The Effect of Job Satisfaction, Organizational Commitment to Turnover Intention and Employee Performance

(Case Study of Non-Permanent Employees at PT. SCI Surabaya Branch)

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Abstract: Turnover Intention can have an impact on the decline in employee performance, while the success of the company is mostly affected by the performance of its employees. Many efforts can be conducted in order to have an effective and efficient employee performance. By the fact many companies today use outsourced labor. One of them is PT. SCI Surabaya Branch where Outsourcing is referred to here are Non-Permanent Employees, and from the results by the number of Non-Permanent Employees in 2016 is 62% of the total number of Permanent Employees. From the results of surveys that have been done show that the turnover rate of Non-Permanent Employees PT. SCI Surabaya branch reaches 10.9% or as many as 37 employees in 2016. From the high level of turnover that occurs then please know what are the factors that influence the Turnover Intention employees can be suppressed.To answer the problem, in this research will be developed an empirical research model using 4 research variables, namely job satisfaction, organizational commitment, Turnover Intention, and employee performance. Of these four variables will be formulated in 5 research hypotheses. This study uses primary data obtained directly from the respondents through the distribution of questionnaires to Non Permanent Employees PT. SCI Surabaya Branch, with 150 respondents and data analysis using SEM-PLS.The result of the research shows that organizational commitment and job satisfaction have significant influence to turnover intention, for turnover intention variable and organizational commitment also have a significant effect on employee performance, while job satisfaction variable has no significant effect on employee performance. Suggestion of improvement given to PT. SCI Surabaya Branch at the end of the research in order to further improve its performance again.

Keywords:-Turnover Intention, Employee Performance, Job Satisfaction,bOrganizational Commitment.

I. INTRODUCTION

Currently outsourcing has become one of the strategies for companies to improve the effectiveness and efficiency of planning in human resource management. Traditionally, the most important goal of an outsourcing system is to improve business cost efficiency. Using an outsourcing system the company can try to save expenses to finance the development of company's human resources.

The problems faced in the implementation of the current outsourcing policy is the inconsistency of the practice with the provisions of Law No. 13 of 2003 and other labor regulations. Therefore, the impact of the implementation of outsourcing policy that is not suitable disputes occur and potentially the occurrence of problems such as high Turnover Intention which is indicated will affect the performance of employees and impact on the company's operations.

The desire to move the company (Turnover Intention) is an early signal of turnover of employees within a company. Attitudes that occur simultaneously in the individual when the turnover intention is in the form of a desire to seek other job vacancies, evaluating the possibility of finding a better job elsewhere. However, if the opportunity to move to work is unavailable or available is no more interesting than what is now owned, then emotionally and mentally an employee who wants to leave the company is by often coming late, often truant, less enthusiastic or less have the desire to try with good.

Thus it is clear that turnover intention will have a negative impact for the company because it creates instability and uncertainty about labor conditions, decreased employee productivity, and unfavorable working atmosphere. High turnover also results in ineffective organization because the company loses experienced employees and needs to retrain new employees so that it takes extra time and cost.

This research takes the object of PT. SCI which is a company engaged in the inspection, supervision, testing, and assessment. Outsourcing on the research applicable to PT SCI company referred to here is Non-Permanent Employees(PTT). The

determination of the use of non-permanent employees (PTT) to be the object of this research is because it is based on the number of employees is more by 62% compared to the number of Permanent Employees (PT) which only amounted to 38%, and based on the research problem found in the field has happened Turnover Non-Permanent Employee (PTT) PT SCI Surabaya Branch reached 10.9% or as many as 37 employees in 2016.

According to Dessler (1992), the company's success is strongly influenced by the performance of its employees. Various ways can be taken to obtain effective and efficient employee performance. To achieve the management needs to get commitment from employees to the company because the employee's commitment to the company refers to the identification with the company's goals, the ability to direct all the power for the interests of the company, and interest to remain part of the company.

Perceived job satisfaction can also affect a person's thinking to get out. Evaluation of various alternative jobs, will eventually bring about a turnover because individuals who opt out will expect more satisfactory results elsewhere. The reason for finding alternative employment among others is the satisfaction of the salary received. Individuals feel a sense of fairness (equity) to the salary received in connection with the work it does. Salary satisfaction can mean that someone will be satisfied with his salary when perceptions of salary and what they earn in accordance with the expected.

High employee turnover rate is a commonly used measure as an indication of a fundamental problem in a company. Employee turnover can cost a lot and therefore companies need to reduce it to acceptable levels. So please know more in what affect the existence of Turnover Intention Non-Permanent Employee (PTT) to reduce the occurrence of Turnover level of employees in a company and can become input / improvement in managerial of human resources of a company.

