

**THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION
TOWARD INTENTION TO LEAVE OF PLAZA BANGUNAN & ELECTRONIC CALACA,
MANADO**

PENGARUH DUKUNGAN ORGANISASI YANG DIRASAKAN DAN KEPUASAN KERJA TERHADAP
INTENSI KELUAR DI PLAZA BANGUNAN & ELECTRONIC CALACA, MANADO

by:

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Abstract: *In the present days' competition in the home appliance market are very strong between each other. For a company to survive, they require employees to be able to bring a competitive advantage to their company. Employees is one of the resources that needs to make company exist. The purpose of this research is to find the effect of perceived organizational support and job satisfaction toward employee's intention to leave at Plaza Bangunan & Electronic Calaca, Manado. This research is a causal research and using quantitative approach. The data was taken using questionnaire to 59 respondents which are the employee of Plaza Bangunan & Electronic Calaca, Manado by using saturated sampling method. Multiple regression analysis method is applied in this research. Research result shows that perceived organizational support and job satisfaction have significant negative effect on intention to leave simultaneously, and also perceived organizational support has significant negatif effect on intention to leave partially with job satisfaction has significant negatif effect on intention to leave partially. As the recommendation, it is better for the company to keep a good quality of their organizational support and maintain the satisfaction for the employees.*

Keywords: *organizational support, job satisfaction, intention to leave.*

Abstrak: Kompetisi dalam pasar perlengkapan dan perkakas rumah tangga saat ini sangat ketat antara perusahaan. Agar perusahaan dapat bertahan, mereka membutuhkan karyawan untuk dapat memberikan keuntungan kompetitif bagi perusahaannya. Karyawan adalah salah satu sumber daya yang dibutuhkan perusahaan untuk tetap membuat perusahaan dapat bertahan saat ini. Tujuan penelitian ini untuk mengetahui pengaruh dukungan organisasi yang dirasakan dan kepuasan kerja terhadap intensi keluar dari para karyawan di Plaza Bangunan & Electronic Calaca, Manado. Penelitian ini merupakan penelitian kausal dan menggunakan metode kuantitatif. Data diambil menggunakan kuesioner dari 59 responden yaitu pegawai Plaza Bangunan & Electronic Calaca, Manado dengan teknis analisis *saturated sampling*. Penelitian ini menggunakan nalisis regresi berganda. Hasil penelitian menunjukkan dukungan organisasi yang dirasakan dan kepuasan kerja mempunyai pengaruh negatif dan signifikan terhadap intensi keluar secara simultan, dan juga dukungan organisasi yang dirasakan mempunyai efek negatif dan signifikan terhadap intensi keluar secara parsial dengan kepuasan kerja mempunyai efek negatif dan signifikan terhadap intensi keluar secara parsial. Sebaiknya Plaza Bangunan & Electronic Calaca, Manado tetap mempertahankan kualitas dukungan organisasi dan menjaga kepuasan untuk para karyawannya.

Kata kunci: *dukungan organisasi, kepuasan kerja, intensi keluar.*

INTRODUCTION

Indicators of the Labour Market says that from “Sakernas” result February 2015, the number of people aged from 15 years old is around 128.30 million people and that result was totaled by the increase of 6.43 million people from August 2014 (121.87 million people) and increase up to 2.98 million people if compared with February 2014 (125.32 million people). While the EPR (Employment to Population Ratio) is 65.45. Meaning that from 100 people from 15 years old, there are 65 people that already have a job. It goes around to building appliances and hardwares industry like ACE Hardware, Krisbow, Plaza Bangunan and etc. Each of them needs Human Resource. Human Resource is the company’s department charged with searching, screening, recruiting, and training the job applicants, as well administering employee-benefit programs. For a company which doesn’t administer their employee’s well-being to fulfill their work-life balance, employees will tend not to have job satisfaction and eventually leave the job.

