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EFFECT OF JOB SATISFACTION ON TURNOVER INTENTION
(Case Study on Adira Quantum Mataram)

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Abstract

Employees who are satisfied with their work will appear in employees' emotions. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work, thus employees who are satisfied with their work, and enjoy their work will survive in the company despite many offers from other companies that promise better welfare. Vice versa, an employee who is less satisfied with his work, will feel uncomfortable working, does not show good performance and achievement is lacking and various problems occur. This study aims to determine the effect of job satisfaction on employee desires at PT. Adira Quantum Mataram Branch. The population in the study were all employees with a total of 155 people and obtained a sample of 21 people. The results of multiple linear regression analysis show that job satisfaction factors consisting of fairness of compensation, salary satisfaction and organizational climate show a simultaneous flow towards the desires of employees. The job satisfaction variable contained in the justice compensation variable, salary satisfaction, organizational climate has a significant negative effect on employee desires (Y), this can be seen in the regression coefficient has the highest significant level value that is t> 0.046, meaning that if more high dissatisfaction of employees will increase the desire to leave employees, so also if the higher the sense of satisfaction felt by employees will reduce the level of desire to leave employees to find another job), where in this research the calculation results obtained for job satisfaction amounted to 0.783.

Keywords: Job Satisfaction, Fairness of Compensation, Salary Satisfaction, Organizational Climate, Turnover Intention.

1. Introduction

The success of a company in achieving its goals is inseparable from the resources owned by the company itself. One of the resources that play a role in the success of a company is human resources, where human resources as a driving force for the running of all activities in the company. To get skilled and skilled human resources in their fields, companies conduct a strict recruitment system and incur significant costs in the recruitment process. Various trainings are also given to improve the performance, achievement, knowledge and expertise of the employee. Retaining employees is very important for a company, given the large costs incurred in the recruitment and training process, besides that employees who have good performance good achievements are very difficult to obtain and are also being sought after by competing companies. Therefore every company needs to maintain a good work climate so that the level of employee job satisfaction becomes high. Job satisfaction According to Luthan (in Kaswan, 2012), job satisfaction is the result of employee perceptions about

how well their work provides what is considered important. Hasibuan (in Wibowo et al, 2014), defines job satisfaction as a form of emotional attitude that is both pleasant and unpleasant.

Employees who are satisfied with their work will appear in employees' emotions. Employee satisfaction will make employees love their work. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work, thus employees who are satisfied with their work, and enjoy their work will survive in the company despite many offers from other companies that promise better welfare. Vice versa, an employee who is less satisfied with his work, will feel uncomfortable working, does not show good performance and achievement is lacking and various problems occur.

One form of employee dissatisfaction is the emergence of a desire to leave the company (turn over intentions). The desire to leave can be interpreted that is the movement of workers out of the organization, can be in the form of resignation, the movement out of organizational units, dismissal / layoffs. A high turnover rate will have a negative impact on a company, this is like creating instability and uncertainty in labor conditions and increasing human resource costs in the form of training costs that have been invested in employees to the costs of recruitment and retraining (Toly, 2001).

Yuyetta (2002) and Tett & Meyer (1993) define the higher the level of job satisfaction, the lower the intensity of leaving work. Employees with low job satisfaction will easily leave the company and look for opportunities in other companies. Another study conducted by Igbaria and Greenhaus (in Candra Wijayanti 2007) indicates that job satisfaction and organizational commitment have the most influence on turnover intention. One way for companies to retain their employees is by increasing employee job satisfaction in the form of rewards / salaries, giving awards and so on, which aims to make employees feel valued and not just used. Companies must be competitive with several types of compensation to employ, maintain and reward each individual's performance. Motowildo in Harif (2001) uses salary satisfaction in predicting the desire to move and the reality of moving work, concluding that salary has an impact on employee employment.