II. METHOD

A. Research Design

Based on the type of research conducted, this research is categorized as survey research. When viewed from the data sources obtained in this study, this study is categorized as primary research. If viewed from the way of data collection then this research is categorized as a questionnaire research. If viewed from the purpose of doing this research, the research is categorized as a correlational study.

B. Limitations of Research

The scope of this study is limited to PT. SCI Surabaya Branch with sampling conducted on Non Permanent Employee (PTT) with the number of respondents taken as many as 150 respondents. The variables studied include organizational commitment, job satisfaction, Turnover Intention, and employee performance.

C. Research Model

Furthermore, the variables used are translated into research indicators as presented in Table 1 as follows:

Variable	Indicator
Independent: Job Satisfaction	➤ X1 satisfaction with salary ➤ X2 Satisfaction with promotion and opportunity to move forward ➤ X3 Satisfaction with colleagues and superiors ➤ X4 Satisfaction with working condition / environment
Independen: Organizational Commitment	➤ X5 Strong confidence in the company's career ➤ X6 Level of engagement on company issues ➤ X7 Level of interest in the company ➤ X8 Feeling as part of the company ➤ X9 One's loyalty to the organization Intervening
Intervening: *Turnover Intention*	➤ X10 The tendency of individuals to think about leaving the organization where they work now ➤ X11 The possibility of individuals seeking employment in other organizations
Dependent: Employee Performance	➤ X12 Quality and quantity of employee work ➤ X13 Attitude ➤ X14 Cooperation and Communication among employees ➤ X15 Creativity

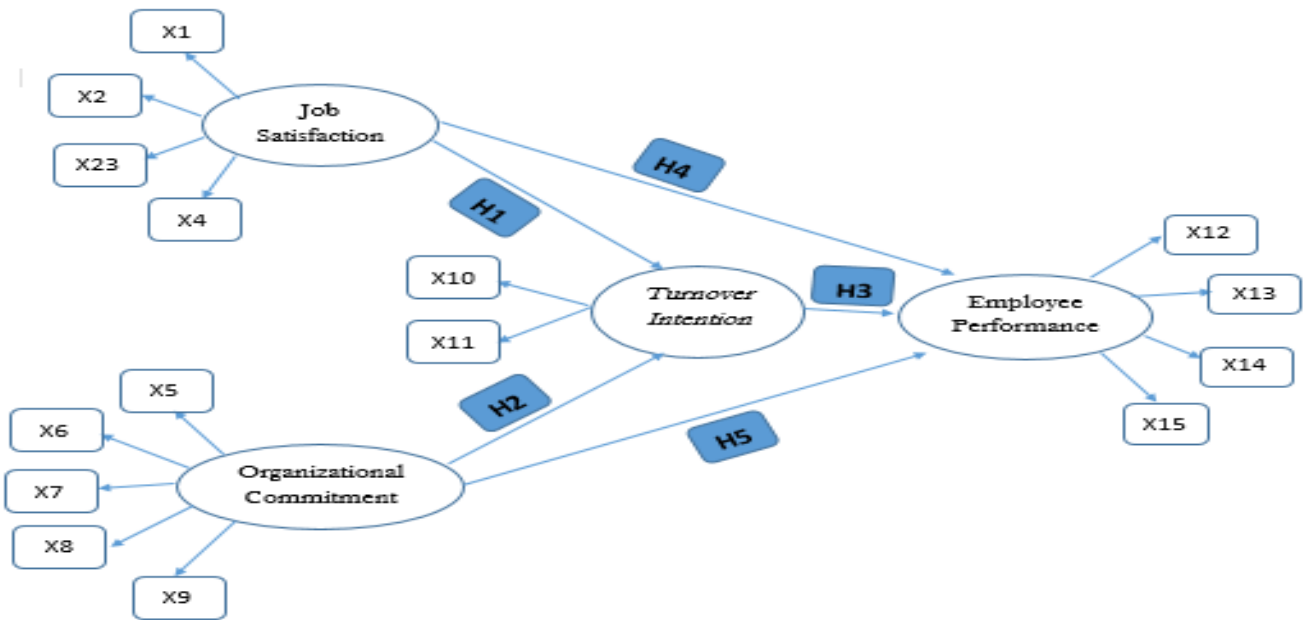Table 1: Research Variables and Indicators

Fig. 1 Research Model

D. Theoretical Thinking Framework and Hypothesis Formulation

Based on the theoretical framework that has been described above, the hypothesis proposed in this research are:

- Job satisfaction negatively affects Turnover Intention.
- Organizational Commitment negatively affects Turnover Intention.
- Turnover Intention negatively affects Employee Performance.
- Job satisfaction has a positive effect on employee performance.
- Organizational commitment has a positive effect on employee performance.