Plaza Bangunan was built in 2003 and still operating in the market of building appliances and hardware in Manado. The first lot was opened in Jl Sudirman, Tikala district, especially in selling building appliances and hardware. In 2013, the 2nd Plaza Bangunan was opened named as Plaza Bangunan & Electronic in Calaca, Manado that not only selling building appliances and hardware but also selling electronic appliances such as TV, refrigerator, active speaker, kitchen set even home appliances.

Plaza Bangunan has around 150 employees. Most of them from Manado local citizen and only few of them is from outside North Sulawesi. Plaza Bangunan gives facilities to all of their employees like health insurance (BPJS), incentives and bonus each year yet there is still employee who does not satisfied with their facilities and they think that they didn’t get enough organizational support from the Plaza Bangunan.

As you can see Perceived Organizational Support (POS) can be defined as employees’ global beliefs about the extent to which the organization cares about their well-being and values their contribution (Basak et al., 2013). And because of that it affects the employee’s job satisfaction. Job satisfaction can be defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one’s job (Bhuiyan & Menguc, 2002t). Because of the factor above some employees intend to leave Plaza Bangunan. Intention to leave refers to an individual’s perceived probability of staying or leaving an employing organization (Cotton & Tuttle, 1986).

Research Objectives

This research aims to identify the effect of:

1. Perceived organizational support and job satisfaction on intention to leave simultaneously.
2. Perceived organizational support on intention to leave partially.
3. Job satisfaction on intention to leave partially.

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management is a knowledge to be known for dealing with employees. Beardwell and Holden (1994) in Beardwell and Claydon (2007:4) say that any assessment of the emergence of Human Resource Management has, at least, to take account of this changing context of employment and provide some explanations as to that relationships that exist between the contribution HRM has made to some of these changes on the one hand and, on the other hand, the impact that such changes have had on the theory and practice of HRM itself. According to Storey (2002) in Beardwell & Claydon (2007: 5) defines HRM as ‘a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. It can be concluded that human resource management is the process to manage human resource to achieve the organizational goals.

Perceived Organizational Support

Basak et al (2013) defined Perceived Organizational Support (POS) as employees' global beliefs about the extent to which the organization cares about their well-being and values their contribution. The more employees perceive the organizational support, the more they feel that they are respected and esteemed in the organization, and expect that their superior performance will be rewarded. Eisenberger et al (1986) in Rhoades and Eisenberger (2002) defined that organizational support is the development of perceived organizational support is encouraged by employees' tendency to assign the organization humanlike characteristics. It can be concluded that POS is the employees beliefs that organization cares about their well-being and values their contribution to the company.

Job Satisfaction

Robbins (2005) in Pujilistiyani (2007) defined that job satisfaction is defined as an attitude that individuals have about their jobs. While Bhuian & Menguc (2002) say that it is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job. It can be concluded that job satisfaction is an attitude that employees have about their job in positive or negative way.

Intention to Leave

Jaros et al (1993) in Sumarto (2009) stated that intention to leave is the beginning of direct turnover and reflect the intention to leave. According to Zeffane & Gul (1995) in Sumarto (2009) defined intention is desire that appear from individu to shown something. Leave is the employees action to leave the company voluntarily. It means that intention to leave is the action to leave the company voluntarily. It can be concluded that when employees does not get affection from organization and does not get appreciation for his work, they can have the intention to leave the company.

Previous Research

Basak et al (2013) in Analysis of Factors That Affect the Intention to Leave of White-collar Employees in Turkey Using Structural Modeling stated that the results imply that the satisfied employees will be likely to quit their jobs. Perceived organizational support plays a more effective role than job satisfaction in explaining the affective commitment. Perceived organizational support also has a higher impact on job satisfaction, but its effect is found to be relatively low compared to reference

Rhoades and Eisenberger (2002) in Perceived Organizational Support: A Review of the Literature stated that concerning employees' treatment by the organization, the path analysis revealed as expected, that fairness had the strongest positive relationship with perceived organizational support, followed by supervisor support and rewards/job conditions, respectively. Fairness may be considered by employees to be readily controlled by upper management and therefore highly discretionary. Considering the procedural justice component of fairness, voice and interactional justice had large and approximately equal to relationships with perceived organizational support.

