

Review article

Organizational Commitment Mediate the Effect of Job Satisfaction on Turnover Intention

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Abstract - The purpose of this study was to analyze the mediating role of organizational commitment on the effect of job satisfaction on the turnover intention at Casaluna Restaurant. The data used in this study is primary data. The population used in this study were all employees who worked at Restaurant Casaluna, amounting to 41 people. So that the sample used in this study was all 41 employees of Restaurant Casaluna, with the method of determining saturated sampling. The analytical technique used in this research is path analysis. The results of the study show that job satisfaction has a positive and significant effect on organizational commitment, job satisfaction has a negative and significant effect on turnover intention, organizational commitment has a negative and significant effect on turnover intention, and organizational commitment is a variable mediating the effect of job satisfaction on the turnover intention at Restaurant Casaluna.

Keywords - Job Satisfaction, Turnover Intention, Organizational Commitment

I. INTRODUCTION

Generally, the highest governing boards in the church (the Turnover intention is a situation where employees have conscious intentions to look for another job as an alternative in a different organization and turnover is the movement of workers leaving their place of work (Arta, 2017). Turnover intention is also the desire of employees who tend to want to quit their jobs on the basis of their own desires (Ananda, 2017). Turnover intention is said to be a factor that causes a decrease in employee performance in the organization, which is influenced by various variables in the organization (Gusmanto, 2017). Employee turnover that is not managed properly will cause various potential costs for the company. The most common costs incurred are related to recruitment costs and employee training costs related to the costs of conducting interviews and selection, compensation or benefits costs, the level of performance sacrificed, as well as direct recruitment costs (Halimah, 2016).

Sari (2019) stated that the factors that greatly influence the turnover intention of a company are job satisfaction and organizational commitment. Job satisfaction is the first

aspect achieved before an employee has organizational commitment. The level of job satisfaction is achieved if the expectations and needs of employees are in line with the perceived reality (Haryanti, 2016). All aspects of job satisfaction which include a promotion, the work itself, and supervision except coworkers, have been shown to have a negative effect on turnover intention (Wiratomo, 2018). The negative influence evidenced by the study attempts to explain that the higher the job satisfaction, the lower the tendency to leave the company. Individuals who are satisfied with their jobs will try to stay in the company, while individuals who are less satisfied with their jobs will choose a series of attempts to leave the company. This opinion is also reinforced by the findings of Susilo (2019) and Karomah (2020), which state that an employee's job satisfaction has a negative effect on turnover intention.

Susetyo (2016) states that sustainability commitment has a relationship with turnover intention because it is related to the costs incurred. In the business world, organizational commitment is a very important issue, and therefore companies include elements of organizational commitment as one person to be able to work in the company concerned. The results of research conducted by Utama (2020) state that organizational commitment has a negative and significant effect on turnover intention. An employee who has a high level of job satisfaction tends to have a high commitment to the company so that the intention to quit or leave the company where he works is reduced. The high level of employee support commitment and the development of employee commitment to the company will reduce turnover intention (Soleimani, 2017).

Another influence that wants to be expressed is the relationship between job satisfaction and organizational commitment. One of the impacts caused by an increase in job satisfaction is an increase in their commitment to the company. In general, if someone is at the desired level of job satisfaction, then the level of commitment to be loyal to the company will also increase. Hidayat (2018) states that job satisfaction has a positive and significant effect on organizational commitment. Tripathi (2017) states that there are three attitudes of employee commitment to the organization, namely being loyal to the organization, often



involving themselves in every task in the organization, and being in line with organizational goals. Employees who are committed to the organization have a high sense of loyalty to the organization and will try to fulfill their duties and responsibilities to achieve the goals of the organization.

Valaei and Rezaei (2016), Nuryanti (2020), and Firdaus (2020), in their research, found that job satisfaction has a positive and significant effect on an employee's organizational commitment. This indicates that the employee will be more committed to his place of work when job satisfaction is expected to be fulfilled by the company. Susilo (2017) found that organizational commitment was able to mediate the effect of job satisfaction on turnover intention. According to Indrayanti and Riana (2016), job satisfaction has a negative and significant effect on turnover intention through mediating organizational commitment.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Job satisfaction reflects a person's feelings towards his job. Indrayanti (2016) states that job satisfaction is a positive feeling that arises from employees as a result of acknowledging their work or experience at work. Sahro (2016) states that HR management efforts in improving employee job satisfaction can increase employee organizational commitment. Hidayat (2018) states that employees who get job satisfaction in the company, their commitment to the company will be high. When an employee has a high level of satisfaction with his work, the employee will have a high commitment to his place of work. In other words, when an employee has the desired level of job satisfaction, the level of commitment to being loyal to the company will also increase.