E. Variable Measurement

Measurement of variables in the questionnaire used Likert scale with rating points 1 - 5.

F. Population, Sample, and Sampling Technique

In this study there are 15 indicators, so the number of samples used are:
- Minimum Sample = number of indicators x 5 = 15 x 5 = 75 respondents

- Maximum Sample = number of indicators x 10 = 15 x 10 = 150 respondents (Ferdinand, 2005)

The number of samples used in this study is 150 respondents with sampling technique used is Stratified Random Sampling with proportional sampling with the aim that employees in each portfolio can be represented.

G. Research Instruments

The research instrument used to collect data from respondents is by using questionnaire. Questionnaire question data can be seen in Table 2 below:

No	Indicator Questions
Job Satisfaction	
1.	The salary I received was in accordance with the burden or responsibility I received
2.	If I do my job well, I will be promoted to continue working in this company
3.	When I ask my co-workers to help me do a certain job, the job is done well.
4.	The bosses where I work always support me
Organizational Commitment	
1.	I am very confident to spend the rest of my career in this company
2.	I really feel as if the problem of the company is also my own problem I am very interested in my work in this company
3.	I am very interested in my work in this company
4.	I thought I would not be easy to be part of another company like me being part of this company
5.	I accept whatever has been the goal of the organization
Turnover Intention	
1.	I was thinking of getting out of this organization
2.	I would like to look for other job vacancies
Employee Performance	
1.	My work results can meet the quality and quantity set by the organization
2.	My work attitude meets organizational norms
3.	I always work with co-workers to produce performance defined by the organization
4.	I always have good communication with colleagues

Tabel 2: Question Data

H. Data Collection

Data collection techniques in this study was conducted by using questionnaires as a means of collecting data from individuals. The distribution of questionnaires is done by personal administrated quitionares, so the researchers directly deal with the respondents and provide the necessary explanation to the respondents as the primary data source.

I. Validity Test and Reliability Test

- *Validity Tes*
  Measurement of construct validity by using PLS software can use two ways, namely convergent validity and discriminant validity.
- *Reliability Test*
  The measurement of construct reliability using PLS software is done by looking at the value of output composite reliability of each construct. If the output value is greater than 0.7 (α> 0.7), ideally between 0.8-0.9 then the constructs are considered reliable

J. Data Analysis Technique

Steps of PLS Analysis:
- Designing Measurement Model (Outer Model)
- Designing Structural Models (Inner Model)
- Estimate coefficient, path, loading, and weight
- Goodness of fit assessment
- Hypothesis testing
- Discussion

K. FGD (Focus Group Discussion)

The stages of problem discussion and solution search through FGD method are done with the following stages:

- Designing FGD questions
- Prepare participants. Participants totaling 5-10 people are taken from the party concerned.
- Implement FGD
- Concluding the FGD results

III. ANALYSIS AND DISCUSSION

A. SEM-PLS Analysis

SEM-PLS analysis is done through 2 analysis, that is the measurement model analysis (outer model) and structural model analysis (inner model).

a). Evaluation Result of Measurement Model (Outer Model)

There are 3 measurement criteria to assess the Outer model withConvergent Validity, Discriminant Validity, dan Composite Validity.

Convergent validity can be seen from the correlation among other indicators with the value of variables. Indicator with loading factor value is said to be valid / reliable when it has a correlation value above 0.7, however for the initial stage of development of measurement scale the loading value of 0.5 to 0.6 is considered sufficient (Chin, 1998 in Ghozali, 2014) . However, if the resulting value is not> 0.5 then the indicator is declared invalid and the indicator must be removed from the model so that it must be done data processing (running data) again.

