

JOB SATISFACTION AND TURNOVER INTENTION AT PT. X YOGYAKARTA

Marsella Alfreyeni Rembang^{1*}, Sutarto Wijono²

^{1,2}*Universitas Kristen Satya Wacana Salatiga*

* cellarmbg@gmail.com

ABSTRACT

This quantitative study investigates the correlation between job satisfaction and turnover intention among employees at PT. X Yogyakarta. Utilizing a correlational design, the researchers sampled 48 participants aged between 21 to 48 years old, employing a saturated sampling technique. The research employed the Turnover Intention scale and the Job Satisfaction scale for measurement. The findings affirm a significant and negative relationship between job satisfaction and turnover intention among PT. X Yogyakarta's workforce. In other words, higher job satisfaction levels correspond to lower turnover intention, while lower job satisfaction leads to higher turnover intention. These results have crucial implications for the organization, emphasizing the importance of enhancing job satisfaction to mitigate turnover intentions. By understanding the inverse relationship between these two variables, PT. X Yogyakarta can devise targeted strategies and interventions to improve overall employee satisfaction, consequently reducing turnover rates. It is worth noting that the study's correlational design does not imply causation, and further research might explore the underlying factors that contribute to job satisfaction and turnover intention at PT. X Yogyakarta. Nevertheless, these findings offer valuable insights for the organization to foster a positive work environment, boost employee morale, and retain a committed and satisfied workforce.

Keywords: *job satisfaction, turnover intention, new normal*

This article is licensed under [CC BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/) 

INTRODUCTION

Global competition in the new normal adaptation process is currently an arena for every company in Indonesia to compete in providing the best service to all of its customers, considering that these companies must be able to maintain their position amid intense business competition as it is now (Parashakti & Apriani, 2021). On this basis, PT X, which is the number 1 shipping company in Indonesia, is trying to maintain this position amid today's global competition. In a sense, the higher the position of the company, the higher the pressure that will be given by the company to its employees. This then makes some employees feel difficult and unable to meet these standards, they become less focused at work.

Research on employee turnover intention is important because it can hinder the running of a company. This is supported by the research of Davidescu et al. (2020) that the workforce is one of the most important assets in a company because it has an important role in the process of developing a company in achieving its goals. Another study was also conducted by Mawadati & Saputra, (2020) stating that a high employee turnover rate is a measure that is often used as an indication of an underlying problem in the organization. So companies need to pay attention to various factors that can influence employees' desire to leave the company so that companies can minimize the existing level of turnover intention (Zhang et al., 2019).

As for some of the impacts of turnover intention for companies such as giving a negative image to companies because they are considered unable to pay attention to the needs of employees, especially if the employees who leave are potential employees, this will certainly hamper the overall productivity of the company. This is supported by research conducted by

Zafar et al. (2022) which states that a high level of turnover intention can also reduce employee trust and make employees less dedicated to the company. Another study was conducted by Marcella & Ie (2022) at PT. XYZ also shows that when turnover in a company shows a high enough percentage, it can cause the company to experience losses in several aspects including in terms of costs because if there is recruitment, it will cost money, as well as advertising costs, training costs, and losses in terms of time to retrain new employees.

Several factors that cause turnover to occur within a company are individual characteristics, job satisfaction, organizational commitment, and work environment (Mobley et al., 1978). From these several factors, the writer takes one of the factors that are by the conditions and phenomena above, namely job satisfaction. This is in line with research conducted by Gebregziabher et al. (2020) which states that employees' intention to have turnover intentions begins with job dissatisfaction that forces them to leave or look for work elsewhere. The results of this study are also supported by the results of interviews with employees of PT. X Yogyakarta which shows job satisfaction at PT. X Yogyakarta is still lacking as seen from 30% of employees feel that the wages they get from the company are not satisfactory or not commensurate with their workload which feels heavy and cannot follow the existing workflow so there is a tendency to leave work. Therefore it is important to study job satisfaction in these companies (Ratnasari & Lestari, 2020).

Some of the results of previous studies related to job satisfaction and turnover intention show a negative relationship, including research conducted by Pratama et al., (2022) which shows through a partial test that job satisfaction has a negative and significant effect on turnover intention. If seen from the results of this study, it can be concluded that the variable job satisfaction has a negative and significant effect on employee turnover intention. The results of the same study conducted by Asim & Alam, (2019) who collected data from 400 nurses working in various hospitals in Karachi showed that overall job satisfaction had a significant negative correlation with turnover intention and was found to have a significant relationship. From some of the results of this study, it can be seen that one of the factors that occur when employees are not satisfied with the work they are doing is turnover. In contrast to the research conducted by Saputra (2021) which shows partial results that the Job Satisfaction variable (X1) has no effect on the turnover intention variable. Some of the results of this study indicate that each company has a different treatment for its employees so the variable of job satisfaction does not necessarily affect the employee turnover rate. In this case, the authors conclude that there are still differences in research results, both pros and cons, between job satisfaction and turnover intention (Purba & Ananta, 2018).