Medina (2012) in Job Satisfaction and Employee Turnover Intention: What does Organizational Culture Have to Do with It? stated that the results shows that full time work, increased tenure of employment, increased age and being of white race is associated with statistically significant decreases in turnover intention, whereas, having higher education, increased life satisfaction from work and low income status is statistically significantly associated statistically significant increases in turnover intention. The relationship between job satisfaction and employee turnover intention is moderated by satisfaction with workplace, culture.

Results show that, each additional unit increase in job satisfaction is associated with a decrease in turnover intention; and, holding job satisfaction constant, employees with high workplace cultural satisfaction have lower turnover intention compared employees with low workplace cultural satisfaction. Although the findings of this study confirmed the research hypotheses and these findings have both theoretical and practical implications, several methodological limitations should be acknowledged.

Conceptual Framework

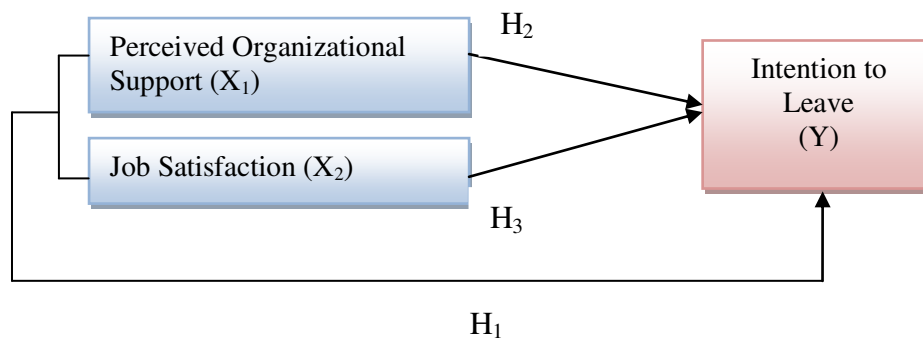


Figure 1. Conceptual Framework

Source: Data Processed, 2015

Research Hypothesis

The hypotheses of this research are:

- H₁: Perceived organizational support and job satisfaction have simultaneous effect on intention to leave in Plaza Bangunan & Electronic Calaca, Manado.
 H₂: Perceived organizational support has partial effect on intention to leave in Plaza Bangunan & Electronic Calaca, Manado.
 H₃: Job Satisfaction has partial effect on intention to leave in Plaza Bangunan & Electronic Calaca, Manado.

RESEARCH METHOD

Type of Research

This research is a causal type of research where it will investigate the effect of perceived organizational support and job satisfaction on intention to leave.

Place and Time of Research

The research takes place in Manado, at Plaza Bangunan & Electronic Office from June to October 2015.

Population and Sample

Hair et al (2007;170) say that a population, therefore, is the total of all the elements that share some common set of characteristics. Zikmund (2003:369) explained that population, or universe, is any complete group of people, companies, hospital, stores, college students or the like that share some set of characteristics. The population in this research is the employee of Plaza Bangunan & Electronic Calaca, Manado, which are around 150 employees. This research use saturated sampling method which by spreading out questionnaire to 59 employees of Plaza Bangunan & Electronic Calaca, Manado.

Data Collection Method

Sekaran & Bougie (2010: 180) Primary data refer to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study individuals provide information when interviewed, administrated, questionnaire, or observed. Group depth interviews, or focus group, are another rich source of primary data. In this research, the primary data are questionnaire to the employee of Plaza Bangunan & Electronic Calaca, Manado.

Operational Definition of Research Variables

1. Perceived Organizational Support is a belief about the extent to which the Plaza Bangunan & Electronic Calaca, Manado cares about their well-being and values their contribution.

