



## Antecedents Of Turnover Intention In Al Baik Supermarket Employees

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**Abstract.** *The aim of this research is to analyze the influence of organizational commitment and job satisfaction on turnover intention among Al Baik Supermarket employees. In this research it can be seen that this research method is a quantitative research method. In this research, the sampling method used a saturated sampling technique. The saturated sampling method is a sampling technique when all members of the population are used as samples. Data analysis carried out in this research used SPSS version 21 to process the data where it can be seen that the stages carried out were research instrument testing which consisted of data quality testing, classical assumption testing, multiple regression analysis testing, coefficient of determination testing, and hypothesis testing. Partial test results show that organizational commitment and job satisfaction have a significant effect on turnover intention among supermarket employees. Second, organizational commitment has a negative and significant effect on turnover intention. Third, job satisfaction has a negative and significant effect on turnover intention.*

**Keywords:** *Organizational Commitment, Job Satisfaction, Turnover Intention.*

## INTRODUCTION

One of the problems that often occurs in companies related to HR is the high level of employee Turnover Intention. The negative impact felt due to Turnover Intention on a company can cause the company to lose quality human resources (HR). This will cause major losses for the company, both in terms of costs and resources. Costs for recruiting new employees. Losses in terms of resources include loss of quality human resources if competent employees leave the company. Like the case that occurred at Al-Baik Supermarket. In March 2023, an interview was conducted with Mrs. Desi as HRD (Human Resources Department). This supermarket was detected to experience turnover intention every month.

The total number of employees working at Al-Baik Supermarket is 76 people. The 76 employees consist of 51 female employees and 25 male employees. The data above shows that every month the number of employees leaving is inconsistent and tends to increase. In the last six months, in July, the number of employees leaving was 5 people and the number of employees entering was 3 people. In August the number of employees leaving was 4 people

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and the number of employees coming in was 6 people. In September the number of employees leaving was 6 people and the number of employees entering was 3 people. In October the number of employees leaving was 7 people and the number of employees entering was 4 people. In November the number of employees leaving was 4 people and the number of employees entering was 3 people. Then in December the number of employees leaving was 5 people and the number of employees coming in was 2 people. From the observation results, the factors that cause dissatisfaction include promotions. Case studies where there are several employees who have not worked at the supermarket for almost 2 years and are waiting to be promoted to a higher career level. Another fact/phenomenon that occurs is organizational commitment. Some employees still seem to ignore or do not follow the rules that have been made, case studies where after taking a break or finishing praying at the mosque they do not immediately return to the workplace but instead they sit in the mosque.

## **LITERATURE REVIEW**

### **Organizational Commitment**

According to Nagar in Komang & Bagus (2017) organization is the level at which employees believe in and accept the goals of the organization, and wish to remain with the organization. Mowday in Hesti (2016), mentions work commitment as another term for organizational commitment. According to him, organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to remain as a member of the organization.

### **Job satisfaction**

According to Hartatik (2014), job satisfaction is a psychological aspect that reflects a person's feelings towards their work. He feels satisfied with the suitability of his abilities, skills and expectations with the job he is facing. Hasibuan (2014), job satisfaction is an emotional attitude that is pleasant and loves one's job.

### **Turnover Intention**

Culpepper (2014). Mentioning turnover intention is the best predictor for identifying turnover behavior that occurs in employees of an organization. Ridlo (2014) revealed the definition of intention to leave, namely the employee's intention to leave the organization based on the employee's deliberate and conscious desire to leave the organization..

