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**THE EFFECT OF JOB SATISFACTION, CAREER DEVELOPMENT AND
COMMITMENT TO TURNOVER INTENTION IN CAKRAWALA MITRA
BERSAMA**

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Abstract

Job performance will improve if the company can meet the needs and job satisfaction of its employees and is supported by companies that enhance the career development of their employees. employees assume the performance done in the company as he expected and the company has a good future for these employees, this can increase the organizational commitment of employees in the company, so that company goal will be achieved. The problem in this study is whether the lack of job satisfaction affects the high level of turnover intention, whether the lack of career development affects the high level of turnover intention and whether the organizational commitment of employees influences the level of turnover intention in PT Cakrawala Mitra Bersama. This research was conducted by simple random sampling and carried out on the employees of PT. Cakrawala Mitra Bersama. Based on hypothesis testing using the t-test (partial) that the Satisfaction variable influences Turnover Intention, while the Career Development variable has no effect on Turnover Intention and the Organizational Commitment variable does not affect the decline of Turnover Intention.

Keywords: Job Satisfaction, Career Development, Organizational Commitment, Turnover Intention.

1. Introduction

Each The rapid development of the business world in companies causes intense competition in it. Companies will compete with one another for profit, one of the ways companies can compete by using effective and efficient human resources to compete in the global era. Effective and efficient human resources will succeed, if done optimally and professionally, meaning using employees from planning, implementation to supervision.

Events that often occur in a company system and management of human resources in several companies where employees themselves are behaving. One form of behavior is turnover intention that refers to and leads to the employee's decision to leave his job. Turnover intention is a situation where employees no longer feel comfortable working in the company, in this situation employees have the intention or tend to go out and look for other jobs. Turnover Intention at a high company will have a financial impact on the company, where the company will re-recruit employees and the cost of retraining. The company will experience difficulties and losses when it has recruited qualified employees, but these employees choose to leave the company for various reasons and prefer to work at other companies. (Ristia Pawesti et al. 2016).

Factors causing turnover intention include job satisfaction, career development and organizational commitment, job satisfaction is a very important part of the company. Employees will be satisfied if the work

they do is valued and given appreciation by the company. Employees will provide good performance for the company, while the company pays in return for the good performance that employees have given to the company, employees will show their commitment to remain loyal and responsible to the company if their job satisfaction is fulfilled. Job satisfaction is one of the important things that must be owned by every employee in working at the company. The results of research conducted by Nita Ratna Sari and Heru Susilo in the *Journal of Business Administration*, Volume 27, Number 1 October 2015, in the Title Effect of Job Satisfaction Against Turnover Intention states that job satisfaction is one very important factor related to the reasons for the occurrence turnover intention. High level of job dissatisfaction experienced by employees will affect employees in completing their work. A low level of employee job dissatisfaction within the company will reduce the high turnover rate. Employee dissatisfaction with their work is shown in various ways, one of which is undisciplined and does not follow the rules applied by the company.

Another factor that influences turnover intention is career development within the company. Career development in the company will affect the mindset of employees in working where the employee will assume the company where he works will have good potential for his future. The results of the study, career development is one of the most important factors related to the reasons for turnover intention. The better the employee's opportunity to develop his career in the company, the fewer employees will make a turnover intention. Employees will consider where he works, if the company has good potential and sufficient future to support his future needs. Based on previous research conducted by Emma Rukmini and Susi Hendriani entitled *The Effect of Compensation, Work Environment and Career Development on Job Satisfaction and Turnover Intention*. In the *Journal of Business Management*, Volume IX, Number 1 January 2017 states that career development has a significant effect on turnover intention. If the career path can be carried out clearly it will be able to reduce the high level of employee turnover intention.

In addition to job satisfaction and career development that affect turnover intention, organizational commitment factors can also affect turnover intention in an organization where an employee who has organizational commitment means that the employee has loyalty to his work. Employees who are committed in the organization will be loyal to the work that they do and can influence the mindset of employees so that they can overcome the intention or desire of employees to switch organizations. In this case organizational commitment has a relationship that is opposite to turnover intention where the higher organizational commitment that employees have, the lower the occurrence of turnover intention. The results of research conducted by Gishella Paat et al, entitled the effect of organizational commitment, job satisfaction, work stress on employee turnover intention PT. Bank Sulutgo Manado. In the *Emba Journal*, Volume 5, Number 3, September 2017 states that organizational commitment partially influences turnover intention shows a negative and significant variable on the variable of organizational commitment to employee turnover intention at PT. Bank Sulutgo Manado. Where if someone employee has or maintains organizational commitment therein, the employee will be loyal to his work so that turnover intention decreases or it can be said the intention to switch organizations decreases.

