

# THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE EFFECT OF JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT ON TURNOVER INTENTION

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**Abstract:** Turnover intention is an employee's desire to leave the company because of the intention to move to another company. In order to reduce the high turnover intention, companies need to pay attention to several factors that influence turnover intention. This study aims to determine the effect of job satisfaction and perceived organizational support on turnover intention, as well as knowing the role of organizational commitment in mediating the effect of job satisfaction and perceived organizational support on turnover intention. This research was conducted at PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. The number of samples taken was 81 employees, using probability sampling methods, especially proportionate stratified random sampling. Data collection is done through a survey approach with a questionnaire method. This study uses a variance based Structural Equation Modeling (SEM) technique, often called Partial Least Square (PLS). Based on the results of the analysis, it was concluded that the variables of job satisfaction and perceived organizational support had a positive and significant effect on organizational commitment. Job satisfaction, perceived organizational support, and organizational commitment have a negative and significant effect on turnover intention, and organizational commitment mediates partially the effect of job satisfaction and perceived organizational support on turnover intention. Suggestions that can be given to the management of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport is important for increasing job satisfaction and perceived organizational support which will have an impact on increasing organizational commitment so as to reduce turnover intention.

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

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## I. INTRODUCTION

Human resources are very important for an organization and company because the success of an organization in achieving its goals is strongly influenced by the quality of its human resources. Capable workers are very difficult to obtain because companies have to pay high fees, especially to maintain existing ones so they do not leave the company. Turnover is defined as permanent resignation from the company voluntarily or involuntarily (Tripathi and Pandey, 2017). Employee turnover rates that are too high can be a factor in decreasing the effectiveness of the company (Robbins and Judge, 2009: 39), Because, employee turnover can lead to high costs from the replacement of employees such as recruitment and selection costs, high turnover rates are not good for the company so the company must be able to retain employees and indirectly can save costs (Saeed et al., 2014).

PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport is a company that provides air traffic services and airport business in Bali, Indonesia. The employee turnover of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai

International Airport in 2015 amounted to 11.92%, in 2016 it increased to 12.30% and in 2017 the employee turnover rate was 10.06%, so it can be seen the turnover rate of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport in 2015-2017 above 10%. Turnover cannot be above 10% in one year because it will disrupt the performance of the company (Fahrizal and Utama, 2017). Identifying the antecedents of turnover intention can shed some light in understanding employee turnover in organizations (Salleh et al., 2012). Turnover intention describes the mind of employees to go out looking for another job, or the desire to leave the company (Soleimani and Einolahzadeh, 2017). Three indicators are generally used to measure turnover intention: thinking of quitting, intention to search for alternatives and intention to quit (Mobley, 1997).

Job satisfaction is defined as a positive feeling of employees about their work (Robbins and Judge, 2009: 40). According to Tripathi and Pandey (2017) if the capabilities of employees do not match with their job description, then it will be dissatisfaction. Employees who have dissatisfaction with their work will cause some problems for the company, such as poor performance, often leaving work and having a low morale, if the company does not pay attention to employee job satisfaction it will trigger turnover intention.

Perceived organizational support is defined as employee confidence regarding the extent to which the company respects employee contributions and cares about employee wellbeing (Oladunmoye, 2017). Many organizational support practices specifically aim to improve relations between employees and their superiors to reduce employee desires to leave the company (Dawley et al., 2010). According to Fitria et al. (2018) said that there are three general forms of organizational support felt by employees who can improve perceived organizational support including justice, support from superiors and awards from organizations and working conditions, so employees with a high level of perceived organizational support are more maximal at work.

In addition to job satisfaction and perceived organizational support, the low level of organizational commitment also causes a high turnover intention. Organizational commitment is an attitude that reflects employee loyalty to the company and employees pay attention to the company for its success and progress (Mira and Margaretha, 2012). The advantage for the company has a high commitment of employees is an increase in the period of work of employees, a high level of job satisfaction and a decrease in turnover rates (Azeem, 2010).