From the results of SEM-PLS data processing stage 1, the model and data are generated as follows:
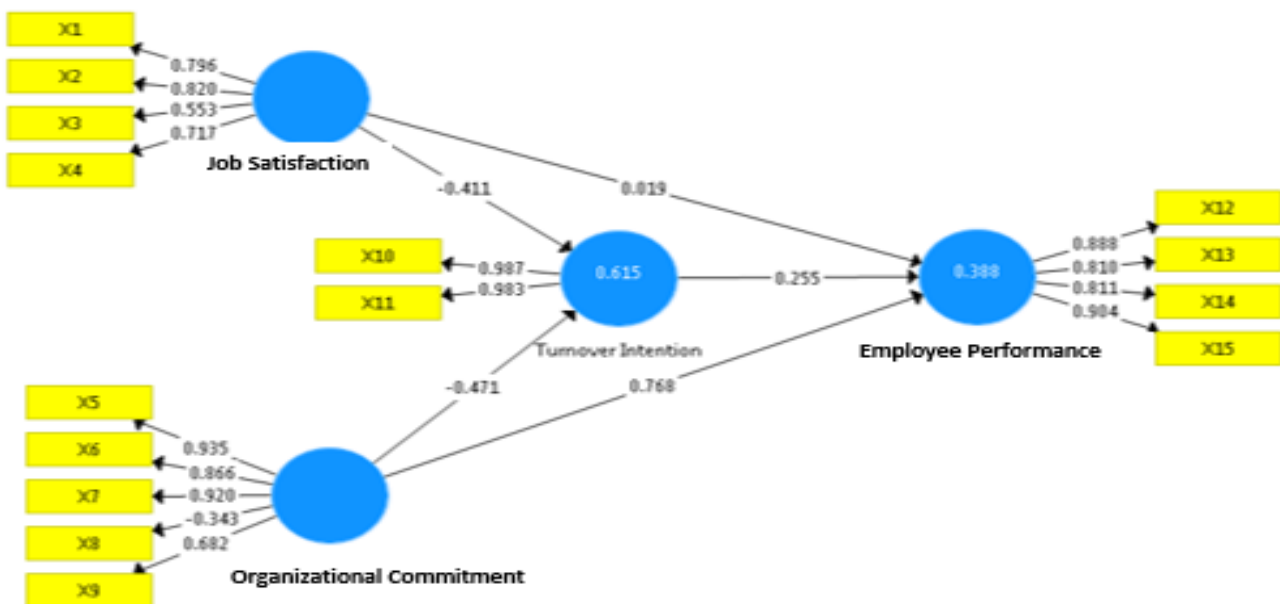
Results of SEM-PLS Stage 1

Fig. 2 Results Diagram of SEM-PLS Data Step 1

	Job Satisfaction	Employee Performance	Organizational Commitment	Turnover Intention
X1	0,796			
X2	0,820			
X3	0,553			
X4	0,717			
X5			0,935	
X6			0,866	
X7			0,920	
X8			-0,343	
X9			0,682	
X10				0,987
X11				0,983
X12		0,888		
X13		0,810		
X14		0,811		
X15		0,904		

Table 3: Values of Outer Loading on SEM-PLS Data Processing Stage 1

From the results of SEM-PLS Phase 1 data in Figure 2 and Table 3 above, it is found that there are still indicators that are not valid that is on the X8 with the loading factor value of -0.343 indicator with a small loading factor value indicates a small contribution pul so that the indicator need to be eliminated and done if data back. From the results of the data back done in stage 2, the resulting modeling and data as follows:

