Human Resource Management Study: Correlation of Job Satisfaction and Employee's Turnover Intention

Fera Indria[1]

[1]Magister of Professional Psychology, University of 17 August 1945 Surabaya

*Corresponding author: fera_s2@untag-sby.ac.id

ABSTRACT

Human resources are seen as an important company asset, because humans are a dynamic resource and are always needed in every process of producing goods and services, so to create capable human resource management, companies must pay attention to job satisfaction so that turnover intention problems do not interfere with productivity. company. This is the biggest challenge for companies today, namely how to maintain, maintain and suppress employee turnover intentions. The aim of this research is to determine the relationship between job satisfaction and employee turnover intentions. This research is quantitative research with a correlational approach with a Likert scale measuring scale. The sample consisted of 103 people who were determined using snowball sampling techniques or also known as saturated samples. Data obtained from respondents was processed using simple linear regression data analysis. The research results show that there is a relationship between job satisfaction and employee turnover intentions, it is known that the F value is 76.641 with an effective contribution of 43.1% while the remaining 56.9% is influenced by other factors not examined in this research. The research results provide attention to human resource management studies so that every organization can pay attention to job satisfaction felt by employees in order to reduce or even avoid high turnover intentions.

Keywords: turnover intention, work satisfaction

INTRODUCTION

Competition in the world of work is a challenge that organizations must face. Organizations are required to be able to face paradigm changes, industry shifts and changes in human resource behavior. Human resources are seen as an important company asset, because humans are dynamic resources and are always needed in every process of producing goods and services (Mantiri, 2019).

Humans are a very important resource in industry and organizations, therefore resource management includes providing quality labor, maintaining quality and controlling labor costs. Apart from natural resources and capital resources, human resources also have an important role in achieving company goals and success (Dessler, 2013).

The increasing growth and development of companies in Indonesia has a positive impact on society by expanding job opportunities, thereby reducing the unemployment rate. However, this will result in higher competition between companies and greater opportunities for people to choose a place of work (Adiawaty, 2019). This causes companies that want to survive in competition to demand that their employees be able to provide maximum contribution and survive for the company where they work (Septiani & Frianto, 2023). So this is the biggest challenge for companies today, namely how to maintain, maintain and suppress employee turnover intentions

Turnover is the act of voluntarily leaving an employee from an organization or the employee's tendency to stop working and leave a company. The aspects of turnover are thinking about leaving or resigning (thinking of quiting), intention to look for other alternative jobs (intention to search), intention to leave or resign (intention to quit) (Mobley et al., 1979).

Turnover intention factors according to (Albattat, 2013) are organizational commitment, job satisfaction, compensation, and career development. Companies need a policy to maintain job satisfaction and pay attention to the career development of their employees in order to suppress employees' interest in moving to other companies (Mangkunegara, 2004). Turnover intention is closely related to job satisfaction, this is because employees in a company who have job satisfaction will tend to be more productive, contribute to the organization's goals and objectives and have a low desire to leave the company (Weibo et al., 2010). According to de Croon (2004) turnover can be

triggered by many factors, but job satisfaction has consistently been identified as the main predictor. Dissatisfaction occurs when an employee has thoughts of leaving his job because by leaving his job, the employee hopes to get another job that can provide better job satisfaction (Shafeer, 2020)

According to Robbins & Judge (2013) job satisfaction is a feeling of satisfaction with one's work which can create positive feelings at work. Someone with a high level of job satisfaction has positive feelings about their job, while someone with low job satisfaction has negative feelings about their job. The aspects of job satisfaction according to Robbins & Judge (2013) include satisfaction with salary/wages, work itself, promotions/opportunities, superiors/supervision and co-workers.

Based on the description above, the problem formulation in this research is whether there is a relationship between job satisfaction and employee turnover intentions?

RESEARCH METHOD

This research is quantitative research with a correlational approach. This research scale consists of a job satisfaction scale and a turnover intention scale, each of which is arranged based on its aspects. The measuring scale answers consist of 4 alternative answers which are called Likert scale types. Each scale is tested for validity and reliability first to test the quality of the scale.