## RESEARCH METHOD(S)

This research is associative research. Associative research is research that aims to determine the relationship between two or more variables. In this research, a theory can be built that can function to explain, predict and control a symptom Sugiyono (2013). The object of this research is organizational commitment, job satisfaction and turnover intention among Albaik supermarket employees. The saturated sampling method is a sampling technique when all members of the population are used as samples. The samples taken were 76 samples. The data collection method in this research uses the observation method, namely data collection which is carried out directly observing the subject and the conditions that occur at the research location. Data collection techniques using questionnaires. The questionnaire was distributed in the form of a list of statements to respondents regarding organizational commitment, job satisfaction and Turnover Intention. The data analysis technique uses multiple linear regression analysis. The multiple linear regression equation can be formulated as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information:

Y = Turnover Intention

X1 = Job satisfaction

X2 = Organizational Commitment

A = Constant or intersection point with the Y axis, if X= 0

b1-b2-b3 = The slope or direction of the regression line shows the change in the Y value due to a change of 1 unit X ( respective regression coefficients X1)

$\varepsilon$  = Error.

## FINDINGS AND DUSCUSSION

The respondents of this study were employees of Al Good supermarkets. There were 76 questionnaires distributed to respondents. The number of respondents used in the respondent characteristics was only 76 employees at Al Baik Supermarket to match the number of research samples.

**Figure 1.**  
**Characteristics of Respondents Based on Education Level**

No	Pendidikan	Total	
		Frequency	Percentage %
1	SMP	6	7,90%
2	SLTA	61	80,26 %
3	S1	9	11,84%
	Total	76	100

*Source: Processed Data, 2023*

Table Figure 1 shows the characteristics of the respondents based on education level, most of them were from high school, totaling 61 with a percentage of 80.26%.

**Figure 2.**  
**Characteristics of Respondents Based on Gender**

No	Gender	Total	
		Frequency	Percentage %
1	Male	32	42,10%
2	Female	44	57,90 %
	Total	76	100

*Source: Processed Data, 2023*

Table Figure 2 shows the characteristics of the respondents based on gender, respondents of the study were dominated by female gender which amounted to 44 with a percentage of 57.90%.

**Figure 3.**  
**Characteristics of Respondents Based on Age**

No	Age	Total	
		Frequency	Percentage %
1	18-23	37	48,68%
2	24-28	17	22,36%
3	29-33	10	13,15%
4	>33	12	15,78%
	Total	76	100

*Source: Processed Data, 2023*

Table Figure 3 shows the characteristics of the respondents based on Age, respondents are more dominated by the age of 18-23 years as many as 37 with a percentage of 48.68%.

**Figure 4.**  
**Characteristics of Respondents Based on Working Period**

No	Working Period	Total	
		Frequency	Percentage %
1	< 1 Year	42	44,73%
2	1-2 Year	17	32,89%
3	3-4 Year	17	22,36%
	Total	76	100

*Source: Processed Data, 2023*

Table Figure 3 shows the characteristics of the respondents based on working period, respondents were dominated by workers with the longest working period of < 1 year with a total of 42 people with a percentage of 44.73%.

Kemudian hasil analisis regresi linear digunakan untuk mencari koefisien regresi yang akan menentukan apakah hipotesis yang dibuat akan diterima atau ditolak adalah sebagai berikut.

**Figure 5.**  
Multiple Linear Regression Analysis Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
1	(Constant)	50.865	2.633		19.315	.000
	Total_X1	-.437	.068	-.464	-6.466	.000
	Total_X2	-.513	.060	-.615	-8.575	.000

Source: Processed Data, 2023

Based on figure 5, multiple linear regression is known as follows:.

- X1 = -0,464, Shows that organizational commitment negatively affects turnover intention, which means that if organizational commitment increases, the turnover intention rate decreases.
- X2 = -0,615 Shows that job satisfaction negatively affects turnover intention, which means that if job satisfaction increases, the turnover intention rate decreases.

The effect of Organizational Commitment (X1) has a negative and significant effect on Turnover Intention. The results of the analysis obtained a t-value calculating the organizational commitment variable of (-) 6,466 when compared with the t-value of the table 1.933. So  $t_{\text{calculate}} > t_{\text{table}}$  ( (-) 6.466 > 1.993), and a significant value smaller than 0.05 ie 0.000 or (0.000 < 0.05) so that  $H_0$  is rejected and  $H_a$  is accepted, then the hypothesis states that organizational commitment (X1) has a negative and significant effect on Turnover Intention in Albaik Supermarket employees.