2. Literature Review

Turnover Intention

The definition of turnover raised by (Robert L. Mathis and John H, Jackson 2004 in Elmi Farida 2018) states that turnover is related to job satisfaction and organizational commitment. Turnover is the process by which employees leave the organization and must be replaced immediately. this is one of the biggest losses experienced by the company when many of its employees leave the company, especially employees who leave are potential employees. Based on the turnover theory proposed by (Zeffane 2003 in Elmi Farida 2018). States There are several factors that affect turnover intention, including external factors, namely the labor market, institutional factors, namely the condition of the attitude space, the past, gender, interests, age, and length of work.

Job Satisfaction

The notion of job satisfaction was put forward by (Roe and Byars 2008 in Priansya Juni Donni 2018). Expressing high job satisfaction will drive the realization of organizational goals effectively. While low levels of job satisfaction are threats that bring destruction or setback to the organization, quickly or slowly. Based on the opinions of experts put forward by (As'ad 2009 in Priansya Juni Donni 2018: 301) states the factors that influence job satisfaction are psychological factors, social factors, physical factors, financial factors

Career Development

Based on the theory of career development proposed by (Rivai and Sagala, 2009 in Hafis Jauhari et al 2016) career development is the process of increasing individual work ability achieved in order to achieve an elevated career. Some of the factors that influence career development according to experts put forward by (Gouzali Saaydam 2000 in the 2015 Defri egota) are company policy, educational background, training, work development, loyalty to the organization

Organizational Commitment

The definition of organizational commitment expressed by (Ivancevich, Konovaske and Matteson, 2008 in Priansa Juni Donni 2018) states that organizational commitment is a sense of a sense of identification, involvement and loyalty expressed by employees towards their organization. The definition of organizational commitment raised by (Colquitt, Lepine and Wesson, 2009 in Priansa Juni Donni 2018) states that organizational commitment influences whether an employee will remain a member of the organization or leave the organization to look for another job. The organizational commitment factors raised by (Mcshane and Glinow, 2000 in Priansa Juni Donni 2018) namely justice and job satisfaction, job security, organizational understanding, employee involvement, organizational trust.

Framework

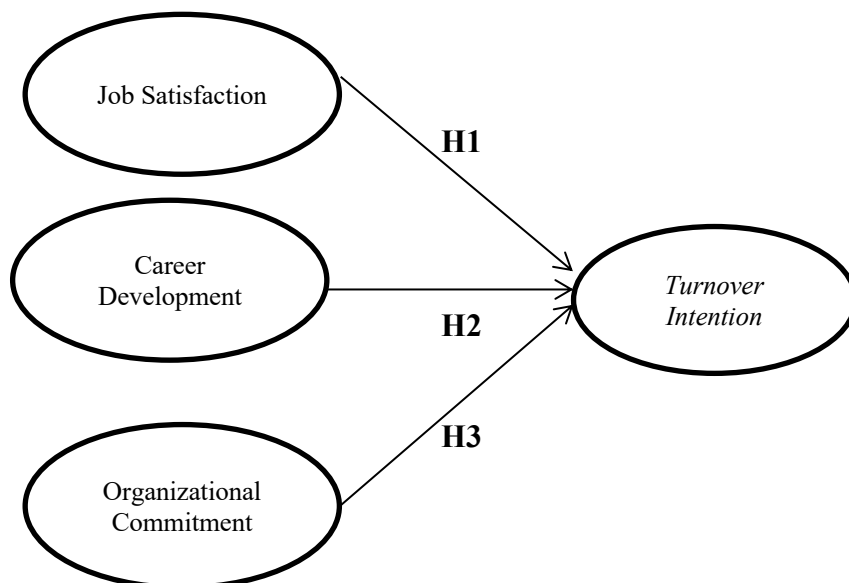


Figure 1. Framework

Source: Reseracher data, 2019.

Hypothesis:

- H1: Job satisfaction affects turnover intention
- H2: Career Development affects turnover intention
- H3: Organizational commitment affects turnover intention

3. Methods

The population used in this study were all employees of PT. Cakrawala Mitra Bersama, totaling 86 people with sampling techniques in this study using simple random sampling techniques. The required data is taken using a questionnaire technique. Using a simple linear regression method, to test the effect of independent variables on the dependent variable. Testing data used in this study include validity, reliability, classic assumption tests (normality test, multicollinierity test, Heterokedaticity test, simple linear regression analysis.