METHOD

The type of design in this study uses a quantitative approach with a correlational research design. In this study, the variable that we want to know is the relationship between turnover intention and job satisfaction at PT. X in Yogyakarta. The population in this study is employees at PT. X Yogyakarta, totaling 48, and all members of the population as samples or research participants using saturated sampling techniques (Sugiyono, 2018).

The measuring instrument used in this study uses a scale modified from a Likert scale with 4 alternative answers, namely SS (Strongly Agree), S (Agree), TS (Disagree), and STS (Strongly Disagree). The score for the favorable item is SS = 4, S = 3, TS = 2, STS = 1, and

the score for the unfavorable item is STS = 4, TS = 3, S = 2, SS = 1. The scale was used to measure the job satisfaction of employees at PT. X is a modified scale from the author which was compiled based on aspects of job satisfaction from (Luthans, 2006) which have been translated. This scale consists of 20 items. Of these 20 items, 13 items are favorable and 10 items are unfavorable. The results of the reliability value on the job satisfaction scale are 0.817 The scale used to measure the turnover intention of employees at PT. X is the author's modified scale which is based on the aspect of turnover intention (Mobley et al., 1978). This scale consists of 15 items. Of these 15 items, 7 items are favorable and 8 items are unfavorable. The result of the reliability value on the turnover intention scale is 0.823. Based on these results, the scale of job satisfaction and turnover intention can be said to be reliable.

Table 1. Job Satisfaction Scale Blueprint

Aspek	Item	Item	Total
	Favorable	Unfavorable	
<i>The work itself</i>	1, 2,	3, 4	4
<i>Pay</i>	5, 6	7, 8	4
<i>Promotion</i>	9, 10	11, 12	4
<i>Supervision</i>	13, 14	15, 16	4
<i>Coworkers</i>	17, 18	19, 20	4
Total	10	10	20

Table 2. Turnover Intention Scale Blueprint

Aspek	Aitem	Aitem	Total
	Favorable	Unfavorable	
Thinking of quitting	1, 2	3, 4, 5	5
Intention to search for alternatives	6, 7, 8	9, 10	5
Total	7	8	15

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Cronbach Alpha Criteria	Information
Job Satisfaction	0,817	>0.60	Reliable
Turnover intention	0,823	>0.60	Reliable

The analytical technique used to analyze the data is the correlation product moment technique from Pearson using the help of the IBM SPSS Statistics 28.0 program.

RESULTS AND DISCUSSION

Hasil analisis data yang dilakukan untuk melihat besar korelasi menggunakan correlation product moment dari Pearson menunjukkan nilai $r = -0,345$; $p < 0,05$. Dengan kata lain variabel kepuasan kerja mempunyai peran terhadap munculnya turnover intention. Hal tersebut sesuai dengan hipotesis penelitian ini yang menunjukkan bahwa semakin tinggi kepuasan kerja maka semakin rendah tingkat turnover intention dan begitupun sebaliknya.

Table 4. Pearson Correlations

		Job Satisfaction	Turnover Intention
Job Satisfaction	Pearson Correlation	1	-.345**
	Sig. (1-tailed)		.008
	N	48	48
Turnover Intention	Pearson Correlation	-.345**	1
	Sig. (1-tailed)	.008	
	N	48	48

Several possibilities cause job satisfaction to have a negative and significant effect on turnover intention. First, some employees think that the job they are currently doing is a way to survive with the wages they receive from their work. Even though some employees have complained about the work they are doing, they still choose to stay in the company. This is supported by research conducted by Agustin et al. (2022) which states that the hope of getting money is the only reason for most employees to work and stay in a company. Second, related to the first aspect, namely satisfaction with the work itself, most employees feel happy working for the company, especially those who feel suitable for the tasks they are doing so they work with enthusiasm and choose not to leave the company. This is in line with research by Rindi (2019) which argues that job satisfaction is essentially what makes a person happy in doing his job. This discussion is also supported by research conducted by Kurniawaty et al. (2019) which shows the results that job satisfaction plays a role and influences the level of turnover intention.

From this study, it is known that the level of job satisfaction contributes to changes in employee turnover intention by 59%. This shows that employees get support both materially and non-materially in terms of their level of job satisfaction so that the tendency to leave the company becomes smaller. Apart from the contribution made by this research, several other factors can influence employee turnover intention. Several studies explain factors that can affect turnover intention, one of which is research conducted by Halim & Antolis (2021) mentioning factors that can affect turnover intention besides job satisfaction including work stress, employee relations with others, compensation, work environment, organizational culture, and organizational commitment.