Job Satisfaction (X2) has a negative and significant effect on Turnover Intention. The results of the analysis obtained a t value calculating the job satisfaction variable of (-) 8.575. When compared with the table t value of 1.933. So  $t_{\text{calculate}} > t_{\text{table}}$  (-) 8.575 > 1.993), and a significant value smaller than 0.05 which is 0.000 or (0.000 < 0.05) so that  $H_0$  is rejected and  $H_a$  is accepted, meaning that partially job satisfaction (X2) has a negative and significant effect on Turnover Intention. hence the hypothesis stating that "job satisfaction has a negative and significant effect on Turnover Intention in Albaik Supermarket.

**Figure 6.**  
**Results of the Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.791 <sup>a</sup>	.626	.615	1.600	1.768

*Source: Processed Data, 2023*

Based on table 6, it is known that the value of the coefficient of determination R Adjusted Square shows a value of 0.615 or 61.5%. This shows that the independent variables, namely organizational commitment and job satisfaction, contributed to the dependent variable (*turnover intention*) by 61.5%, while the remaining 38.5% was influenced by other actors who were not studied in this study.

The results of this study are in line with research conducted by Ananda & Sukisno (2017) "in this study states that organizational commitment has a negative and significant influence on turnover intention. If organizational commitment decreases, turnover intention will increase. Companies that have a good sense of organizational commitment will make a good impact on the company, because an employee who has a high organizational commitment tends to work optimally towards the organization so as to increase employee work productivity and achieve a company goal .

The results of this study are also in line with research conducted by Bagus & Ardana (2015) in this study stated that job satisfaction has a negative and significant influence on turnover intention where if the level of employee job satisfaction is low, the desire to move (*turnover intention*) will increase. Employee job satisfaction must be maintained properly by the company because employees are the most important asset of a company to run its operations. With high job satisfaction, employees become focused on efforts to achieve good work results in accordance with company goals, thereby reducing the turnover rate of intention.

The effect of organizational commitment and job satisfaction turnover intensity, based on the results of the analysis of organizational commitment and job satisfaction on turnover intention obtained a sig F value of 0.000 and a statistical F value of 60.975 these results indicate that organizational commitment and job satisfaction together (simultaneously) have an influence on Turnover Intention. The results of this study are in line with research conducted by Komang & Bagus (2017) "in this study states that organizational commitment and job satisfaction have a partial and simultaneous effect on turnover intention

## CONCLUSION AND RECOMMENDATION

Based on the results of the analysis and discussion in this study, several things can be concluded as follows:

1. There is a negative and significant influence between an organization's commitment to turnover intention. That is, if organizational commitment increases, the Turnover Intention rate decreases. Conversely, if organizational commitment decreases, the Turnover Intention rate will increase.
2. Job Satisfaction has a negative and significant effect on Turnover Intention. That is, if job satisfaction increases, the turnover intention rate decreases. Conversely, if job satisfaction decreases, the Turnover Intention rate will increase.
3. Organizational Commitment and Job Satisfaction have a significant effect on turnover intention. It is known that the significant value for the effect of X1 and X2 simultaneously on Y, then it can be concluded that the hypothesis Ha is accepted. Therefore, the variables of organizational commitment and job satisfaction simultaneously have an influence on Turnover Intention at Al-Baik Supermarket Tanjungpinang.

Based on the results of the study, there are several suggestions given by the author to the company are as follows:

1. It is recommended that the company provide good facilities and services to employees. And maintain the feeling of staying and participating in the company. When employees who have high organizational commitment, they will continue to work for the company until their working period ends.
2. The second must be considered in terms of salary / wages or compensation. But not only from salary / wages that are focused but also promotion and motivation must also be considered. Because if employee job satisfaction decreases, it greatly affects the occurrence of Turnover Intention.

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