The population consists of 103 employees at company X. The sampling technique used is snowball sampling or also known as saturated sampling, where all members of the population are used as research samples. So the entire population of 103 people was used as the research sample. According to Sugiyono (2013), saturated samples are used if the population is relatively small, so that if the population is used as a sample, the results can be generalized to the entire sample. The following is a description of the research respondents:

Table 1. Description of Research Subjects

Description	Total
Age	
25 – 30	17 people
31 – 35	32 people
36 – 40	20 people
41 – 45	23 people
46 – 50	11 people
Education Background	
SMA	31 people
S1	63 people
S2	9 people

Data obtained from respondents was processed using simple linear regression data analysis, which then interpreted the results of the analysis as research results. Before testing the hypothesis, the researcher first tested the assumptions/prerequisites for regression which consisted of a normality test, linearity test, multicollinearity test and heteroscedasticity test.

RESEARCH RESULTS and DISCUSSION

a. Research Result

The description of the results of this research is as follows:

Hypothetical data and empirical data can be seen in the table below

Table 2. Hypothetical & Empiric Data

Variable	Hypothetical				Empiric			
	Min	Max	Mean	SD	Min	Max	Mean	SD
Work Satisfaction	28	112	70.0	14.0	38	112	75	12,3
Turnover Intention	28	112	70.0	14.0	39	112	75,5	12,1

The categorization results show that job satisfaction in the low category is 53 (51.4%), in the medium category is 37 (35.9%) and in the high category is 13 (12.7%). It can be concluded that job satisfaction is in the low category. Meanwhile, in the turnover intention variable, it is known that there are 24 people (23.3%) in the low category, 47 (45.6%) people in the medium category and 32 people (31.1%) in the high category. It can be concluded that turnover intention is in the medium category.

The results of the assumption test show that the K-S Z value of the job satisfaction variable is 0.066 and the p value is 0.200 (p>0.05) and the turnover intention variable has a K-S Z value of 0.071 and a p value of 0.200 (p>0.05). This shows that the research variables have normal data distribution. The results of the job satisfaction linearity test have an F value of 69.110 with significance in linearity (p<0.05), so it can be concluded that the job satisfaction variable and turnover intention have a linear relationship. The VIF and Tolerance values indicate that there is no multicollinearity in the research variables where the VIF value is less than 10 and the Tolerance value is more than 0.10. The results of the data heteroscedasticity test did not show heteroscedasticity because the significance was 0.161 (p > 0.05).

Based on the results of regression analysis in hypothesis testing, it is known that there is a relationship between job satisfaction and employee turnover intentions, it is known that the F value is 76.641 with an effective contribution of 43.1% while the remaining 56.9% is influenced by other factors not examined in this research.

b. Discussion

The high level of *turnover intention* has become a serious problem for many companies, even some companies experience frustration when they find out that the recruitment process that has succeeded in attracting qualified staff ultimately turns out to be useless because the recruited staff have chosen a job in another company (Rivai, 2014)

According to Mobley et al (1979) job satisfaction influences a person's desire to leave the organization, the process of leaving a person from a company begins with increasing job dissatisfaction from employees. This increases the desire to leave. This theory explains that an individual's cognitive stages of quitting begin with thinking about quitting. In this process the individual will consider what will happen if he leaves his job and what he expects from his new job. If he then sees that leaving as the most satisfying alternative, then he will start looking for a new job.

The phenomenon of turnover intention becomes a problem for companies when high achieving employees leave the company. The negative impact felt due to turnover in companies is on the quality and ability to replace employees who leave the

company, so that it takes time and new costs to recruit new employees (Robbins & Judge, 2013).

In human resource management theory, according to Hasibuan (2014), the idea that management is the achievement of organizational goals in an effective and efficient manner through planning, organizing, directing and monitoring organizational resources, one of which is by maintaining or improving the physical, mental and loyalty conditions of employees so that they remain willing to work until retirement and reduce turnover intentions.