Valaei and Rezaei (2016) argue that job satisfaction has a positive and significant effect on organizational commitment. This opinion is also reinforced by research by Nuryanti (2020) and Firdaus (2020), which found that job satisfaction has a positive and significant effect on organizational commitment. Research conducted by Hidayat (2018) also shows a positive influence between job satisfaction and organizational commitment.

H1: Job satisfaction has a positive and significant effect on organizational commitment.

Job satisfaction is one of the things that can trigger an employee's loyalty to a company, so it tends to reduce the desire of employees to quit or leave the company where they work (Haryanti, 2016). The level of job satisfaction is achieved if the expectations and needs of employees are in line with the perceived reality (Haryanti, 2016). All aspects of job satisfaction which include a promotion, the work itself, and supervision except coworkers, have been shown to have a negative effect on turnover intention (Wiratomo, 2018).

Proving the negative influence by researchers seeks to explain that the higher the job satisfaction, the lower the employee's intention to leave the company (Sari, 2019). This

opinion is also reinforced by the results of research conducted by Susilo (2019) and Karomah (2020), which found job satisfaction has a negative effect on turnover intention. This shows that when employees have a sense of fasting or satisfaction with the work done, the employee's intention to quit or leave the company will decrease. In other words, the higher the level of job satisfaction of an employee, the turnover intention will decrease.

H2: Job satisfaction has a negative and significant effect on turnover intention.

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization (Hussain, 2020). When an employee has a high organizational commitment, there will be a sense of loyalty to the company. This will reduce the desire of employees to quit or leave the company. Research conducted by Susetyo (2016) found that organizational commitment has a negative effect on turnover intention.

Commitment will have a positive impact on the organization and is the most important factor because of its influence and its relationship to turnover and performance, which illustrates that employees who are committed to their organization tend to maximize their efforts in every job they do (Ling et al., 2016). This is supported by the results of research conducted by Soleimani (2017) and Utama (2020), which state that organizational commitment has a negative and significant effect on turnover intention. Based on this, the hypotheses raised in this study are:

H3: Organizational commitment has a negative and significant effect on turnover intention

The desire of employees to quit or leave the company where they work is a condition that arises when employees feel dissatisfied with the work done with perceived benefits so that the employee will lose commitment to the company where he works (Mahendra, 2017). This shows that when employees feel dissatisfied with their work, commitment to the company will disappear, so that there will be a desire to quit the work they are doing.

Putra and Surya (2016) and Sari et al. (2016) revealed that job satisfaction has a negative effect on turnover intention through mediating organizational commitment. In other words, the lower the job satisfaction of an employee, the organizational commitment will decrease, which causes turnover intention to increase. Conversely, when job satisfaction is high, organizational commitment will increase, which causes turnover intention to decrease. Research conducted by Hartati (2020) found that organizational commitment was able to mediate the effect of job satisfaction on turnover intention. Kartika (2018), in his research, also finds that job satisfaction has a negative effect on turnover intention through organizational commitment. Based on this, the hypotheses raised in this study are:

H4: Job satisfaction has a negative and significant effect on turnover intention through organizational commitment.

III. METHODS

This research takes place at Restaurant Casaluna, which is located on Jalan Raya Ubud, Gianyar Regency, Bali. This research was conducted at Restaurant Casaluna because there were problems related to turnover intention. The population used in this study were all employees who worked at Restaurant Casaluna, amounting to 41 people. The sample used in this study were all 41 employees of Restaurant Casaluna, with the method of determining saturated sampling. The analysis technique used is the path analysis technique.

IV. RESULT AND DISCUSSION

The calculation of the path coefficient in structural equation 1 was carried out using SPSS software, and the results shown in Table 1 were obtained.