Results of SEM-PLS Stage 2
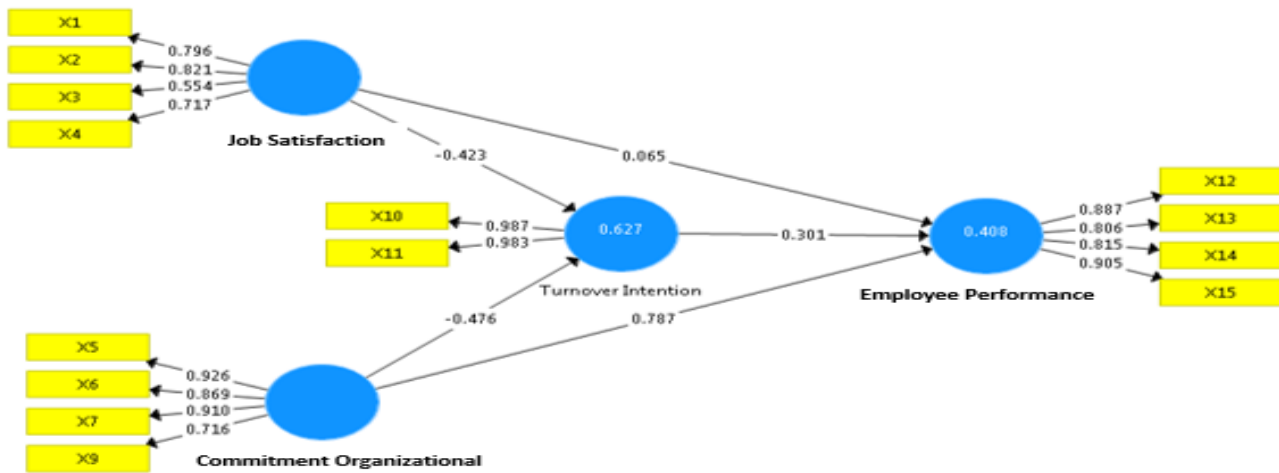

Fig. 3 Results Diagram of SEM-PLS Data Step 2

	Job Satisfaction	Employee Performance	Organizational Commitment	Turnover Intention
X1	0,796			
X2	0,821			
X3	0,554			
X4	0,717			
X5			0,926	
X6			0,869	
X7			0,910	
X9			0,716	
X10				0,987
X11				0,983
X12		0,887		
X13		0,806		
X14		0,815		
X15		0,905		

Table 4: Values of Outer Loading on SEM-PLS data processing stage 2

From the results of SEM-PLS Phase 2 data in Figure 3 and Table 4 above, it is found that all indicators are valid / have fulfilled the loading factor> 0,5.

Variable validity can also be assessed by looking at the AVE value (Average Variance Extracted) where the AVE value is able to show the ability of the latent variable value in representing the original data score. Cut-off value of AVE used is 0.50. The following AVE values resulting from SEM-PLS data processing stage 2:
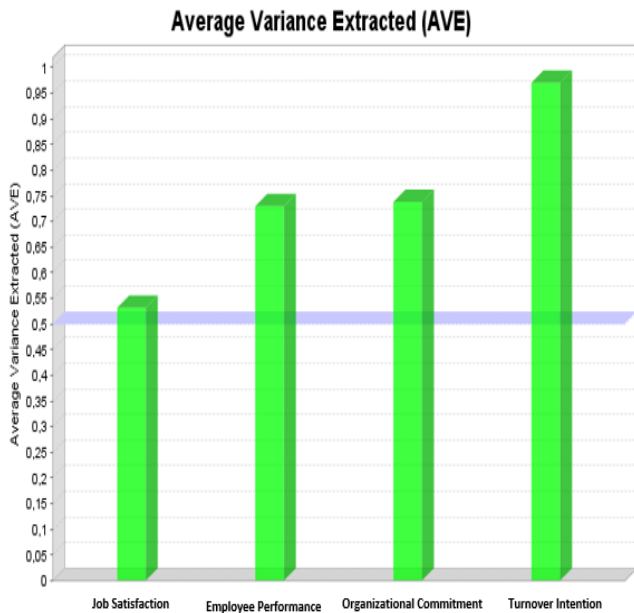

Fig. 4 Graph of AVE value in SEM-PLS Phase 2

	Average Variance Extracted (AVE)
Job Satisfaction	0,532
Employee Performance	0,730
Organizational Commitment	0,738
Turnover Intention	0,970

Table 5: The value of AVE in SEM-PLS Data Processing Stage

From Figure 4 and Table 5, it can be seen that if SEM-PLS data in phase 2 test yield AVE value of each variable can be stated well because it has fulfilled the requirement with value more than 0.5. From Table 4, Table 5, and Figure 4 it can be concluded that all the indicators and variables in the model have met the Convergent Validity test criteria.

Discriminant validity test is then performed, to test whether the indicators of a construct are not correlated highly with indicators of other variables. Discriminant validity is judged on the basis of cross loading measurements with variables. Here are the results of loading and cross loading values from the results of SEM-PLS data processing stage 2:

	Job Satisfaction	Organizational Commitment	Turnover Intention	Employee Performance
X1	**0,796**	0,608	-0,670	0,210
X2	**0,821**	0,357	-0,541	0,356
X3	**0,554**	0,289	-0,360	-0,023
X4	**0,717**	0,253	-0,307	0,216
X5	0,457	**0,926**	-0,726	0,393
X6	0,404	**0,869**	-0,480	0,595
X7	0,397	**0,910**	-0,768	0,561
X9	0,027	**0,716**	-0,403	0,559
X10	-0,652	-0,747	**0,987**	-0,378
X11	-0,701	-0,644	**0,983**	-0,206
X12	0,354	0,604	-0,449	**0,887**
X13	0,326	0,564	-0,500	**0,806**
X14	0,217	0,484	-0,055	**0,815**
X15	0,099	0,425	-0,045	**0,905**

Table 6: Loading dan Cross Loading

An indicator can also be declared valid if it has a higher loading factor than its cross-loading value. From Table 5 it appears that the variable correlation of all loading values has a value greater than the cross loading.