As stated by Tajuddin, human resources play a very dominant role in company activities (Tajuddin, 2012), so to create qualified human resources, companies must pay attention to job satisfaction. According to (Rahmadhani & Mulyana, 2022) a person feels satisfied with their work if the work meets their expectations. If employee job satisfaction is high then employee turnover tends to be lower, conversely if employee job satisfaction is low then employee turnover tends to be higher. An employee who is dissatisfied with his job tends to look for another place of work, in the hope that the new workplace will fulfill his satisfaction (Jessica & Y Suyasa, 2022)

CLOSING

Based on the previous description, it can be concluded that the hypothesis proposed in this research is proven, namely that there is a negative relationship between job satisfaction and employee turnover intentions. The higher the job satisfaction, the lower the turnover intention, conversely, the lower the job satisfaction felt by employees, the higher the turnover intention.

Considering that human resources have a very important contribution to the organization, it is hoped that agencies can pay attention to the job satisfaction felt by employees in order to reduce or even avoid high turnover intentions.

REFERENCES

Adiawaty, S. (2019). Tantangan perusahaan mengelola perbedaan generasi karyawan. *Esensi : Jurnal Manajemen Bisnis*, 22(3), 376–382.

Albattat, A. (2013). Overcome Staff Turnover in the Hospitality Industry using Mobley Model. *International Journal of Learning and Development*, 6, 64–71. https://doi.org/10.5296/ijld.v3i6.4844

de Croon, E. M., Sluiter, J. K., Blonk, R. W. B., Broersen, J. P. J., & Frings-Dresen, M. H. W. (2004). Stressful work, psychological job strain, and turnover: A 2-year prospective cohort study of truck drivers. *Journal of Applied Psychology*, *89*(3), 442–454.

Dessler, G. (2013). *Manajemen sumber daya manusia. Edisi kesepuluh jilid I*. Klaten: Intan Sejati.

Hasibuan, M. S. P. (2014). Manajemen Sumber Daya Manusia (Edisi Revisi). In *Bumi Aksara*.

Jessica, J., & Y. S. Suyasa, P. T. (2022). Hubungan Kepuasan Kerja Dengan Intensi Keluar Kerja (Studi Meta-Analisis). *Jurnal Muara Ilmu Sosial, Humaniora, Dan Seni*, *6*(1), 21. https://doi.org/10.24912/jmishumsen.v6i1.9990.2022

Mangkunegara, A. (2004). *Manajemen sumber daya manusia*. Remaja Rosdakarya.

Mantiri, J. (2019). Peran pendidikan dalam menciptakan sumber daya manusia berkualitas di provinsi sulawesi utara. *Jurnal Civic Education: Media Kajian Pancasila Dan Kewarganegaraan*, *3*(1), 20. https://doi.org/10.36412/ce.v3i1.904

Mobley, W., Griffeth, R., Hand, H., & Meglino, B. (1979). A Review and Conceptual Analysis of the Employee Turnover Process. *Psychological Bulletin*, *16*(1), 493–509. https://doi.org/10.1037/0033-2909.86.3.493

Rahmadhani, L. A., & Mulyana, O. P. (2022). Hubungan Antara Kepuasan Kerja Dengan Intensi Turnover Pada Karyawan PT. X. *Character : Jurnal Penelitian Psikologi Tingkat*, *9*(4), 23–33. http://files/21296/2022_rahmadhani-mulyana_hubungan antara kepuasan.pdf

Rivai, V. (2014). *Manajemen sumber daya manusia untuk perusahaan*. Jakarta:Raja Gravindo.

Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior edition 15*. New Jersey: Pearson Education.

Septiani, A. E., & Frianto, A. (2023). Pengaruh work life balance dan perceived organizational support terhadap employee engagement pada BPJS Ketenagakerjaan. *LIlmu Manajemen*, *11*(2), 266–277.

Shafeer, D. (2020). The effects of work life balance on job-family satisfaction among women police: Structural Equation Modelling Approach. *Alochana Chakra Journal*, *9*(7), 2570–2577.

Sugiyono. (2013). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D. In *Bandung: Alfabeta*.

Tajuddin, S. . (2012). *Pengaruh penilaian prestasi kerja karyawan terhadap promosi jabatan pada PT. Semen Tonasa Kabupaten Pangkep*. Universitas Hasanuddin Makasar.

WeiBo, Z., Kaur, S., & Zhi, T. (2010). A critical review of employee turnover model (1938-2009) and development in perspective of performance. *African Journal of Business …*, *4*(19), 4146–4158.