The study was conducted at the finance company PT. Adira Quantum, Mataram Branch. PT Adira Quantum is a company that provides services to household consumers in the financing of household goods. PT Adira Quantum has been present in Mataram since 2007 with a total of 17 first employees and has grown to 155 in 2018. Consideration of the study was carried out because at PT. Adira Quantum Mataram Branch, leadership changes, and the placement of employees who are external and partnerships who are employees of other companies (outsourcing) as a provider of employees who are placed in PT Adira Quantum Mataram Branch, a high turnover rate at PT. Adira Quantum Mataram Branch as shown in the following table:

Table 1. Data on Employee Turnover Rate of PT. Adira Quantum Mataram in 2016/2018

Information	Year		
	2016	**2017**	**2018**
In	20	45	40
Out	5	15	22
Total Employee	49	77	155

Source: Operation, Marketing, and Collection Division of PT. Adira Quantum Mataram

From table 1.1 above shows the turnover rate is quite high during the last three years from 2016 to 2018. This indicates the factors that cause why the employee left. To explore more information about the reasons for leaving employees at PT. Adira Quantum Mataram Branch, researchers conducted initial interviews with several employees of PT. Adira Quantum Mataram Branch. This study aims to determine the significance of the simultaneous influence of job satisfaction contained therein is a factor of fairness of compensation, salary satisfaction, organizational climate on the desire to leave at PT. Adira Quantum Mataram Branch.

2. Literature Review

Job satisfaction

Steve M. Jex (2002: 131) defines job satisfaction as "the level of a employee's positive affection for work and work situations." For Jex, job satisfaction is only related to workers' attitudes towards their work. These attitudes take place in cognitive and behavioral aspects. The cognitive aspect of job satisfaction is workers' beliefs about work and work situations: That workers believe that their work is interesting, stimulating, boring

or demanding. The aspect of work behavior is the tendency of the worker's behavior towards his work which is shown through work done, continues to stay in his position, or works regularly and in a disciplined manner. Barbara A. Fritzsche and Tiffany J. Parrish (2005: 180) defines job satisfaction as "... affective variables that result from one's work experience." Fritsche and Parrish also quoted Locke (1976) which states that job satisfaction is "... a positive and pleasant emotional state that results from appreciation for one's work or work experience." In short, job satisfaction can tell the extent to which someone likes his job. Handoko (2001: 193) The definition of job satisfaction is a pleasant or unpleasant emotional state with employees who see them. Job satisfaction reflects one's feelings about their work. Robbins and Judge (2008: 107) the notion of job satisfaction according to Robbins and Judge is a positive feeling about one's work that is the result of an evaluation of its characteristics.

Turnover Intention

Turnover becomes a serious problem for many companies, according to Harnoto (2002: 2) turnover intention is the level or intensity of the desire to leave the company, many reasons that cause this turnover intention include the desire to get a better job. According to Gecko and Fly (2010), indications of a desire to change work include increased absenteeism, reluctance to work, increased courage to violate work rules, courage to oppose or protest to superiors, as well as seriousness to resolve all employee responsibilities that are different from usual. Mobley, 1977; Abelson, 1987: Yuyetta 2002, outgoing intentions measured by three items that dig up information about the respondents' desire to find another job, the measurement items consist of:
1. The tendency of individuals to think of leaving the organization where they work now
2. It is likely that individuals will find work in other organizations
3. The possibility of leaving the organization.

Negative Effects of Turnover on the Company. Mobley (1986) says turnover has negative consequences for organizations, namely:
1. Costs, as a result of an employee turnover to the organization will most often be examined is the monetary costs. There is a change of employees so expenses are not avoided.
2. Achievement, if the employee who goes is a member who is compact and influential enough it will cause a negative effect on other group members.
3. Communication and social patterns, in an organization there are formal and informal communication and social patterns that are characteristic of every organization
4. Declining morale, the departure of an employee can affect the morale of other employees. Employees who are left will start looking for other jobs and can then base other employees to leave as well.

Positive Turnover Effect for the Company. Mobley (1986) also said that besides causing negative turnover effects, it could also have positive consequences for companies, namely:
1. Mutations for employees who lack achievement
2. Updates, flexibility, and new capabilities
3. Reduction in other resignation behaviors, employees who make a turnover can affect other employees, it is better to get out than to harm both parties
4. Reducing conflict, leaving employees can be useful in reducing personal conflicts that occur in the company.