Rekha and Kamalanabhan (2010) explained that what can help employees improve employee commitment to the organization is by increasing employee job satisfaction, when commitment to the organization increases, the employee's intention to quit his workplace will decrease, so that organizational commitment can mediate the relationship of job satisfaction towards turnover intention. Organizational commitment in addition to mediating the effect of job satisfaction on turnover intention, also mediates the effect of perceived organizational support on turnover intention. Based on research conducted by Agustini et al. (2017) explained that employees with low perceived organizational support would reduce the level of commitment to their organization, so that the intention to leave the organization would increase.

The purpose of this study are: (1) To explain the effect of job satisfaction on organizational commitment, (2) To explain the effect of perceived organizational support on organizational commitment, (3) To explain the effect of job satisfaction on turnover intention, (4) To explain the effect of perceived organizational support on turnover intention, (5) To explain the effect of organizational commitment on turnover intention, (6) To explain the role of organizational commitment mediates the influence of job satisfaction on turnover intention, (7) To explain the role of organizational commitment mediates the influence of perceived organizational support on turnover intention.

## II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

H<sub>1</sub>: Job satisfaction has a positive and significant effect on organizational commitment

H<sub>2</sub>: Perceived organizational support has a positive and significant effect on organizational commitment

H<sub>3</sub>: Job satisfaction has a negative and significant effect on turnover intention

H<sub>4</sub>: Perceived organizational support has a negative and significant effect on turnover intention

H<sub>5</sub>: Organizational commitment has a negative and significant effect on turnover intention

H<sub>6</sub>: Organizational commitment mediate the influence of job satisfaction on turnover intention

H<sub>7</sub>: Organizational commitment mediate the influence of perceived organizational support on turnover intention

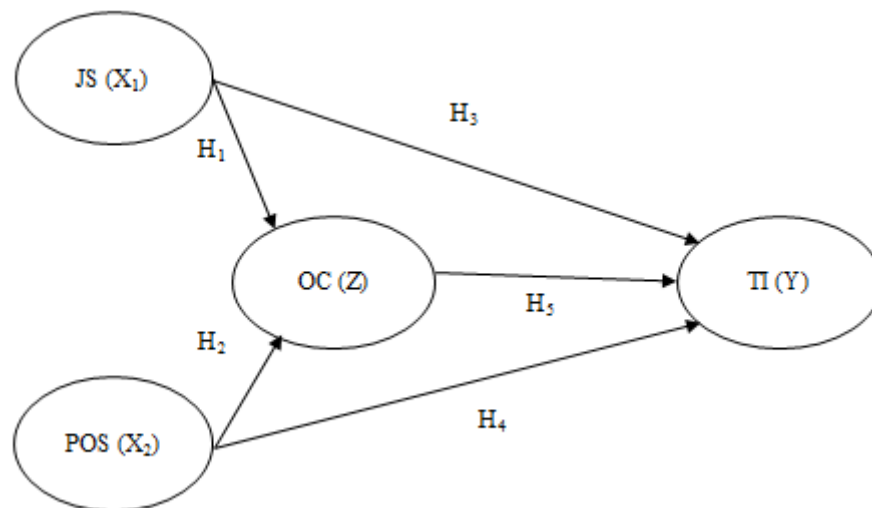


Figure 1: Conceptual Model

### III. RESEARCH METHODOLOGY

This research is classified in associative research. This is indicated by the design that examine and explain the role of organizational commitment in mediating the effect of job satisfaction and perceived organizational support on turnover intention. The chosen research location is located in PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport.

This study there are four variables studied, these variables are: (1) Exogenous variables are job satisfaction (X<sub>1</sub>) and perceived organizational support (X<sub>2</sub>), (2) and endogenous variables are organizational commitment (Z) and turnover intention (Y).

The population in this study were all employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport, amounting to 566 employees. The number of samples taken in this study uses the Slovin formula (Tejada and Punzalan, 2012), based on Slovin formula, the number of samples obtained 84.98 was rounded up to 85 respondents. The sampling technique used in this study is the proportionate stratified random sampling used to determine the number of samples if the population has members or elements that are not homogeneous and proportionately structured. This study uses instrument analysis tools which consist of reliability and validity testing and data analysis tools is Structural Equation Modeling (SEM) technique, often called Partial Least Square (PLS).