2. Job Satisfaction can be defined as an Plaza Bangunan employee's attitude towards their job. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of their job.
3. Intention to Leave is an intention where Plaza Bangunan & Electronic employee's trying to leave/quit the office.

Measurement of Research Variables

This research variables will be measured as a widely used rating scale that require the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus object, using Likert Scale that refers the responses from 'strongly disagree' to 'strongly agree' (Sekaran & Bougie, 2010:147).

Data Analysis Method

Validity and Reliability Test

Validity is evidence that the instrument, technique, or process used to measure a concept does indeed measure the intended concept (Sekaran & Bougie, 2010:157). Validity is the extent to which a construct measures what it is supposed to measure (Hair, et al., 2007:246). Test concluded by looking at the value of the MSA (Measures of Sampling Adequacy). If the MSA values above 0.5 than the data can be declared valid, so it can be used for further tests or analyzes. Sekaran & Bougie (2010: 161) stated that reliability is a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in instrument, while Thanasegaran G (2009) says that reliability is the degree to which measures are free from error and therefore yield consistent results. Also a survey of instrument (questionnaire) is considered reliable if its repeated application results in consistent scores (Hair, et al., 2007:241).

Multiple Regression Analysis Model

The equation model of Multiple Regression Analysis use in this research can be formulated as shown below:

$$Y = \alpha - \beta_1 X_1 - \beta_2 X_2$$

Where:

- Y : Intention to Leave
- α : Intercept
- β_1 : The slope of Perceived Organizational Support variable
- β_2 : The slope of Job Satisfaction variable
- X_1 : Value of Perceived Organizational Support variable
- X_2 : Value of Job Satisfaction variable

RESULT AND DISCUSSION

Validity and Reliability Test

Validity test is used to measure the validity of the research instrument that researcher used to gain the data from respondents. Measurement System Analysis (MSA) uses scientific tools to determine the amount of total variation is from the measurement system. In this validity test, researcher used MSA correlation to show that whether the correlation index is valid or not in a research instrument by comparing with MSA correlation with significance level of 5%. If probability of correlation is more than 0.05 means that the research instrument is considered as valid.

Classical Assumption Test

Multicollinearity Test

Table 1. Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1	.736	1.359
	.736	1.359

a. Dependent Variable: Employee Performance

Source: Data Processed, 2015

Table 1 shows the tolerance of Perceived Organizational Support is 0.736 and Job Satisfaction is 0.736, it means that the tolerance value of those two variables are more than 0.2, The VIF value of Perceived Organizational Support is 1.359 and Job Satisfaction is 1.359, it means that the VIF value of those two variables are less than 10. Since all the tolerance value is more than 0.2 and the VIF value is less than 10, the model concluded to be free from multicollinearity.

Heteroscedasticity Test

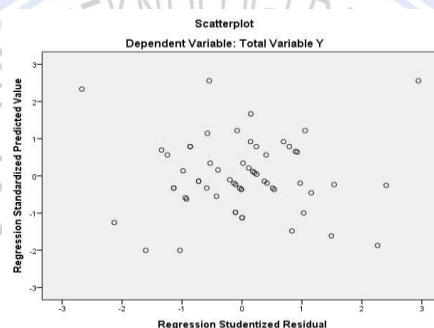


Figure 2. Heteroscedasticity Result

Source: Data Processed, 2015

In this research, all the dots are scattered and does not forming a clear pattern. The dots also are spreading below and above 0 (zero) in the Y axis. So it can be concluded that this model is free from heteroscedasticity.

Normality Test

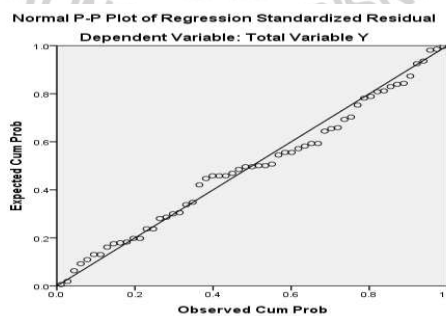


Figure 3. Normality Result

Source: Data Processed, 2015

In this research, data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the effect of work environment (X_1) and compensation (X_2) on employee performance (Y) fulfills the condition and passed the normality test.