4. Results and Discussion

Validity Test

Validity test is used to test whether a questionnaire is valid or not. A questionnaire is declared valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire an indicator or statement items are said to be valid if the significance test is carried out comparing the r count value with rtable for dgree of fredoom (df) = n-2, in this case n is the number of samples (df) = 84 and $\alpha = 0.05$, then rtable = 0.212 with the following provisions:

- a. r count > (0.212) = valid
- b. r count < (0.212) = invalid

Data processing in this study uses SPSS version 22 where each variable item bias can be seen in the correlation table

Table 1. Job Satisfaction Variable Test Results

No	r value	r table	Information
X1.1	0,348	0,212	Valid
X1.2	0,483	0,212	Valid
X1.3	0,367	0,212	Valid
X1.4	0,516	0,212	Valid
X1.5	0,603	0,212	Valid
X1.6	0,494	0,212	Valid
X1.7	0,560	0,212	Valid
X1.8	0,599	0,212	Valid
X1.9	0,685	0,212	Valid
X1.10	0,330	0,212	Valid

Source: Ouput SPSS 22 (2019).

Based on the results of these calculations show that r count > r table that is for df = 84 with a significant level of 5% is 0.212. Thus it can be said that the Job Satisfaction variable (X1) used in this study are all valid and can be used in data collection.

Table 2. Career Development Variable Test Results

No	r value	r table	Information
X1.1	0,613	0,212	Valid
X1.2	0,708	0,212	Valid
X1.3	0,538	0,212	Valid
X1.4	0,418	0,212	Valid
X1.5	0,616	0,212	Valid

X1.6	0,671	0,212	Valid
X1.7	0,366	0,212	Valid
X1.8	0,497	0,212	Valid
X1.9	0,562	0,212	Valid
X1.10	0,420	0,212	Valid
X.11	0,233	0,212	Valid
X.12	0,254	0,212	Valid

Source: Ouput SPSS 22 (2019).

Based on the results of these calculations show that $r_{count} > r_{table}$ that is for $df = 84$ with a significant level of 5% is 0.212. Thus it can be said that the Career Development (X2) variables used in this study are all valid and can be used in data collection.

Table 3. Organizational Commitment Variable Test Results

No	r value	r table	Information
X1.1	0,728	0,212	Valid
X1.2	0,537	0,212	Valid
X1.3	0,662	0,212	Valid
X1.4	0,305	0,212	Valid
X1.5	0,650	0,212	Valid
X1.6	0,572	0,212	Valid
X1.7	0,429	0,212	Valid
X1.8	0,377	0,212	Valid
X1.9	0,501	0,212	Valid
X1.10	0,492	0,212	Valid

Source: Ouput SPSS 22 (2019).

Based on the results of these calculations show that $r_{count} > r_{table}$ for $df = 84$ with a significant level of 5% is 0.212. Thus it can be said that the employee performance variables (Y) used in this study are all valid and can be used in data collection.

Table 4. Turnover Intention Variable Test Results

No	r value	r table	Information
Y.1	0,672	0,212	Valid
Y.2	0,683	0,212	Valid
Y.3	0,553	0,212	Valid
Y.4	0,276	0,212	Valid
Y.5	0,614	0,212	Valid
Y.6	0,680	0,212	Valid
Y.7	0,469	0,212	Valid
Y.8	0,500	0,212	Valid
Y.9	0,553	0,212	Valid
Y.10	0,406	0,212	Valid

Source: Ouput SPSS 22 (2019).

Based on the results of these calculations show that $r_{count} > r_{table}$ that is for $df = 84$ with a significant level of 5% is 0.212. Thus it can be said that the Turnover Intention (Y) variables used in this study are all valid and can be used in data collection.

Reliability Test

Reliability is actually to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is declared reliable or reliable if one's answer to a statement is consistent or stable over time. According to Priyatno (2014), the reliability test is used to determine the consistency of the measuring instrument which usually uses the questionnaire method used in reliability testing is to use the Cronbach Alpha method in which one variable is considered reliable if Cronbach Alpha > 0.60.

Table 5. Reliability Test

No	Variable	Cronbach's Alpha	Limit Cronbach's Alpha	Information
1	Job Satisfaction	0,664	0,60	Reliable
2	Career Development	0,713	0,60	Reliable
3	Organizational Commitment	0,703	0,60	Reliable
4	Turnover Intention	0,726	0,60	Reliable

Source: Ouput SPSS 22 (2019).

