



The Influence of Organizational Commitment and Job Satisfaction on Turnover Intention. (Case Study at Tunas Unggul Global Interactive School Bandung).

^{1st} Regina Nurshabrina Widya Putri 1* ^{2nd} Mochamad Anjar Albagja 2*

^{1st} regina.nswp@gmail.com ^{2nd} anjar@poltekmi.ac.id 2

There are several conflicts, particularly regarding the turnover rate at Tunas Unggul Global Interactive School Bandung, which experiences an annual increase, especially in 2019 with a rate exceeding 75%. The increase is suspected to be due to various factors, including job dissatisfaction related to incentives, excessive workloads leading to overtime, a high desire to become a civil servant, and a lack of organizational commitment. Contributing factors may include handling company issues and the perception that the received compensation is inadequate compared to the amount of work and overtime performed. The objective of this research is to determine and analyze the influence of organizational commitment and job satisfaction on teacher turnover intention at Tunas Unggul Global Interactive School, both simultaneously and partially. The research method employed is a quantitative approach with a survey method, analyzed in a verificative and descriptive manner. The research results indicate a significant negative influence between organizational commitment and job satisfaction on turnover intention, both partially and simultaneously.

Keywords: Organizational Commitment, Job Satisfaction, Turnover Intention

Terdapat beberapa konflik khususnya mengenai tingkat turnover di Tunas Unggul Global Interactive School Bandung yang setiap tahunnya mengalami peningkatan terutama pada tahun 2019 dengan angka melebihi 75%. Peningkatan tersebut diduga disebabkan oleh berbagai faktor, antara lain ketidakpuasan kerja terkait insentif, beban kerja berlebihan hingga lembur, tingginya keinginan menjadi PNS, dan rendahnya komitmen organisasi. Faktor yang berkontribusi mungkin termasuk penanganan masalah perusahaan dan persepsi bahwa kompensasi yang diterima tidak memadai dibandingkan dengan jumlah pekerjaan dan lembur yang dilakukan. Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh komitmen organisasi dan kepuasan kerja terhadap niat berpindah guru di Tunas Unggul Global Interactive School, baik secara simultan maupun parsial. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan metode survei, dianalisis secara verifikatif dan deskriptif. Hasil penelitian menunjukkan adanya pengaruh negatif yang signifikan antara komitmen organisasi dan kepuasan kerja terhadap niat berpindah, baik secara parsial maupun simultan.

Kata Kunci: Komitmen Organisasional, Kepuasan Kerja, Niat Pindah

INTRODUCTION

The document discusses the importance of human resources (SDM) in Indonesia, particularly in the context of organizational commitment, job satisfaction, and turnover intention. It emphasizes the crucial role of competent human resources in supporting organizational growth. The document delves into the significance of talent management and the impact of workforce competence on organizational success. In the education sector, the focus shifts to the increasing number of teachers in Indonesia, and the challenges they face, including the need to adapt to changes such as the use of the English language in job tasks. The data presented highlight the growth in the number of teachers, particularly in Bandung, and the potential reasons behind the turnover intention, using Tunas Unggul Global Interactive School as a case study. The document acknowledges the noble profession of teaching and its significance in shaping the future of Indonesia. It recognizes the efforts and contributions of educators and staff in Tunas Unggul Global Interactive School and emphasizes the need for a supportive and motivating work environment. The document also highlights the challenges faced by teachers, such as the evolving curriculum and the necessity for continuous adaptation to meet the diverse needs of students in a globalized world. Furthermore, the research explores the three dimensions of organizational commitment—Affective Commitment, Continuance Commitment, and Normative Commitment. Understanding these dimensions is crucial in devising strategies to enhance the staff's attachment to the organization, ultimately reducing turnover intention. Additionally, the discussion touches upon the concept of turnover intention, providing insights into its definition and its significance as a predictor for actual employee turnover. The document stresses the importance of addressing the root causes of

turnover intention, as revealed in the preserve and interview results, to foster a more supportive and fulfilling work environment at Tunas Unggul.

Organizational commitment has been studied extensively since the 1950s. In this period, various definitions of organizational involvement have emerged and were put forward by many experts. Meyer and Allen as quoted in Luthans (2011:218), define organizational commitment as employees who are committed to remaining with the organization, working full time or perhaps more, carrying out their duties consistently, safeguarding company assets, and contributing to achieving goals. organizational goals, and more. According to Luthans (20s11:224), organizational commitment is a strong desire to remain part of the company, a willingness to try hard in line with the company's wishes, acceptance of the organization's values and goals, and certain beliefs. Meyer and Allen as referred to in Luthans (2011:218) identified three dimensions of organizational commitment, namely affective commitment, continuity commitment, and normative commitment.