Factors that cause Turnover Intention. Mertz and Campion (in Samad, 2006) the process of identifying the factors that influence turnover becomes an important thing to consider and becomes an effective way to reduce turnover rates. Researchers have explored various factors that affect turnover intention, including: Cotton, et al (in Moynihan and Pandey, 2007) suggest that the most frequently used indicator of desire to leave is job satisfaction, with employees who express high job satisfaction will persist, it is impossible to leave the company. Igbaria and Greenhaus (1992) indicate that job satisfaction and organizational commitment have the greatest influence on turnover intention.

Hypothesis Development

The Influence of Job Satisfaction on the Desire of Employees
Absenteeism is more spontaneous and does not reflect work dissatisfaction, in contrast to quitting or leaving work. Steersdan Rhodes (in Abdul Hamed, 2014) developed an influence model of attendance. There

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are two factors in present behavior, namely motivation to attend and ability to attend. They believe that motivation to be present is influenced by job satisfaction. The model of leaving work from Mobley, Horner, and Hollingworth (in Andini, 2006), shows that after labor becomes dissatisfied several stages occur (eg thinking of leaving work) before the decision to leave work is taken. According to Robbins (1998 in Ashar Sunyoto M, 2001: 365 - 366) job dissatisfaction with employees can be expressed through various means for example in addition to leaving work, employees can complain, disobey, steal organizational property, avoid responsibility (Ashar Sunyoto M, 2001 : 365 - 366). Lum et al., (1998); Johnson (1987); Yuyetta (2002) defines the higher the level of job satisfaction, the lower the intensity of leaving work.

Job Satisfaction Variables that Have the Most Impact on the Desire of Employees (Turnover Intention)
1. *Fairness Compensation*

According to Hasibuan (2000, p. 120) the objectives of giving fair compensation to employees are. Collaborative ties, fair compensation is given so that formal cooperation is established between the entrepreneur and his employees. Employees must do their duties properly, while employers must pay compensation according to the agreement. Job satisfaction, employees who receive compensation will be able to meet their physical, social and egoistic needs, so as to obtain job satisfaction from their position. Effective procurement, if a fair compensation program is set large enough, the procurement of qualified employees for the company will be easier. Motivation, if the compensation given is large enough, managers will be easier to motivate their employees.

2. *Salary Satisfaction*

Salary is a gift to employees with financial payments as compensation for work carried out and as a motivator for the implementation of activities in the future (Handoko, 1993) Several studies have identified aspects of satisfaction that are found to be related to individual desires to leave the organization including satisfaction with wages and promotion (Lum et al., (1998; Tett & Meyer (1993); Mobley et.al. (1978) in Kelvin and Indrianto (1999)

3. *Organizational Climate*

George Litwin and Robert Stringer in Alavi and Jahandari (2005) define organizational climate is the perception of people in the organization where he works and his views or feelings about dimensions such as freedom, organizational structure, wages and salaries, caution and sincerity heart and support for the organization. According to Schwepker (2001); Mulki et.al (2006) in Ridyan Budi (2011) states that a good organizational climate will reduce the desire of employees to quit their jobs. According to Ajzen (2001) in Ridyan Budi (2011) there are two statements that connect the organizational climate and the desire to leave employees, first the objective theoretical evaluation of each individual can change the attitude of employees to the desire to leave employees from the company where they work. Second, the leader can do a rolling system in the company so that the organizational climate can run well.

Research Framework
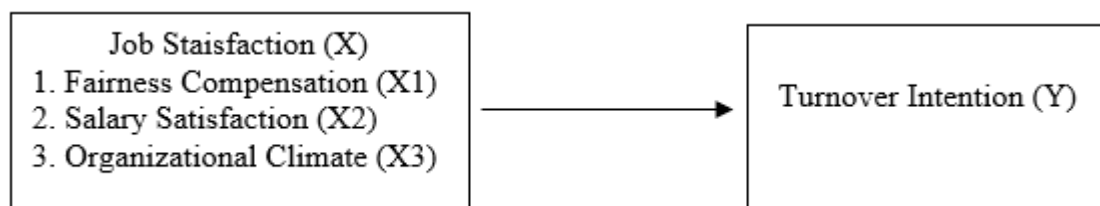
Figure 2.1 Research Framework
Source: Researcher Data (2019).