Table 1. Results of Path Analysis of Structural Equation 1

Variable	Unstandardized Beta	Std. Error	t value	Sig.
(Constant)	3,620	1,383	2,618	0,013
Job Satisfaction	0,296	0,045	6,564	0,000

Primary Data, 2021

Based on Table 1, structural equation 1 can be made as follows:

$$M = 0.296X$$

A. The Effect of Job Satisfaction on Organizational Commitment

The first hypothesis raised in this study states that job satisfaction has a positive effect on organizational commitment. The results showed that the regression coefficient value of the job satisfaction variable was positive, namely 0.296 with a significance value of 0.000 less than 0.05, so H1 was accepted. This shows that job satisfaction has a positive and significant effect on organizational commitment. The more job satisfaction increases, the higher the level of organizational commitment at Restaurant Casaluna.

Job satisfaction reflects the positive feelings that arise from employees as a result of the recognition of their work or work experience. Hidayat (2018) states that employees who get job satisfaction in the company, their commitment to the company will be high. Job satisfaction shows the emotional state of employees towards the company. Employees who are satisfied with their work will be motivated to work and dedicate themselves to the company.

When an employee has a high level of satisfaction with his work, the employee will have a high commitment to his place of work. The higher the job satisfaction of employees, the level of commitment to be loyal to the company will also increase. The results of this study are in line with research conducted by Valaei and Rezaei (2016), Hidayat (2018), Nuryanti (2020), and Firdaus (2020), which found that job satisfaction has a positive and significant effect on organizational commitment.

Table 2. Test Results of Path Analysis of Structural Equation 2

Variable	Unstandardized Beta	Std. Error	t value	Sig.
(Constant)	32,265	3,346	9,644	0,000
Job Satisfaction	-0,383	0,146	-2,621	0,013
Org. Commitment	-0,850	0,357	-2,379	0,022

Primary Data, 2021

Based on Table 2, structural equation 2 can be made as follows:

$$Y = -0.383X - 0.850M$$

B. The Effect of Job Satisfaction on Turnover Intention

The second hypothesis raised in this study states that job satisfaction has a negative effect on turnover intention. The results of the tests carried out show that the regression coefficient value of the job satisfaction variable is negative, namely 0.383 with a significance value of 0.013, which is smaller than 0.05, so H2 is accepted. This shows that job satisfaction has a negative and significant effect on turnover intention. The higher the job satisfaction of employees, the turnover intention will tend to below.

Job satisfaction is one of the things that can trigger an employee's loyalty to a company, so it tends to reduce the desire of employees to quit or leave the company where they work (Haryanti, 2016). The level of job satisfaction is achieved if the expectations and needs of employees are in line with the perceived reality (Haryanti, 2016). When an employee has a high level of satisfaction with the work done, the employee tends to be loyal to his job and workplace. This will reduce the employee's intention to resign, quit, or move to another place.

The results of this study are in line with research conducted by (Sari 2019), Susilo (2019), and Karomah (2020), which found that job satisfaction has a negative and significant effect on turnover intention. The higher the job satisfaction possessed by an employee for his work, the higher the sense of loyalty he has to the company, so that it will reduce the employee's desire to stop working. In other words, the higher the level of employee job satisfaction, the lower the turnover intention that occurs.

C. The Effect of Organizational Commitment on Turnover Intention

The third result raised in this study states that organizational commitment has a negative effect on turnover intention. The results of the tests carried out show that the regression coefficient of the organizational commitment variable is negative, namely -0.850, with a significance value of 0.022, which is smaller than 0.05, so H3 is accepted. This shows that organizational commitment has a negative and significant effect on turnover intention.

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization

(Hussain, 2020). When an employee has a high organizational commitment, there will be a sense of loyalty to the company. This will reduce the desire of employees to quit or leave the company. Research conducted by Susetyo (2016) found that organizational commitment has a negative effect on turnover intention.

Organizational commitment possessed by an employee will have a positive impact on the organization and is the most important factor for every employee to have a sense of loyalty to the company. Employees who are committed to their organization tend to maximize their efforts in every job they do (Ling et al., 2016). This means that employees who have high organizational commitment will provide optimal performance and dedicate themselves and their abilities to the company. When employees are willing to wholeheartedly dedicate themselves to the company, this shows that employees have a high organizational commitment to the company, so that the employee's intention and desire to quit or find another job will decrease.

The results of this study are in line with research conducted by Susetyo (2016), Ling et al. (2016), Soleimani (2017), and Utama (2020), which state that organizational commitment has a negative and significant effect on turnover intention. The higher the organizational commitment possessed by employees, the turnover intention or the desire of employees to quit their jobs will decrease.