### IV. RESEARCH FINDING AND DISCUSSION

Each item in the instrument is said to be valid or not, it can be known by comparing the value of the Correlated Item-Total Correlation with the calculation result of  $r_{table} = 0.361$ . If  $r_{count}$  is bigger than  $r_{table}$  and a positive value of those items or questions or indicators are declared valid. The following are the results of the validity of the research instruments.

TABLE 1: VALIDITY TEST RESULT

Variable	Indicator	Correlation with Total Score	Description
Turnover Intention (Y)	(Y <sub>1.1</sub> )	0.978	Valid
	(Y <sub>1.2</sub> )	0.965	Valid
	(Y <sub>1.3</sub> )	0.972	Valid
Job Satisfaction (X <sub>1</sub> )	(X <sub>1.1</sub> )	0.930	Valid
	(X <sub>1.2</sub> )	0.928	Valid
	(X <sub>1.3</sub> )	0.937	Valid
	(X <sub>1.4</sub> )	0.929	Valid
	(X <sub>1.5</sub> )	0.966	Valid
Perceived Organizational Support (X <sub>2</sub> )	(X <sub>2.1</sub> )	0.954	Valid
	(X <sub>2.2</sub> )	0.909	Valid
	(X <sub>2.3</sub> )	0.934	Valid

	(X <sub>2,4</sub> )	0.964	Valid
	(X <sub>2,5</sub> )	0.921	Valid
	(X <sub>2,6</sub> )	0.889	Valid
<b>Organizational Commitment (Z)</b>	(Z <sub>1,1</sub> )	0.859	Valid
	(Z <sub>1,2</sub> )	0.893	Valid
	(Z <sub>1,3</sub> )	0.795	Valid

Source: Processed data, 2018

The value of an instrument is said to be reliable if the value of Cronbach's Alpha is  $\geq 0.6$ . The results of the reliability test are presented in Table 2.

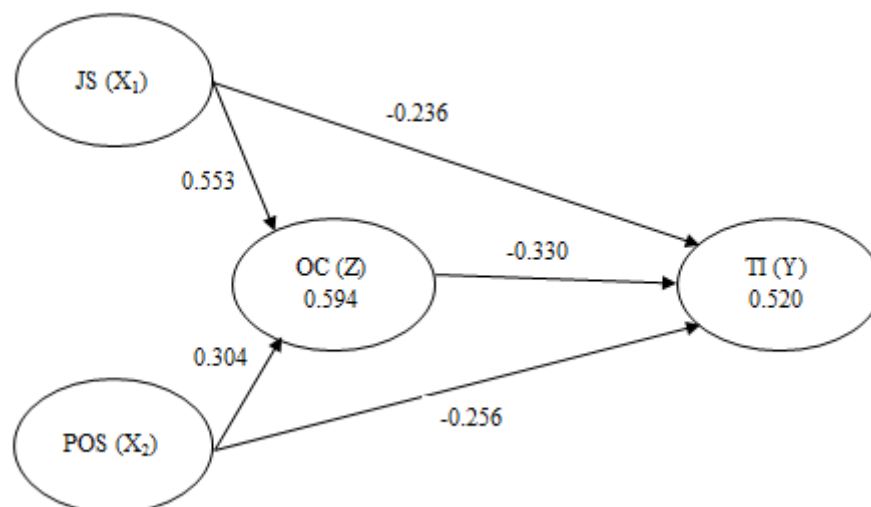
**TABLE 2: RELIABILITY TEST RESULT**

Variable	Alpha Cronbach's Value	Description
Turnover Intention (Y)	0.967	Reliable
Job Satisfaction (X <sub>1</sub> )	0.965	Reliable
Perceived Organizational Support (X <sub>2</sub> )	0.967	Reliable
Organizational Commitment (Z)	0.805	Reliable

Source: Processed data, 2018

The questionnaire distributed in this study was 85 questionnaires, but 4 questionnaires or 4.71% did not return so that the number of respondents participating in this study were 81 respondents with a percentage of return of 95.29%. To describe the respondent's assessment on each research instrument, the classification of answers is carried out into 5 measurement scales through the interval range formulation. Based on the calculation formula it can be arranged range interval measurement results like the following criteria. (1) 1.00 – 1.79 = Very Bad / Low, (2) 1.80 – 2.59 = Bad / Low, (3) 2.60 – 3.39 = Pretty Good / High, (4) 3.40 – 4.19 = Good / High, (5) 4.20 – 5.00 = Very Good / High. Based on the results of the study can be seen the responses of respondents from each indicator of each variable as follows: Variable turnover intention, with a total average of 2.04 can be stated that in general respondents have a low turnover intention. Variable job satisfaction, with a total average of 4.10 can be stated that in general respondents feel high job satisfaction. Variable perceived organizational support with an average total of 3.92 can be stated that in general respondents feel good perceived organizational support. Variable organizational commitment with a total average of 4.15 can be stated that in general respondents have a high organizational commitment.