Fairness Compensation (X1)

Mathis and Jakson (2002), giving compensation must be based on the principle of fair and proper. Hasibuan (2000, p. 117) the principle of fairness, namely the amount of compensation to be paid according to work performance, type of work, years of service, job risk, responsibilities, and position of the worker. Based

on the opinion of the experts, it is important for each company to consider the fairness of compensation to employees who work based on the level of work.

Salary Satisfaction (X2)

According to Andini (2006) salary satisfaction is a multidimensional construct of satisfaction consisting of four subdimensions: salary level, pay raise, benefits, and pay structure and administration structure (pay structure and administration).

Organizational Climate (X3)

Organizational climate has a very strong relationship with job satisfaction (Rongga et.al: 2001, p79). Batlis (1980) in Suhanto (2009) which states that one dimension of the organizational climate is performance reward dependence has a significant relationship with job satisfaction.

Hypothesis

Suspected Job Satisfaction factors contained therein are factors of fairness compensation, Salary Satisfaction, Organizational climate simultaneously influence the desire of employees.

3. Methods

Population

According to Sugiyono (2007) population is a generalization area consisting of objects or subjects, which have certain qualities or characteristics determined by researchers to be studied and then to be studied and then drawn conclusions. The population in this study were all employees of PT. Adira Quantum Mataram, which numbered 155 people.

Table 3.1 The population of the employees of PT.Adira Quantum Mataram branch is based on employee status

No	Employee Status	Population
1	Permanent	10
2	Contract	33
3	Outsourcing	21
4	*Sahabat Adira*	50
5	Work partners	41
	Total	155

Source: Operation, Marketing, and Collection Division of PT. Adira Quantum Mataram

Sample

According to Sugiyono (2011: 62) the sample is part of the total characteristics possessed by the population. The sampling technique used in this study is Probability sampling, so in this study the sample was taken using proportional stratified random sampling. Using this method, researchers first determine the strata or sub-strata used as a basis before making a random selection. The reason to use this technique is because every division in PT. Adira Quantum Mataram Branch has different characteristics. In accordance with the calculation of the Slovin formula above, a sample of 61 people was obtained.

Data collection

Data is collected by using a prepared questionnaire, the questionnaire used in this study contains two main parts. The first part is about the social profile and identification of respondents, containing data on respondents related to the respondent's identity and social conditions such as: age, position, last education, and years of service. Whereas the second part is based on the theoretical concepts proposed earlier, concerning factors that influence desirability such as: fairness of compensation, salary satisfaction, organizational climate.

Hypothesis testing

Based on the results of calculations using the SPSS program, hypothesis testing will then be performed using statistical tests. According to Kuncoro (2001: 97), the accuracy of the regression model in estimating can be seen from the statistical value of t, the statistical value of F and the coefficient of determination (R2). F statistical test is used to determine whether all independent variables jointly (simultaneously) affect the dependent variable (Kuncoro, 2001: 98) or in other words, whether all dimensions of job satisfaction contained therein namely, Justice compensation, Satisfaction salary, Climate The organization, which is included in the model, has a joint influence on the variable out of Interest.

4. Results and Discussion

Data Analysis

Test the Validity and Reliability of Research Instruments

Validity is intended to state the extent to which the data contained in a questionnaire will measure the variables to be measured in the form of construct validity. In this case the researcher will measure the variables of fairness compensation, salary satisfaction, job satisfaction, organizational commitment, work stress, organizational climate, and the desire to leave employees at PT. Adira Quantum Mataram branch. The validity of an instrument item can be determined by comparing the Pearson product moment correlation index with a significant level of five percent (Arikunto, 2002). If the correlation variable is less than 0.05 (five percent) then it is declared valid and vice versa is invalid. Furthermore Sugiyono (2006) states that the minimum requirement to be considered eligible is if $r \geq 0.3$ or it can also be compared with r tables. If r arithmetic> r table then valid. So if the correlation between items with a total score of less than 0.3 then the items in the instrument are declared invalid.