Multiple Regression Analysis**Table 2. Multiple Regression Result**

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	8.075	1,705	
	Work Environment	-.299	0.84	-.448
	Compensation	-.175	0/98	-.224

a. Dependent Variable: Intention to Leave

Source: Data Processed, 2015

Table 2 shows the result of multiple linear regression analysis. Based on the analysis result, the equation of multiple regression model in this research is shown as follows:

$$Y = 8.075 - 0.299X_1 - 0.175X_2$$

The interpretation of the multiple regression analysis result:

1. Constant value of 8.075 shows the influence relationship between Perceived Organizational Support (X_1) and Job Satisfaction (X_2) to Intention to Leave (Y), means that if all independent variables are equal to 0 (zero), then the Intention to Leave (Y) is predicted to be 8.075.
2. Coefficient value of -0.299 means that if the independent variable in this research, Perceived Organizational Support (X_1) decrease by one point or one scale, it will increase the Intention to Leave (Y) by 0.299.
3. Coefficient value of -0.175 means that if the independent variable in this research, Job Satisfaction (X_2) decreases by one point or one scale, it will increase the Intention to Leave (Y) by 0.175.

Testing the goodness of Fit: Coefficient of Multiple Correlation (R) and Coef. of Determination (R^2)**Table 3. Result of R and R^2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595 ^a	.354	.309	.33683

a. Predictors: (Constant), Perceived Organizational Support, Job Satisfaction

Source: Data Processed, 2015

According table 3, the value of R is 0.595. it means that all independent variables: Perceived Organizational Support and Job Satisfaction have positive relationship with Intention to Leave. The coefficient determinant (R^2) is the contribution percentage of independent variables to dependent variable. The value of R^2 is 0.354 or 35.4% means that intention to leave influenced by perceived organizational support and job satisfaction for 35.4%.

Hypothesis Testing**F-Test****Table 4. F-Test Result**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.347	2	52.174	15.345	.000 ^b
	Residual	190.398	56	3.400		
	Total	294.746	58			

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Perceived Organizational Support, Job Satisfaction

Source: Data Processed, 2015

Table 4 shows that F_{count} is 15.345 with level of significance 0.000. By using the level of significant of 0.05 ($\alpha = 0.05$) and the table also shows that the significant value is $0.000 < 0.05$. The value of $F_{\text{table}} = 2.76$, it can be concluded that $F_{\text{count}} = 15.345 > F_{\text{table}} = 2.76$. The overall influence of perceived organizational support (X_1) and job satisfaction (X_2) toward intention to leave (Y) is very significant. Thus, in this test H_0 is rejected and H_a is accepted meaning that the independent variables simultaneously influence the dependent variable significantly.

t-Test**Table 5. t-Test Result**

Model		t	Sig.
	(Constant)	4.736	.000
1	Work Environment	-3.581	.001
	Compensation	-1.786	.079

a. Dependent Variable: Employee Performance

Source: Data Processed, 2015

- Table 5 shows that t_{count} for perceived organizational support (X_1) is -3.581. Value on t_{table} used for comparison is found at the level of significance of 0.00, which is at the confidence level of 95% and the value of $t_{\text{table}} = 1.671$. The result for perceived organizational support (X_1) is $t_{\text{count}} = -3.581 > t_{\text{table}} = 1.671$ meaning that H_0 is rejected and H_a is accepted. The result of this test can be used to declare that perceived organizational support (X_1) partially influence intention to leave (Y) significantly.
- Table 5 shows that t_{count} for job satisfaction (X_2) is -1.786. Value on t_{table} used for comparison is found at the level of significance of 0.05, which is at the confidence level of 95% and the value of $t_{\text{table}} = 1.671$. The result for job satisfaction (X_2) is $t_{\text{count}} = -1.786 > t_{\text{table}} = 1.671$ meaning that H_0 is rejected and H_a is accepted. The result of this test can be used to declare that job satisfaction (X_2) has significant partial influence intention to leave (Y).

