention of PT Prima Mitra Multikarya

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Abstract

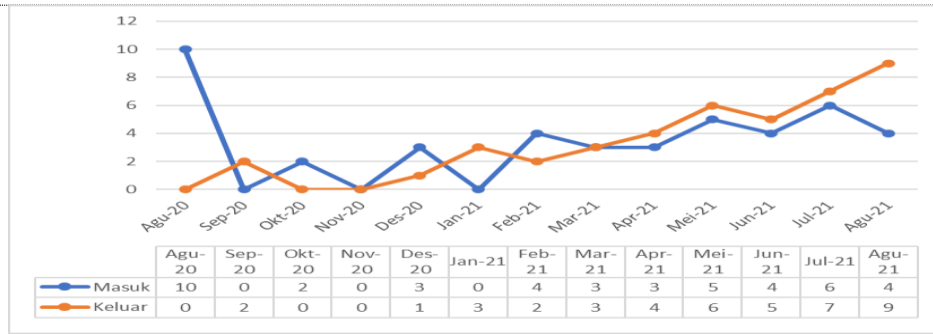
This research aims to determine the influence of job satisfaction, organizational commitment and compensation on PT employee turnover intention. Prima Mitra Multikarya. The sample in this study used a saturated sample method, namely using all 59 employees at the PT. Prima Mitra Multikarya Office. The data analysis technique uses multiple linear regression analysis using SPSS version 24. The results of multiple linear analysis prove that job satisfaction, organizational commitment and compensation have a partial effect on employee turnover intention at PT. Prima Mitra Multikarya. Job satisfaction is proven by output where $t_{count} > t_{table}$ ($3.290 > 2.002$) with a significant value of $0.002 < 0.05$. Organizational commitment is proven by output where $t_{count} > t_{table}$ ($3.204 > 2.002$) with a significant value of $0.002 < 0.05$. Compensation is proven by the output where $t_{count} > t_{table}$ ($3.334 > 2.002$) with a significant value of $0.002 < 0.05$. The results of this study show that it can be partially concluded that job satisfaction, organizational commitment and compensation have a significant positive effect on employee turnover intention at PT. Prima Mitra Multikarya .

Keywords: Job satisfaction; Organizational Commitment; Compensation; Turnover Intention

1. Introduction

The era of globalization has an impact on the business world. Globalization can give rise to intense competition among companies to gain market share. The current era of globalization encourages companies to achieve an effective and efficient organization. One of the things that plays an important role in achieving an effective organization is human resources. Human resources are a key factor in achieving the goals of an organization. Human resources influence the organization in achieving its goals. Companies without good human resource support will find it difficult for companies to face problems in achieving their goals, Jaya and Widiastini (2021). Many companies today are turning to outsourcing. This system is a way to save time, energy and money in recruiting employees. Companies that use outsourcing services do not need to bother providing various facilities such as meal allowances, health insurance, and so on. This outsourcing work system is usually applied to types of supporting work that are not directly related to the company's core business. Human resources also have an important role in the company which cannot be separated from realizing company goals. Good human resource management will have a good impact on business, if poor human resource management will result in employees deciding to leave the company.

According to Hidayati (2021; 135) turnover is the act of permanent resignation carried out by employees either voluntarily or on a voluntary basis. Turnover can take the form of resignation, movement out of an organizational unit, dismissal or death of an organizational member. The definition of turnover intention is a situation where employees have a conscious intention or tendency to look for another job as an alternative in a different organization. Sutrisno (2020;14). The following is turnover data at PT. Prima Mitra Multikarya August 2020 – August 2021, based on the following table:



Sumber : Devisi SDM PT. Prima Mitra Multikarya

Based on Figure 1.1, it can be seen that the employee turnover rate is high. The graph shows that there is an increase in the number of employees leaving every month. It can be concluded from these data that there is an employee turnover problem at PT. Prima Mitra Multikarya. When a company's turnover is high, there are several factors that can cause turnover. According to Halim and Antolis (2021; 178) high employee turnover will have an unfavorable impact on the company, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities. High turnover also results in an organization being ineffective because it can result in the company losing experienced employees and needing to retrain new employees and the company's goals will be hampered. Wahyuni et al (2014), state that a company's employee turnover rate is influenced by factors namely job stress, job satisfaction, career development, organizational commitment, employee relations, compensation, work environment, job satisfaction, and organizational culture,

According to Yusuf and Syarif (2017; 133) Job Satisfaction is a pleasant feeling resulting from a person's perception that their work has fulfilled or enabled the fulfillment of work values. The personnel department or management must always monitor job satisfaction, because this can affect absenteeism levels, workforce turnover, work morale, complaints and other vital personnel problems at PT. Prima Mitra Multikarya in the last few months the company has experienced a decline in employee attendance levels which is thought to be due to employee dissatisfaction in carrying out their duties. Symptoms arise regarding violations in lateness, returning home early to absenteeism.