Table 4.1 Summary of Turnover Intention Validity Test Results (Y)

Item	Coefficient Correlation/ r Value	R Table/r Critical	Information
Y1	0.801	0.256	Valid
Y2	0.791	0.256	Valid
Y3	0.792	0.256	Valid
Y4	0.878	0.256	Valid
Y5	0.833	0.256	Valid
Y6	0.854	0.256	Valid
Y7	0.877	0.256	Valid
Y8	0.822	0.256	Valid
Y9	0.612	0.256	Valid

Source: Primary data processed (2019).

Based on the validity test of the research instrument, the desire to exit shows all the items of questions related to the desire to be tested are valid. Likewise, the compensation justice instrument, salary satisfaction, organizational climate, based on the validity test, all items asked in the questionnaire have been tested as valid, can be seen in accordance with the following table:

Table 4.2 Summary of Test Results of Fairness Compensation Validity (X1.1)

Item	Coefficient Correlation/ r Value	R Table/r Critical	Information
X1.1.1	0.488	0.256	Valid
X1.1.2	0.766	0.256	Valid
X1.1.3	0.801	0.256	Valid
X1.1.4	0.715	0.256	Valid
X1.1.5	0.882	0.256	Valid
X1.1.6	0.824	0.256	Valid
X1.1.7	0.792	0.256	Valid
X1.1.8	0.786	0.256	Valid
X1.1.9	0.869	0.256	Valid
X1.1.10	0.840	0.256	Valid
X1.1.11	0.646	0.256	Valid
X1.1.12	0.802	0.256	Valid
X1.1.13	0.850	0.256	Valid
X1.1.14	0.853	0.256	Valid
X1.1.15	0.891	0.256	Valid
X1.1.16	0.785	0.256	Valid
X1.1.17	0.866	0.256	Valid
X1.1.18	0.904	0.256	Valid
X1.1.19	0.864	0.256	Valid
X1.1.20	0.885	0.256	Valid
X1.1.21	0.841	0.256	Valid

Source: Primary data processed (2019).

Table 4.3 Summary of Test Results of Salary Satisfaction Validity (X1.2)

Item	Coefficient Correlation/ r Value	R Table/r Critical	Information
X1.3.1	0.297	0.256	Valid
X1.3.2	0.406	0.256	Valid
X1.3.3	0.484	0.256	Valid
X1.3.4	0.613	0.256	Valid
X1.3.5	0.434	0.256	Valid
X1.3.6	0.781	0.256	Valid
X1.3.7	0.782	0.256	Valid
X1.3.8	0.522	0.256	Valid
X1.3.9	0.726	0.256	Valid
X1.3.10	0.660	0.256	Valid
X1.3.11	0.432	0.256	Valid
X1.3.12	0.558	0.256	Valid
X1.3.13	0.671	0.256	Valid
X1.3.14	0.600	0.256	Valid
X1.3.15	0.618	0.256	Valid
X1.3.16	0.739	0.256	Valid
X1.3.17	0.625	0.256	Valid
X1.3.18	0.527	0.256	Valid
X1.3.19	0.650	0.256	Valid
X.1.20	0.633	0.256	Valid

Table 4.4 Summary of Test Results of Organizational Climate Validity (X1.3)

Item	Coefficient Correlation/ r Value	R Table/r Critical	Information
X1.3.1	0.297	0.256	Valid
X1.3.2	0.406	0.256	Valid
X1.3.3	0.484	0.256	Valid
X1.3.4	0.613	0.256	Valid
X1.3.5	0.434	0.256	Valid
X1.3.6	0.781	0.256	Valid
X1.3.7	0.782	0.256	Valid
X1.3.8	0.522	0.256	Valid
X1.3.9	0.726	0.256	Valid
X1.3.10	0.660	0.256	Valid
X1.3.11	0.432	0.256	Valid
X1.3.12	0.558	0.256	Valid
X1.3.13	0.671	0.256	Valid
X1.3.14	0.600	0.256	Valid
X1.3.15	0.618	0.256	Valid
X1.3.16	0.739	0.256	Valid
X1.3.17	0.625	0.256	Valid
X1.3.18	0.527	0.256	Valid
X1.3.19	0.650	0.256	Valid
X.1.20	0.633	0.256	Valid

Multiple Determination Coefficient (R²)

The coefficient of multiple determination is used to clarify the variation of the influence of the independent variable (compensation justice variable, salary satisfaction, organizational climate) on the development of the dependent variable (variable desire to leave) on the employees of PT. Adira Quantum Mataram branch.