From the trials that have been carried out it can be seen that the results of each Cronbach's alpha variable are more than the required Cronbach's alpha limit of 0.60. Then the variables of job satisfaction, career development and organizational commitment are declared reliable.

Classic Assumption Test

Normality Test

The statistical test used to test normality using residuals is the non-parametric statistic Kolmogorov-Smirnov. The normal test method is done by looking at the significance value greater than 5%, then it shows the normal distribution. The normality table in this study is as follows:

Table 6. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.97490049
Most Extreme Differences	Absolute	.079
	Positive	.069
	Negative	-.079
Test Statistic		.079
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Ouput SPSS 22 (2019).

The results of the data analysis show the results of testing table 5.5 One-Sample Kolmogorov-Smirnov Test produces Asymptotic Significance (2-tailed) of 0.200. As required in the Normality test the significance level must be above 0.05.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not occur correlation between independent variables. To know the existence of multicollinearity can be seen from the value of tolerance and its opponents or Variance Inflation

Factor (VIF). If the VIF is less than 10.00 and the tolerance value is more than 0.10 then the regression is free from multicollinearity. The multicollinearity table in this study is as follows:

Table 7. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	36,540	7.052		5.181	,000		
	Job Satisfaction	.088	.115	.085	.765	.446	.985	1.015
	Career Development	-.004	.004	-.005	-.004	.965	.913	1.096
	Organizational Commitment	.013	.117	.013	.113	.911	.925	1.081

Source: Ouput SPSS 22 (2019).

Based on table 7 above it is known that, the tolerance value of job satisfaction variable is 0.985, career development is 0.913 and organizational commitment is 0.925 in accordance with the requirement that tolerance value must be greater than 0.10. Meanwhile, the variable VIF value to job satisfaction is 1.015, career development is 1.096 and organizational commitment is 1.081 in accordance with the requirements that VIF must be less than 10.00 So it can be concluded in this study that there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an unequal variance from the residuals of one observation to another. Testing of heteroscedasticity can be done through observing the scatterplot patterns generated through SPSS. If the scatterplot pattern forms a certain pattern, then the regression model has symptoms of heteroscedasticity. The appearance of heteroscedasticity shows that the estimator in the regression model is inefficient in both large and small samples. If there is no clear pattern and the points spread above and below zero on the Y axis, then it can be concluded free of heteroscedasticity. Scatterplot images in this study are as follows:

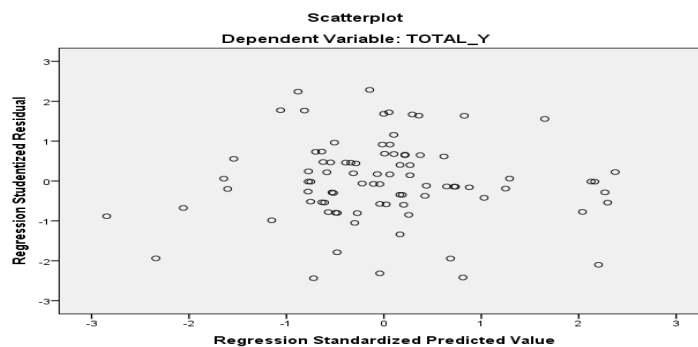


Figure 2. Heteroscedasticity Test Results

Source: Ouput SPSS 22 (2019).

Heteroscedasticity test results show that the points do not form a particular pattern or there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity.

Thus, the assumptions of normality, multicollinearity and heteroscedasticity in the regression model can be met from this model.

Simple Linear Regression Analysis

Simple linear regression analysis is used in this study with the aim to determine whether there is influence of independent variables on the dependent variable. The statistical calculation in the simple linear regression analysis used in this study is to use the computer program SPSS for Windows version 22. Summary of data processing results with using the SPSS program is as follows:

Table 8. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	36.877	4.452		8.284	.000
TOTAL_X1	.088	.113	.085	.778	.439

Source: Ouput SPSS 22 (2019).

Table 9. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	39.953	4.641		8.609	.000
TOTAL_X2	.008	.097	.009	.081	.936

Source: Ouput SPSS 22 (2019).

Table 10. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	39.727	4.616		8.606	.000
TOTAL_X3	.015	.112	.014	.130	.897

Source: Ouput SPSS 22 (2019).