The results of hypothesis testing using PLS are shown in Figure 2.



**Figure 2: Final Diagram Model**

Based on Figure 2, the results of data processing are summarized in a table, as can be seen in Table 3.

**TABLE 3: Path Coefficient Turnover Intention (Y) Variables, Organizational Commitment (Z), Job Satisfaction (X<sub>1</sub>), and Perceived Organizational Support (X<sub>2</sub>)**

Relationship Between Variables	Path Coefficient	T-Statistics	Description
Job Satisfaction (X <sub>1</sub> ) → Organizational Commitment (Z)	0,553	6,366	Significant
Perceived Organizational Support (X <sub>2</sub> ) → Organizational Commitment (Z)	0,304	3,912	Significant
Job Satisfaction (X <sub>1</sub> ) → Turnover Intention (Y)	-0,236	1,984	Significant
Perceived Organizational Support (X <sub>2</sub> ) → Turnover Intention (Y)	-0,256	2,365	Significant
Organizational Commitment (Z) → Turnover Intention (Y)	-0,330	2,796	Significant

Source: Processed data, 2018

Path coefficient direct effect of job satisfaction and perceived organizational support on organizational commitment are 0.553 and 0.304. Path coefficient direct effect of job satisfaction, perceived organizational support and organizational commitment on turnover intention are -0.236; -0.256; and -0.330. Based on the value of t-statistics of each path coefficient value has a value above 1.96, then H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, and H<sub>5</sub> are accepted.

The results of testing the mediating role of organizational commitment on the influence of job satisfaction and perceived organizational support on turnover intention are presented in Table 4.

**TABLE 4: Indirect Effect Test Results**

Relationship Between Variables	Direct Effect	Indirect Effect	Total Effect	T-Statistics	Description
Job Satisfaction (X <sub>1</sub> ) → Organizational Commitment (Z) → Turnover Intention (Y)	-0,236	-0,182	-0,418	2,409	Significant
Perceived Organizational Support (X <sub>2</sub> ) → Organizational Commitment (Z) → Turnover Intention (Y)	-0,256	-0,100	-0,356	2,186	Significant

Source: Processed data, 2018

Based on Table 4, the path coefficient indirect effect of job satisfaction on turnover intention with organizational commitment as a mediating variable with a value of -0.182 and t-statistics 2.409. The effect of total job satisfaction on turnover intention is -0.418. Because the value of t-statistics 2.409 is greater than 1.96 and directly the job satisfaction influences the turnover intention, job satisfaction influences organizational commitment and then organizational commitment influences turnover intention, then hypothesis 6 (H<sub>6</sub>) states that organizational commitment mediating the relationship of job satisfaction with turnover intention is accepted by the role of partial mediation. The path coefficients indirect effect of perceived organizational support on turnover intention with organizational commitment as a mediating variable with a value of -0.100 and t-statistics 2.186. The effect of total perceived organizational support on turnover intention is -0,356. Because the value of statistics 2.186 is greater than 1.96 and directly the variables perceived organizational support influence the turnover variable intention, the variables perceived organizational support influences organizational commitment and then organizational commitment influence the turnover intention, then hypothesis 7 (H<sub>7</sub>) states that organizational commitment mediating the relationship of perceived organizational support with turnover intention is accepted by the role of partial mediation.

#### **The Effect of Job Satisfaction on Organizational Commitment on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate job satisfaction has a positive and significant effect on organizational commitment. This explains that the higher the level of employee job satisfaction on the work it self, pay, opportunity for promotion, supervisor and co-workers will increase organizational commitment to employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. The results of this study are supported by research conducted by Yücel (2012); Tarigan and Ariani (2015); Azeem (2010); Babalola (2016); Valaei and Rezaei (2016).