High organizational commitment will minimize employee turnover intention because employees feel directly involved in the company, according to Pristayati and Adnyani (2017). Workers with high organizational commitment tend not to want to leave the company, even though there are job opportunities elsewhere. However, in reality the employees of Pt. Prima Mitra Multikarya has not demonstrated a high level of commitment to an organization that is no longer in line with the company's vision and mission.

According to Putrianti (2014) states that compensation is a total service reward system including monetary compensation and non-monetary compensation. PT. Prima Mitra Multikarya often experiences delays in providing salaries to employees, causing employees to often complain because their salaries are not on time. Indirect compensation is also lacking, which causes employees' desire to leave to be higher because there is no recognition and praise from leadership to their subordinates. Based on the description of the background of the problem that has been explained above, the researcher is interested in trying to study "The Influence of Job Satisfaction, Organizational Commitment, and Compensation on Turnover Intention of PT employees. Prima Mitra Multikarya"

Job Satisfaction

According to Mangkunegara (2016; 117) job satisfaction is a feeling that supports or does not support employees related to their work or their condition. Sinambela (2019;302) Job satisfaction is a positive or negative attitude that individuals have towards their work. According to Hasibuan (2020;202) indicators of job satisfaction are: (1) enjoying work, (2) loving their work, (3) work morale, (4) discipline, (4) work performance.

Organizational Commitment

According to Wibowo (2016; 225), commitment is basically a person's willingness to bind themselves and show loyalty to the organization because they feel they are involved in the organization's activities. Edison et al (2016; 225), say that the definition of commitment is a form where employees/employees are involved, accept existing environmental conditions, and strive to achieve and serve. According to Yusuf and Syarif (2017:25), commitment can also mean belief that reflects the strength of a person's attachment to the organization. Employees who have a high organizational commitment attitude will show attachment to the company

Compensation

According to Sinambela (2019; 2018), Compensation is compensation for services or remuneration provided by an organization to its workforce because the workforce has contributed energy and thoughts for the progress of the organization in order to achieve the goals that have been set. It can be concluded that compensation is a gift as a reward or service, attention, hard work and employee skills as remuneration from the company, both financial and non-financial. According to Handoko (2014:155) Compensation is everything that employees receive as remuneration for their work. Compensation programs are also important for companies, because they reflect the organization's efforts to retain human resources. Providing poor compensation tends to reduce employee morale Hasibuan (2020; 118).

2. Method

The research approach used in this research is quantitative. According to Sugiyono (2018;11), quantitative research methods are methods based on positivism aimed at describing and testing hypotheses made by researchers. A quantitative approach to the data that will be used to analyze the relationship between variables is expressed by numbers or a numerical scale Sugiyono (2018;11). This research was conducted in the Gresik city area which is located on Jl. Capt. Darmo Sugondo VII/06 Indro, this research was carried out in October 2021. The population in this research were all employees of PT. Prima Mitra Multikarya, totaling 59 people except the Director. The sampling technique used was saturated sampling. Saturated sampling technique is a technique for determining the sample if all members used in this research are relatively small and take the entire population to be used as a sample.

Research needs to determine the data collection techniques that will be used to obtain data. The following are data collection techniques that will be used in this research. A questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Hakim (2016) The basic data for this research was obtained through submitting questionnaires and questions to employees distributed to 59 employees of PT. Prima Mitra Multikarya which has been prepared in the form of a series of statements. The data collected relates to job satisfaction, organizational commitment and compensation regarding turnover intention in the company.

Data measurement was carried out using a Likert scale. According to Sudaryono (2017; 190) the Likert scale is used to measure attitudes, opinions and perceptions of a person or group regarding social events or phenomena. This assessment criteria is classified into five (5) levels with this research assessment first carrying out a validity test, instrument reliability test using SPSS 24, classic technical analysis assumptions are carried out using multiple linear regression techniques. This is done to determine the influence of the independent variable on the dependent variable.

Instrument Test

Validity test

According to Sugiyono (2018; 168) validity is that the instrument can be used to measure what should be measured. Valid shows the accuracy between the data that actually occurs on the object and the data that can be collected by researchers. If the calculated r value $>$ table r and is positive then the statement is valid. Hakim (2016). r table is obtained from a significance level (α) of 5% (0.05) with degrees of freedom (df) using the following formula:

$$df = n - 2$$

Information :

n = number of samples

2 = two tail set

Reliability Test

A variable is said to be reliable if a person's answer to a statement is consistent or stable over time. According to Ghozali (2018:46) the basis for decision making in reliability testing is as follows:

1. A variable is said to be reliable if it provides a Cronbach Alpha value > 0.7
2. A variable is said to be unreliable if it gives a Cronbach Alpha value < 0.7

Classic assumption test

Normality test

In this research, researchers used non-parametric Kolmogorov-Smirnov analysis. The choice of this analysis minimizes the occurrence of errors when compared to graphic analysis. The test used to test normality is the Kolmogorov-Smirnov (Monte Carlo) test, Widodo (2017; 111).