Another method of finding discriminant validity is to compare the square root values of AVE (√AVE). The model has sufficient Discriminant Validity value if the AVE root for each variable is greater than the correlation between the variables and other variables seen in Table 7.

	Job Satisfaction	Employee Performance	Organizational Commitment	Turnover Intention
Job Satisfaction	**0,729**			
Employee Performance	0,293	**0,854**		
Organizational Commitment	0,552	0,609	**0,859**	
Turnover Intention	-0,685	-0,302	-0,709	**0,985**

Table 7: Discriminant ValidityValue

Table 6 above shows that all AVE root values of each variable are greater than those between variables and other variables. So from Table 5 and Table 6 it can be concluded that all the variables in the estimated model have met the Discriminant Validity test criteria.

The last performed on the evaluation of Outer Model is to conduct Composite Reliability test. The interpretation of composite reliability is the same as that of cronbach's alpha where a limit value of 0.7 and above is acceptable. The following results show composite reliability and cronbach's alpha from SEM-PLS data processing stage 2:
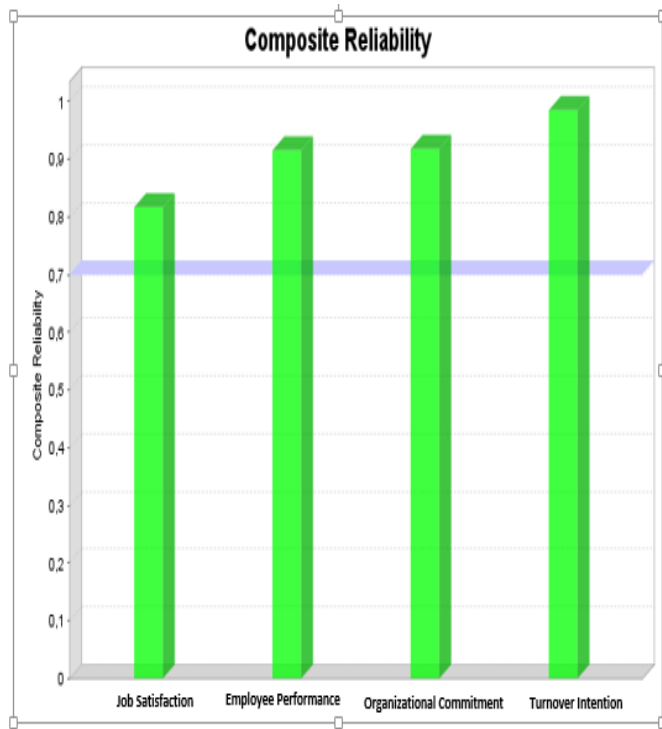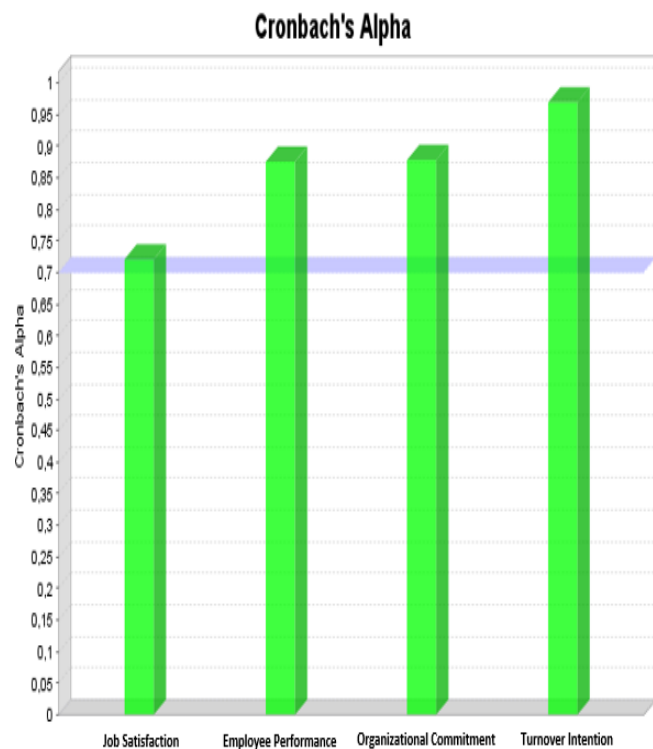