Based on the SPSS output above, the following equation is obtained:

$$Y = 0.088X1, 0.008 X2, 0.015 X3$$

The model shows the meaning that:

1. Constant = 36,877 X1 39,953 X239,727 X3, Negative constant values indicate the negative influence of independent variables (Job Satisfaction, Career Development and Organizational Commitment to Turnover Intention).

2. The coefficient of the variable Job Satisfaction (X1) = 0.88. Is a regression coefficient value of job satisfaction variable (X1) to turnover intention variable (Y) meaning that if job satisfaction (X1) is not fulfilled, then turnover intention (Y) will experience an increase of 0.88 or 0.88%, meaning that job satisfaction factors influence big enough for turnover intention.
3. Career coefficient variable coefficient (X2) = 0.08. Is a regression coefficient value of career development variables (X2) to turnover intention variables (Y) meaning that if career development (X2) in the company does not exist, then turnover intention (Y) will increase by 0.08 or 0.08% meaning the development factor career doesn't have a big effect on turnover intention.
4. The coefficient of organizational commitment variable (X3) = 0.15. Is the regression coefficient value of organizational commitment (X2) to turnover intention (Y) means that if organizational commitment (X3) is still carried out by employees in the organization, then turnover intention (Y) will experience a settlement of 0.15 or 0.15%, meaning that the factor Organizational commitment made by employees has little effect on turnover intention.

Hypothesis Test

Partial Influence Analysis with T Test

This test is to determine the effect of Job Satisfaction (X1), Career Development (X2) and Organizational Commitment (X3) partially on the variable Turnover Intention (Y) at PT. Cakrawala Mitra Bersama with t test. From the analysis using an error rate (α) 5% = 0.05 and degrees of freedom (df) = n-k-2.

Information:

1. Number of respondents (n) = 86 people
2. The number of independent variables (k) = 3
3. Significance level α = 5%
4. Degree of freedom (df) = n-k-1 = 86-3-1 = 82. It is known that the t table value of 0.214 from the calculation results obtained the t-value as shown in the following table.

Table 11. Hypothesis Testing Results with Partial Test (t Test)

Variable	T _{value}	Sign	T _{table}
Job Satisfaction (X1)	0,778	0,439	0,214
Career Development (X2)	0,081	0,936	0,214
Organizational Commitment (X3)	0,130	0,897	0,214

Source: Research Data Processed (2019)

Job Satisfaction

Based on the partial test results for the Job Satisfaction variable obtained tcount = 0.778 with a significance value of 0.936 with a significant probability far greater than 0.05 and a tcount greater than ttable then Ha1 is accepted. This shows that partially Ha1 which states that the influence of Job Satisfaction variable on Turnover Intention is accepted.

Career Development

Based on the partial test results for the Career Development variable obtained tcount = 0.081 with a significant value of 0.936 with a significant probability far greater than 0.05 and a tcount smaller than ttable then Ha2 is rejected. This shows that partially Ha2 which states that there is no influence of the Career Development variable on Turnover Intention is accepted.

Organizational Commitment

Based on the partial test results for the Organizational Commitment variable obtained $t_{count} = 0.130$ with a significant value of 0.897 with a significant probability far greater than 0.05 and a t-value smaller than t_{table} then H_{a3} is rejected. This shows that partially H_{a3} stated that there was no influence of the Organizational Commitment variable on Turnover Intention was accepted.

Coefficient of Determination

The coefficient of determination (Adjusted R2) essentially measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination (Adjusted R2) can be seen in table 5.13 below:

Table 12. Model Summary^b

R	R Square	Adjusted R Square	Std. Error of the Estimate
.086 ^a	.007	-.029	4.047

Source: Output SPSS 22 (2019).

The results of calculations using the SPSS version 22 can be seen that the coefficient of determination (Adjusted R square) obtained 0.029%. This means that 29% of job satisfaction, career development and organizational commitment affect turnover intention while the remaining 71% turnover intention influences other variables which was not examined in this study.

5. Conclusion

Based on the results of the analysis conducted, the conclusion that can be put forward in this study is an analysis of the factors that influence turnover intention shows that job satisfaction factors affect turnover intention. This shows that the factor of job satisfaction has a significant influence on turnover intention. Analysis of the factors that influence turnover intention shows that career development factors have no influence on turnover intention. This shows that career development factors do not affect turnover intention. Analysis of the factors that influence turnover intention shows that organizational commitment factors have no influence on turnover intention. This shows that organizational commitment factors have no significant effect on turnover intention.

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