CONCLUSION

Based on the results of the analysis of this study it can be concluded that there is a negative and significant relationship between job satisfaction and turnover intention among employees who work at PT. X Yogyakarta. This means that the higher the job satisfaction, the lower the level of turnover intention, conversely, the lower the job satisfaction, the higher the level of turnover intention.

In this study, the authors also realized that there were deficiencies in this study. Therefore, the authors would like to provide some suggestions, among others, for companies that are expected to pay more attention to job satisfaction of employees both in terms of material and

non-material, so that this can reduce employee turnover or can reduce the level of turnover intention in the company. For employees, it would be nice to be able to take advantage of the opportunities that exist in the company to express satisfaction or dissatisfaction so that employees feel more comfortable and do not choose to leave the company (turnover intention). For future researchers, it is hoped that they can develop research in places or companies in different fields or sectors with a larger population scale so that they can obtain better results.

REFERENCES

- Agustin, R. D., Arief, M. Y., & Wiryaningtyas, D. P. (2022). Pengaruh komitmen kerja dan kemampuan kerja terhadap kinerja ASN dengan budaya organisasi sebagai variabel intervening pada Dinas Peternakan dan Perikanan Kabupaten Situbondo. *Jurnal Mahasiswa Entrepreneur (JME) FEB UNARS*, 1(5), 945–961.
- Rindi, A. (2019). Pengaruh Motivasi Kerja Dan Persaingan Kerja Terhadap Produktivitas Kerja Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pegawai Universitas Pembangunan Panca Budimedan. *Jurnal Manajemen Tools*, 11(1).
- Asim, M., & Alam, A. (2019). Relationship Between Job Satisfaction And Turnover Intention Article in International Journal of Human Resource Studies. *International Journal of Human Resource Studies*, 9(2).
- Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees-Implications for sustainable human resource management. *Sustainability (Switzerland)*, 12(15). <https://doi.org/10.3390/su12156086>
- Gebregziabher, D., Berhanie, E., Berihu, H., Belstie, A., & Teklay, G. (2020). The relationship between job satisfaction and turnover intention among nurses in Axum Comprehensive and specialized hospital Tigray, Ethiopia. *BMC Nursing*, 19(1). <https://doi.org/10.1186/s12912-020-00468-0>
- Halim, L., & Antolis, K. (2021). Analisis Faktor-Faktor Yang Mempengaruhi Turnover Intention Agent di PT AIA Cabang X Malang. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 2(2). <https://doi.org/10.47065/ekuitas.v2i2.667>
- Kurniawaty, K., Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6). <https://doi.org/10.5267/j.msl.2019.3.001>
- Luthans, F. (2006). Perilaku Organisasi edisi sepuluh. In *Yogyakarta: Andi*. PT. Andi.
- Marcella, J., & Ie, M. (2022). Pengaruh stres kerja, kepuasan kerja dan pengembangan karir terhadap turnover intention karyawan. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, 6(1), 213–223.
- Mawadati, D., & Saputra, A. R. P. (2020). Pengaruh kepuasan kerja dan stres kerja terhadap turnover intention karyawan. *Forum Ekonomi*, 22(1), 18–26.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408.
- Parashakti, R. D., & Apriani, F. (2021). Pengaruh Kepuasan Kerja, Komitmen Organisasi dan Stres Kerja Terhadap Turnover Intention Karyawan PT Daya Eka Samudera Jakarta. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 1(1). <https://doi.org/10.59832/jpmk.v1i1.7>

- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). Effect Of Job Satisfaction And Organizational Commitment On Turnover Intention With Person Organization Fit As Moderator Variable. *APTISI Transactions on Management (ATM)*, 6(1). <https://doi.org/10.33050/atm.v6i1.1722>
- Purba, S. D., & Ananta, A. N. D. (2018). The Effects of Work Passion, Work Engagement And Job Satisfaction on Turn Over Intention of The Millennial Generation. *Jurnal Manajemen Dan Pemasaran Jasa*, 11(2). <https://doi.org/10.25105/jmpj.v11i2.2954>
- Ratnasari, S. L., & Lestari, L. (2020). Effect of leadership style, workload, and job insecurity on turnover intention. *International Journal of Innovation, Creativity, and Change*, 11(12).
- Saputra, M. F. (2021). The Effect of Job Satisfaction and Work Environment on Employee Turnover Intention of PT Honda Forward Motor Tanjung Api-Api. *International Journal of Marketing & Human Resource Research*, 2(3).
- Sugiyono. (2018). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.
- Zafar, R., Abid, G., Rehmat, M., Ali, M., Hassan, Q., & Asif, M. F. (2022). So hard to say goodbye: impact of punitive supervision on turnover intention. *Total Quality Management and Business Excellence*, 33(5–6). <https://doi.org/10.1080/14783363.2021.1882844>
- Zhang, X., Ma, L., Xu, B., & Xu, F. (2019). How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China. *Information and Management*, 56(6). <https://doi.org/10.1016/j.im.2018.12.004>