Fig. 5 Composite Reliability Value

Fig.6 Cronbach AlphaValue

	Composite Reliability	Cronbach's Alpha
Job Satisfaction	0,817	0,721
Employee Performance	0,915	0,876
Organizational Commitment	0,918	0,878
Turnover Intention	0,985	0,970

Table 8: Composite Reliability andCrombach AlphaValue

From Figure 5, Figure 7 and Table 8 it can be seen that the research model is considered reliable because the value of Composite Reliability and Cronbach's Alpha all variables have been above 0.7. Thus, it can be concluded that the four variables have reliable reliability because it meets the criteria of Composite Reliability test.

b). Evaluation Result of Structural Model (Inner Model)

The next step evaluates R^2, whose goal is to know how much the endogenous variable can be explained by exogenous variables. From the results if the SEM-PLS data stage 2 R^2 values obtained are as follows:

	R Square
Employee Performance	0,408
Turnover Intention	0,627

Table 9: R Square Value

Table 8 shows that employee performance variable can be explained by job satisfaction variable, organizational commitment, and turnover intention of 0,408 or 40,8%, while the rest 59,2% is explained by other variable outside research model. From the table also shows that the intention turnover variable can be explained by 0.627 or 62.7% by job satisfaction variable and organizational commitment, while the rest of 37.3% is explained by other variables outside the research model.

B. Hypothesis Testing

Decision making on acceptance of hypothesis in this research is done with the provision of t-table value specified in this research is equal to 1,96 for significance 0,05. There are 5 hypotheses that will be tried answered in this study, and from the results of hypothesis testing as follows:

	The Original Sample (O)	Statistics (T | O/STDEV |)	Conclusion
Job satisfaction- Employee Performance >	0.061	0.678	There is a positive influence but the results are not significant/ The HYPOTHESISREJECTED
Job satisfaction-> Turnover Intention	-0.408	16.897	There is a negative influence and as a result significantly/ The HYPOTHESISACCEPTED
Organizational commitment -> Employee Performance	0.705	12.321	There is a positive influence and as a result significantly/ The HYPOTHESISACCEPTED
Organizational commitment -> Turnover Intention	-0.472	9.216	There is a negative influence and as a result significantly/ The HYPOTHESISACCEPTED
Turnover Intention-> Employee Performance	0.246	3.382	There is a positive influence and as a result significantly/ The HYPOTHESISACCEPTED

Table 10: The Result of Hypothesis Testing

C. Discussion

a). Hypothesis 1 (Job Satisfaction Affects Performance of Employees)

Job satisfaction on employee performance has a POSITIVE influence with original sample value of 0.061 which means that the higher job satisfaction will be better employee performance, but the influence of both variables is considered NOT SIGNIFICANT because the value of T statistic is smaller than t-table (0.678 <1,96) or it can be said hypotheses rejected.

b). Hypothesis 2 (job satisfaction AffectsTurnover Intention)

Job satisfaction on turnover intention has NEGATIVE influence with original sample value of -0.408 which means that the lower the job satisfaction the employee turnover intention will be higher and the influence of the two variables are considered SIGNIFICANTS because the value of T statistic is bigger than t-table (12,321> 1.96) or can be said Hypothesis Received.

c). Hypothesis 3 (organizational commitment Affects Employee Performance)

Organizational commitment to employee performance has a POSITIVE influence with original sample value of 0.705 which means that the higher the organizational commitment the employee performance will be better and the influence of both variables are considered SIGNIFICANT because the value of T statistic is greater than t-table (16,897> 1.96) or can be said Hypothesis Received.

d). Hypothesis 4 (organizational commitment Affects Turnover Intention)

Organizational commitment to turnover intention has NEGATIVE influence with original sample value of -0.472 which means that lower organizational commitment then employee turnover will be higher and the influence of both variables is considered SIGNIFICANT because the value of T statistic is bigger than t-table (9,216 > 1.96) or can be said Hypothesis Received.

e). Hypothesis 5 (Turnover Intention Affects performance of employees)

Turnover intention on employee performance has a POSITIVE influence with original sample value of 0.246 which means that the lower turnover intention then the employee performance will be better.and the influence of both variables are considered SIGNIFICANT because the value of T statistic is bigger than t-table (3.382> 1.96) or can be said HYPOTHESIS RECEIVED.

D. Focus Group Discussion (FGD)

From the FGDs that have been implemented, the following new policy priorities are proposed:

- Pay more attention to employee welfare by more embracing employees.
- Giving rewards to employees who excel in the form of promotion or status of position / status of Non Permanent Employee (PTT) to Permanent Employee (PT).
- It is important to clarify specific tasks and responsibilities according to their position / employment status (it is better if the Non-Permanent Employee / PTT is not placed in an important part so as not to affect the company's operational process going forward).