Discussion

As a part of company, human resources become a critical factor for company to be success because people have an important role in every activity of the company. Employees tend to quit their job because they didn't satisfied and didn't get attention from their company. Someone that feel satisfied with their job tend to stay in the company. By studying the employee's intention to leave and its factor, company can apply effective plan or strategy to make their employee stay in the company and satisfied about their job. Human resource manager should also consider about an effective strategy to maximize the employee's potential so they can feel satisfied with their doing. This study has been conducted to analyze the effect of perceived organizational support and job satisfaction toward intention to leave in Plaza Bangunan & Electronic Calaca, Manado.

This research discovers that there are some factors that influence employee's intention to leave on Plaza Bangunan & Electronic Calaca, Manado. This research's instruments value in validity test are more than 0.05 which it can be said that the data are valid. The data is also can be considered reliable and good from the result of reliability test which is more than 0.06. Based on the result of F-test there is a linear relationship in this multiple regression equation model, in other words all the independent variables influence the intention to leave simultaneously. Perceived organizational support and job satisfaction are factors that influence the employee intention to leave at Plaza Bangunan & Electronic Calaca, Manado. The result of T-test shows that the independent variables such as perceived organizational support and job satisfaction have significant, consecutively on intention to leave.

Perceived Organizational Support on Intention to Leave

The result shows that Perceived Organizational Support has significant influence to employee's intention to leave at Plaza Bangunan & Electronic Calaca, Manado. Basak et aL (2013) defined Perceived Organizational Support (POS) as employees' "global beliefs about the extent to which the organization cares about their well-being and values their contribution". According to the data, employees at Plaza Bangunan & Electronic Calaca, Manado think that organizational support is one of the factor that influence their decision making process whether they want to leave or stay in the Plaza Bangunan & Electronic Calaca, Manado.

Job Satisfaction on Intention to Leave

The result shows that Job Satisfaction has a significant influence to employee's intention to leave at Plaza Bangunan & Electronic Calaca, Manado. Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job (Bhuiyan & Menguc,2002). Based on the data, it shows that Job Satisfaction is the other factor that influence employees decision making process whether they want to leave or stay in the Plaza Bangunan & Electronic Calaca, Manado. This study shows that the respondent / employees at Plaza Bangunan & Electronic Calaca, Manado are influenced by Perceived Organizational Support and Job Satisfaction toward the employee's intention to leave the Plaza Bangunan & Electronic Calaca, Manado. And it can be a consideration for the Plaza Bangunan & Electronic Calaca, Manado to concern about the employee's awareness, give some reward when their employees do their job well and make the employees satisfied to while they are doing great on their job.

CONCLUSION AND RECOMMENDATION

Conclusion

The conclusions drawn for this research are as follow:

1. Perceived organizational support and job satisfaction simultaneously and significantly influence the employee performance at Plaza Bangunan & Electronic Calaca, Manado.
2. Perceived Organizational Support simultaneously and significantly influence to Employee's Intention to Leave at Plaza Bangunan & Electronic Calaca, Manado.
3. Job Satisfaction simultaneously and significantly influence to Employee's Intention to Leave at Plaza Bangunan & Electronic Calaca, Manado.

Recommendation

Therefore, several recommendations given are:

1. The management of Plaza Bangunan & Electronic Calaca, Manado must consider about the importance of perceived organizational support and employee's job satisfaction in the workplace. Because according to the result of this study, those two factors have significant influence through the employee's intention to leave.
2. The management of Plaza Bangunan & Electronic Calaca, Manado must consider about the facilities for employees.
3. The management of Plaza Bangunan & Electronic Calca, Manado must give some rewards / bonuses for the employees who work professionally so it can increase their motivation to work better.

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