**The Effect of Perceived Organizational Support on Organizational Commitment on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate that perceived organizational support has a positive and significant effect on organizational commitment. This explains that the more employees feel satisfied to be part of the organization, get appreciation for hard work, get consideration of the opinions raised, feel the organization's concern about wellbeing, get responses to the employee's possible complaints and respond to good performance improvements from the organization, the more also high organizational commitment to employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. The results of this study are supported by research conducted by Pattanaik and Tripathy (2014); Fitria et al. (2018); Agustini et al (2017); Islam et al. (2015).

**The Effect of Job Satisfaction on Turnover Intention on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate job satisfaction has a negative and significant effect on turnover intention. This explains that the higher the level of employee job satisfaction on the work it self, pay, opportunity for promotion, supervisor and co-workers will reduce the desire of employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport leave the company. The results of this study are supported by research conducted by Saeed et al. (2014); Yücel (2012); Alniaçik et al. (2013); Huang and Su (2016); Tripathi and Pandey (2017).

**The Effect of Perceived Organizational Support on Turnover Intention on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate that perceived organizational support has a negative and significant effect on turnover intention. This explains that the more employees feel satisfied to be part of the organization, get appreciation for hard work, get consideration of the opinions raised, feel the organization's concern about wellbeing, get responses to the employee's possible complaints and respond to good performance improvements from the organization, will reduce the desire of employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport leave the company. The results of this study are supported by research conducted by Akgunduz and Sanli (2017); Islam et al. (2015); Perryer et al. (2010).

**The Effect of Organizational Commitment on Turnover Intention on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate organizational commitment has a negative and significant effect on turnover intention. This explains that the higher organizational commitment will reduce the desire of employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport to leave the company. The results of this study are supported by research conducted by Perryer et al. (2010); Wong and Wong (2017); Islam et al. (2015).

**The Role of Organizational Commitment in Mediating The Effect of Job Satisfaction on Turnover Intention on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate organizational commitment partially mediates the effect of job satisfaction on turnover intention on employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. This explains that what can help employees improve employee commitment to the organization is by increasing employee job satisfaction, when commitment to the organization increases, the employee's intention to quit from his workplace will decrease. The results of this study are supported by research conducted by Tarigan and Ariani (2015); Rekha and Kamalanabhan (2010); Rismawan et al. (2014).

**The Role of Organizational Commitment in Mediating The Effect of Perceived Organizational Support on Turnover Intention on Employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport:**

The results of this study indicate organizational commitment partially mediates the effect of perceived organizational support on turnover intention on employees of PT. Angkasa Pura I (Persero) I Gusti Ngurah Rai International Airport. This explains that by increasing organizational support for employees, employee commitment to the organization will also increase, when commitment to the organization increases, the employee's intention to leave from the workplace will decrease. The results of this study are supported by research conducted by Newman et al. (2012); Islam et al. (2015); Wong and Wong (2017).



## V. CONCLUSIONS

The conclusions from this research are: (1) Job satisfaction has a positive and significant effect on organizational commitment. This shows, that the higher the level of employee job satisfaction, the higher the employee's organizational commitment. (2) Perceived organizational support has a positive and significant effect on organizational commitment. This shows that the higher the level of perceived organizational support of employees, the higher the organizational commitment of the employee. (3) Job satisfaction has a negative and significant effect on turnover intention. This shows, that the higher the level of job satisfaction of employees will reduce the intention of employees to leave the company. (4) Perceived organizational support has a negative and significant effect on turnover intention. This shows, that the higher the level of perceived organizational support of employees will reduce employee intention to leave the company. (5) Organizational commitment has a negative and significant effect on turnover intention. This shows that the higher the level of organizational commitment of employees will reduce the employee's intention to leave the company. (6) Organizational commitment partially mediates the effect of job satisfaction on turnover intention. This shows that the effect of job satisfaction on turnover intention is reinforced by the inclusion of organizational commitment as a mediator. (7) Organizational commitment partially mediates the effect of perceived organizational support on turnover intention. This shows that the effect of perceived organizational support on turnover intention is reinforced by the inclusion of organizational commitment as a mediator.

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