Table 4.5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745[a]	.555	.531	.24220

Based on Table 4.5 above that the relationship between the variables of job satisfaction contained in the compensation justice variable, salary satisfaction, organizational climate, with the variable desire to leave employees (Y) is strong and positive, this is evidenced by R of 0.745. Then the coefficient of multiple determination or R ² is 0.555 which gives the meaning that the influence of the job satisfaction variable contained in compensation justice, salary satisfaction, organizational climate, together or simultaneously on the desire to leave employees (Y) at PT. Adira Quantum Mataram branch is large, namely 55.50 percent, while the remaining 44.50 percent of the variation in employees' desire to leave at PT. Adira Quantum Mataram branch is explained or influenced by other variables not included in this study (disturbance variable / error term).

Hypothesis 1 Test (F Test or Simultaneous Test)

Table 4.6 ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.164	3	1.388	23.660	.000[a]
	Residual	3.344	57	.059		
	Total	7.507	60			

Source: Output SPSS (2019).

Based on Table 4.5.1. above it is known that the calculated F value of 8,714 with a significance level of 0,000, while the F table value is determined based on the F table value with a significant level of 5 percent, so that the F table value = 2.77 is obtained. Because the value of F arithmetic> F table (23,660> 2.77), then Ho is rejected and Ha is accepted, which means job satisfaction (X) contained in compensation justice, salary satisfaction, organizational climate, simultaneously influences (has a significant effect) on desires out (Y) employees at PT. Adira Quantum Mataram branch.

5. Conclusion

Based on the results of data analysis the influence of fairness of compensation, salary satisfaction, organizational climate satisfaction on the desire to leave employees at PT. Adira Quantum Mataram Branch can be concluded as follows, the results of multiple regression analysis shows that the variable job satisfaction (X) also contained in the variable compensation compensation, salary satisfaction, organizational climate, simultaneously influence the desire to leave employees at PT. Adira Quantum Mataram Branch. The results of this analysis support the hypothesis of one F test (simultaneous test) which means that the factor of job satisfaction (X), simultaneously simultaneous (together) with the desire to leave employees at PT. Adira Quantum Mataram Branch. Respondents 'responses to employees' desire to leave show that in general the level of job satisfaction, fairness of organizational climate compensation is not as expected by the employee who became the respondent. This means that the higher the level of dissatisfaction and the higher the level of unfairness felt by employees as well as the organizational climate that is perceived as not in accordance with what is expected to have an impact on increasing the desire to leave employees to look for other jobs and to leave the company where employees work now.

Based on the conclusions mentioned above, further suggestions are given for the benefit of practitioners and further research interests are as follows, in an effort to reduce the level of desire to leave employees at PT. Adira Quantum Mataram Branch, it is suggested to the leadership of Adira Quantum Mataram Branch to always pay attention to the potential factors that can increase the desires of employees including compensation justice, job satisfaction and organizational climate by redesigning the strategy in providing compensation with the support of resources existing human, appropriate management systems to enhance a sense of fairness in compensation that can affect employee desires. It is also recommended to the leadership of PT. Adira Quantum Mataram Branch to pay more attention to circumstances or situations that occur during employees carrying out work activities in progress. Matters relating to interactions between fellow employees, the interaction of these employees with their work. This is useful to find out whether the employee has established a positive relationship between employees, to find out whether the job is in accordance with the expectations of these employees. If the employee feels in accordance with his expectations, both in terms of fairness, job satisfaction and organizational climate, this is useful to reduce the unpleasant atmosphere so that the desire to leave the employee can decrease. Work relationships among employees need to be improved, the flow of work relationships that show the interrelationships between units or sub-units and occupational groups can be mapped, so that interdependence among employees will appear, thus social interaction will be more intensive and ultimately can improve harmony, relationships both in terms of work and in person. It is recommended to further researchers to be able to further study and expand the scope of their research, both in terms of variables, respondents, methods and research locations about the desires of employees.

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