E. Managerial Implications

Some recommendations that can be given to companies related to the results of this study are as follows:

- Employee satisfaction factor and organizational commitment is a very important consideration for the company for a business continuity. As for several ways that companies can use to improve job satisfaction and organizational commitment, among others, is to consider the salary better in accordance with the hours and workload, as well as to reward employees who excel in the form of promotion or determination of the position of the Non-Permanent Employee (PTT) to Employees Permanent

(PT). By increasing job satisfaction, the company will get positive effect from it, such as: employees can avoid work stress, become more eager in work, low level of employee resignation and employee productivity increase so that company goal can be achieved well. Meanwhile, by increasing employees' organizational commitment, the benefits of the company include employees being loyal and loyal to the company, increasing employee performance, and avoiding high employee turnover costs, thereby increasing the operational effectiveness of the company for the future.

- The next important factor of concern to PT. SCI Surabaya branch is turnover intention. Turnover intention is strongly influenced by previous factors, namely job satisfaction and organizational commitment. If the company has increased the job satisfaction factor and organizational commitment to its employees, the turnover intention rate will be low so that the turnover rate of the company is relatively small. By lowering the employee turnover rate, the company gets positive results, such as: Human Resources (HR) field not only focus on the recruitment and selection process, so the cost incurred by the company can decrease too, making the turnover cost becomes smaller and the productivity of the company increases

- The last factor is employee performance, this factor is the impact of accumulation of the previous factor, that is job satisfaction, organizational commitment, and turnover intention. We recommend PT. SCI Surabaya Branch observes and enhances the three previous factors in order to improve employee performance. Other sources explain there are other ways, to improve performance, including is to communicate about what employees need to improve performance, giving employees the opportunity to communicate to superiors. By improving employee performance, the company will get some benefits, among others: the company can still compete with competitors, strengthen the company's position, the internal operational atmosphere of the company the better and healthier, and the goalsandtargets of the company can be achieved effectively.

IV. CONCLUSION AND SUGGESTION

A. Conclusion

Based on the analysis results and discussion conclusion has been made, as follows:

- Job satisfaction on performance of employeeshave a positive influence but the influence both of these variables are considered to be insignificant or can be said the hypothesis was rejected.
- Job satisfaction against turnover intention has a negative influence and the influence of both these variables are considered significant or it can be said the hypothesis was accepted.
- Organizational commitment on performance of employeeshave a positive influence and the influence of both these variables are considered significant or it can be said the hypothesis was accepted.

- Organizational commitment towards turnover intention has a Negative influence and the influence of both these variables are considered significant or it can be said the hypothesis was accepted.
- Turnover intention on performance of employeeshave a positive influence and the influence of both these variables can be considered or accepted hypothesis.
- From the results of research and Focus Group Discussion (FGD) that has been done, it is concluded that the performance of employees can be improved by:
  ➢ Pay more attention to employee welfare by more embracing employees to make employees believe in the company, thus the company will gain organizational commitment from employees.
  ➢ Giving rewards to employees who excel in the form of promotion or status of position / status of Non Permanent Employee (PTT) to Permanent Employee (PT).
  ➢ It is important to clarify specific tasks and responsibilities according to their position / employment status (it is better if the Non Permanent Employee / PTT is not placed in the important part so as not to affect the company's future operations) .Suggestion

B. Limitations of the Research

- Still the high reluctance PTT (Non-Permanent Employees) as respondents in answering research questions in accordance with the actual situation. This is apparent in respondents' answers that mostly aggregate on the "agree" value so that it allows for biased responses.
- This research is made to develop research about the turnover intention in human resource management at a company, especially PT. SCI Surabaya Branch in an effort to reduce intention turnover with the factors that are considered to influence the job satisfaction and organizational commitment. Limitations relate to the variables in the study. In the meantime masinh there may be other variables that influence the turnover intentionselain researched in this research.

C. Suggestion

a). PT. SCI Surabaya Branch

The management of PT SCI should pay more attention to job satisfaction and organizational commitment of employees in order to avoid high turnover intention which are considered to affect the performance of the employees, so that employees who are already good performance can be maintained while the employees whose performance is less well can be further enhanced.

b). For the Next Researcher

Researchers then tested the redesigned model this study by adding new variables such as type of motivation, organizational culture, leadership, work environment, etc. Then, perhaps also developed indicators based secondary data

in measuring research variables that pivots on turnover intention.

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