- a. The normality test is declared abnormal if the significance value is < 0.05 .
- b. The normality test is declared normal if the significance value is > 0.05

Multicorrelation Test

The multicollinearity test means that one independent variable and another in a regression are perfectly or nearly perfectly correlated with each other. Multicollinearity is carried out by looking at the tolerance value and variance inflation factor (VIF). The measurement criteria are as follows:

- a. If the tolerance value is ≤ 0.10 or the same as the VIF value ≥ 10 , it indicates multicollinearity.
- b. If the tolerance value is ≥ 0.10 or the same as the VIF value ≤ 10 , it indicates that multicollinearity does not occur.

Heteroscedasticity Test

In carrying out this heteroscedasticity test, the Glejser test is used. This test is carried out by regressing the independent variables with their absolute residuals. If the significance value between the independent variable and the absolute residual is more than 0.05 then there is no heteroscedasticity problem.

Analysis Techniques

Multiple Linear Regression Analysis

According to Sari (2021) Multiple Linear Regression is a statistical method that is commonly used to examine more than two independent variables X and one dependent variable Y. This analysis is to determine the relationship between the independent and dependent variables. Apart from that, multiple linear regression was used to test the truth of the hypothesis proposed in the research.

Coefficient of Determination (R^2)

The coefficient of multiple determination (R^2) essentially measures the level of influence between the independent variable (X) simultaneously (simultaneously) and the dependent variable (Y). The coefficient of determination value is between zero and one. A small R^2 value means that the ability of the independent variables to explain the dependent variable is very limited.

3.10 Partial Hypothesis Test (t Test)

According to Ghozali (2018:98) the t test is used to determine whether or not there is an influence of each independent variable on the dependent variable. This test is used to test how far an independent variable individually explains variations in the dependent variable. The decision making criteria in the t test are:

1. If the significance value is < 0.05 then H_0 is rejected, H_a is accepted, meaning that there is a partial influence between the independent variables (X), namely Job Satisfaction (X_1), Organizational Commitment (X_2) and Compensation (X_3) on Turnover Intention (Y).
2. If the significance value is > 0.05 then H_0 is accepted, H_a is rejected, meaning that partially there is no real influence between the Independent Variables (X), namely Job Satisfaction (X_1), Organizational Commitment (X_2) and Compensation (X_3) on Turnover Intention (Y).

3. Discussion

The sampling technique used was saturated sampling. Saturated sampling technique is a technique for determining the sample if all members used in this research are relatively small, less than 30 people or the research wants to make generalizations with very small errors Sugiyono (2018; 125). The sample in this study was 59 employees at PT. Prima Mitra Multikarya. The results of the questionnaire distributed to 59 employees of PT. Prima Mitra Multikarya. Next, it is processed using SPSS 24.

Validity test

Table 1. Validity Test Results

Item Question	R Count	r Table	Sig	Information
Job Satisfaction (X1)	0.910	0.2564	0,000	Valid
	0.910	0.2564	0,000	Valid
	0.926	0.2564	0,000	Valid
	0.902	0.2564	0,000	Valid
	0.897	0.2564	0,000	Valid
Organizational Commitment (X2)	0.861	0.2564	0,000	Valid
	0.886	0.2564	0,000	Valid
	0.935	0.2564	0,000	Valid
Compensation (X3)	0.895	0.2564	0,000	Valid
	0.915	0.2564	0,000	Valid
	0.906	0.2564	0,000	Valid
	0.902	0.2564	0,000	Valid
Turnover Intention (Y)	0.889	0.2564	0,000	Valid
	0.919	0.2564	0,000	Valid
	0.903	0.2564	0,000	Valid

From the results of the instrument validity test, all variables obtained $r_{count} > r_{table}$ then it can be said that the questionnaire item is valid 0.2564. So all statement items from the independent and dependent variables are proven to be valid.

Reliability Test

Table 2. Reliability Test Results

Variable	Alpha	Items	Critical limit	Information
Job Satisfaction	0.947	5	≥ 0.7	Reliable
Organizational Commitment	0.874	3	≥ 0.7	Reliable
Compensation	0.925	4	≥ 0.7	Reliable
Turnover Intention	0.887	3	≥ 0.7	Reliable

Based on table 4.9, the results of the reliability test (consistency of respondents' answers) have shown adequate reliability values. The Alpha value for each variable shows a high value and has exceeded the critical limit of 0.7, which means that all data obtained from the research instrument is declared to have met the reliability expectations of the variable measuring instrument.