D. Indirect Effect Test Results (Sobel Test)

To test the significance of the indirect effect, the z value must be calculated. However, it is necessary to determine the standard error of the indirect effect using the following formula.

$$S_{\beta_1\beta_3} = \sqrt{(\beta_3^2 S_{\beta_1}^2 + \beta_1^2 S_{\beta_3}^2)}$$

$$= \sqrt{(-0,850)^2 (0,045)^2 + (0,296)^2 (0,357)^2}$$

$$= 0,1123$$

Information:

- Sβ1β3 = the size of the standard error of the indirect effect
- Sβ1 = magnitude of standard error coefficient 1
- Sβ3 = magnitude of standard error coefficient 3
- β1 = path regression coefficient X to M
- β3 = path regression coefficient M to Y

Based on the standard calculation of indirect effect error, the z value of the ab coefficient can be calculated by the following formula.

$$z = \frac{\beta_1\beta_3}{S_{\beta_1\beta_3}}$$

$$= \frac{(0,296)(-0,850)}{0,1123}$$

$$= -2,240.$$

E. The Effect of Job Satisfaction on Turnover Intentions by Mediation of Organizational Commitment

The results of the fourth hypothesis raised in this study state that job satisfaction has a negative effect on turnover intention through mediating organizational

commitment. The results of the indirect effect test with the Sobel test show that the zcount value of the organizational commitment variable is 2.240. The value of zcount is greater than 1.96, so H4 is accepted. This shows that job satisfaction indirectly has a negative effect on turnover intention through organizational commitment.

The desire of employees to quit or leave the company where they work is a condition that arises when employees feel dissatisfied with the work done with perceived benefits so that the employee will lose commitment to the company where he works. This shows that when employees feel dissatisfied with their work, commitment to the company will disappear, so that there will be a desire to quit the work they are doing. Conversely, when an employee has a high level of job satisfaction, the employee will have a high commitment to his work, including his loyalty to the company, which will tend to reduce the employee's intention or desire to quit or find another job.

The results of this study are in line with research conducted by Putra and Surya (2016) and Sari et al. (2016), who found that job satisfaction has a negative effect on turnover intention through mediating organizational commitment. Similar research results were also conducted by Kartika (2018) and Hartati (2020), who found that organizational commitment was able to mediate the effect of job satisfaction on turnover intention. The lower the job satisfaction of an employee, the organizational commitment will decrease, which causes turnover intention to increase, and vice versa.

V. IMPLICATION MANAGERIAL

The theoretical implications of the results of this study provide evidence on the development of human resource management science and organizational behavior, especially regarding job satisfaction, organizational commitment, and turnover intention. This research theoretically can also provide additional knowledge and broader insight regarding the effect of job satisfaction on turnover intention mediated by organizational commitment. Theoretically, this study also provides an understanding that low job satisfaction and organizational commitment can significantly reduce turnover intention. When increased job satisfaction is obtained by increasing job satisfaction, the organizational commitment felt by the employee becomes stronger so that it has the potential to reduce turnover intention.

This research can provide benefits either directly or indirectly to interested parties. For Restaurant Casaluna, this research can provide valuable input and become one of the evaluation materials to be able to increase job satisfaction and organizational commitment of an employee so that later they have a sense of loyalty to the company so that turnover intention will decrease. For other parties, this research can be material for consideration and reference for further researchers who are interested in researching the same study in the future.

VI. CONCLUSION

Job satisfaction has a positive and significant effect on organizational commitment at Restaurant Casaluna. The higher the job satisfaction, the higher the employee's organizational commitment. Job satisfaction has a negative and significant effect on the turnover intention at Restaurant Casaluna. The higher the job satisfaction, the lower the turnover intention. Organizational commitment has a negative and significant effect on the turnover intention at Restaurant Casaluna. The higher the organizational commitment, the lower the turnover intention. Organizational commitment is a variable mediating the effect of job satisfaction on the turnover intention at Restaurant Casaluna. The higher the job satisfaction, the higher the organizational commitment, which in turn can reduce the level of turnover intention.

Further research is expected to expand the scope of research, which is not only limited to Restaurant Casaluna, or can also change the research location, which is not only focused on a research location, so as to provide a more comprehensive view and can be implemented in general.

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