Classic assumption test

Normality test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residuals
Monte Carlo Sig. (2-tailed)	Sig.		,163d
	99% Confidence Interval	Lower Bound	,153
		Upper Bound	,172

Based on the output, it is known that the Monte Carlo sig (2-tailed) value is 0.163, which is greater than 0.05. This shows that the significant value is $> \alpha$ ($0.163 > 0.05$) so it can be concluded that H_0 is accepted, which means the residual data is normally distributed.

Multicollinearity Test

Table 4 Multicollinearity Test Results

Variable	Tolerance	VIF
Job Satisfaction (X1)	0.395	2,533
Organizational Commitment (X2)	0.509	1,966
Compensation (X3)	0.282	3,543

Based on the table, it can be seen that the VIF of all independent variables is smaller than 10 and has a tolerance value greater than 0.10, meaning that all independent variables in this study do not have multicollinearity problems.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Variable	Sig	Conclusion
Job Satisfaction (X1)	0.283	There are no symptoms of heteroscedasticity
Organizational Commitment (X2)	0.102	There are no symptoms of heteroscedasticity
Compensation (X3)	0.639	There are no symptoms of heteroscedasticity

Based on table 4.12 above, it shows that the results of the Glejser test can be seen as sig > 0.05. The job satisfaction sig value (X1) is 0.283, then the organizational commitment sig value (X2) is 0.102 and the compensation sig value (X3) is 0.639. This shows that there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Table 6. Results Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	,146	,877	
	Job Satisfaction	,188	,057	,326
	Organizational Commitment	,293	,092	,280
	Compensation	,280	,084	,391

From the multiple

linear regression equation above, it can be explained as follows:

$$Y = 0.146 + 0.188X_1 + 0.293X_2 + 0.280X_3 + e$$

The regression equation above has the following meaning:

1. α value = 0.146
This means that if job satisfaction, organizational commitment, compensation are 0, then turnover intention is 0.146
2. The value of β_1 = job satisfaction (X1) is 0.188
This means that there is a positive relationship between satisfaction and turnover intention (Y), the higher or better the job satisfaction, the lower the turnover intention.
3. The value of β_2 = organizational commitment (X2) is 0.293
This means that there is a positive relationship between organizational commitment and turnover intention (Y), the higher the organizational commitment, the lower the turnover intention
4. The value of β_3 = compensation (X3) is 0.280
This means that there is a positive relationship between compensation and turnover intention (Y), the higher the compensation given, the lower the turnover intention

Multiple Coefficient of Determination (R²)

Table 7. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,887a	,787	,775	1,248

The R Square value of 0.787 can be said that the change in the turnover intention (Y) variable of 78.7% is caused by the variables job satisfaction (X1), organizational commitment (X2), and (X4) while the remaining 21.3% is caused by other factors that are not included in this research model. R = 0.887 means the strength of the relationship between the independent variable (X) and the dependent (Y), namely 88.7%

Partial Hypothesis Test (t)

Table 8. Partial Hypothesis Test Results (t Test)

Variable	Sig. t	Results
Job Satisfaction (X1)	0.002	Significant
Organizational Commitment (X2)	0.002	Significant
Compensation (X3)	0.002	Significant

1. The job satisfaction variable (X1) is $0.002 < \alpha (0.05)$, so H₀ is rejected and H_a is accepted, which means that job satisfaction (X1) has a significant effect on turnover intention (Y).
2. The organizational commitment variable (X2) is $0.002 < \alpha (0.05)$, so H₀ is rejected and H_a is accepted, which means that organizational commitment (X2) has a significant effect on turnover intention (Y).
3. The compensation variable (X3) has a significance value of $0.002 < 0.05$, so H₀ is accepted and H_a is rejected, which means that the compensation variable (X3) has no significant effect on turnover intention (Y).

4. Conclusion

Based on the overall research results, it can be concluded that;

1. Based on the research results, the job satisfaction variable is known to have a significance level of $0.002 < 0.05$. So, job satisfaction (X1) partially has a positive and significant influence between job satisfaction (X1) on turnover intention (Y)
2. Based on the research results, it is known that the organizational commitment variable has a significance level of $0.002 < 0.05$. So, organizational commitment (X2) partially has a positive and significant influence between organizational commitment (X2) on turnover intention (Y)
3. Based on the research results, the compensation variable is known to have a significance level of $0.002 < 0.05$. So, compensation (X3) partially has a positive and significant influence between compensation (X3) on turnover intention (Y)

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