Nelson and Quick (2006:120) define job satisfaction as a pleasing and positive emotional state resulting from an individual's job experiences or evaluations of their work. Kreitner and Kinichi (2010:170) interpret it as an individual's emotional response or feelings towards their job. According to Luthans (2011:141), job satisfaction is something derived from an individual's assessment of their work experience or job. Nelson and Quick (2006) elaborate that job satisfaction is influenced by five specific dimensions namely the job itself, salary, promotion opportunities, colleagues or coworkers, and supervision.

Mobley (2010:493) states that turnover intention is the intention or tendency of employees to voluntarily quit their job according to their own choice or will. Mobley (2010:150) utilizes three indicators in measuring turnover intention, thoughts of quitting, intention to search for another job, and intention to quit.

Setiawan research (Setiawan, 2012) conducted a study titled "The Influence of Job Satisfaction and Organizational Commitment on Turnover Intentions of Bandung TV Employees." The research findings indicate that both job satisfaction and organizational commitment have an influence, both simultaneously and partially, on turnover intentions.

Another study by Damayanti (Damayanti, 2015), in her study titled "The Influence of Work-Life Balance and Job Satisfaction on Turnover Intention of Teachers in Private Inclusive Elementary Schools in Bandung," demonstrates that the research results indicate a significant influence of work-life balance and job satisfaction on turnover intention.

In the research conducted by Putri (Putri, 2016), titled "Job Satisfaction and Organizational Commitment and Their Implications on Turnover Intention at The Luxton Hotel Bandung," the results demonstrate that job satisfaction and organizational commitment have a negative impact on turnover intention at The Luxton Hotel Bandung.

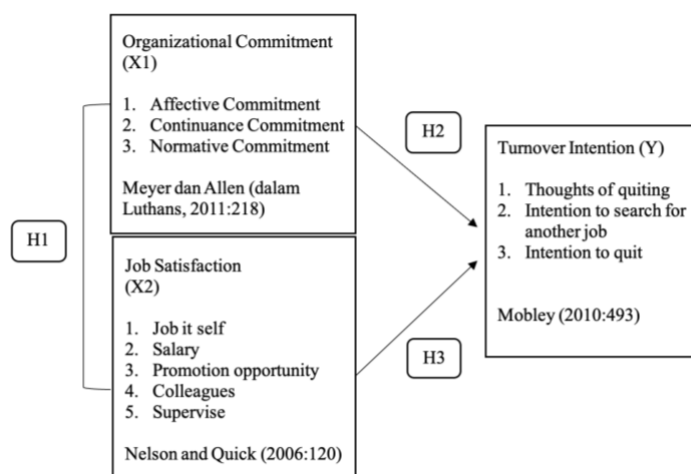


Figure 1.
Research Framework

Hypothesis

H1: Organizational Commitment and Job Satisfaction Affect Turnover Intention

H2: Organizational Commitment Affects Turnover Intention

H3: Job Satisfaction Affects Turnover Intention

METHODOLOGY

This study uses a quantitative research approach and descriptive also verificative methods because this study aims to examine the effect of three variables. The current research uses Commitment Organizational (X1) and Job Satisfaction (X2) as the independent variable. The only dependent variable in this research is Turnover Intention (Y).

The population in this study comprises all employees and teachers working at Tunas Unggul Global Interactive School in Bandung, totaling 115 employees and teachers. Purposive sampling is a technique employed when the population is extensive, and the researcher is unable to study all individuals within it due to limitations such as budget, manpower, and time constraints (Sugiyono,

2008:81). In such cases, the researcher selects a sample from the population that accurately represents the overall population size. The sampling technique utilized in this research is purposive sampling, where the sample selection is based on specific considerations. A margin of error of 10% is applied in this sampling process. The use of Slovin's formula for determining the sample size resulted in a calculated sample of 53.48, which, when rounded to the nearest whole number and considering the minimum value, is set at 54 employees and teachers at Tunas Unggul Global Interactive School in Bandung.

RESULT AND DISCUSSION

Based on the obtained data, there are several general descriptions of respondents regarding gender, age, profession, and duration of employment at Tunas Unggul Global Interactive School in Bandung.

Table 1.
Characteristics of Respondents Based on Gender

Gender	Amount	Percentage
Male	23	43%
Female	31	57%
Total	54	100%

Source: Processed Data

This indicates that the respondents working at Tunas Unggul Global Interactive School in Bandung are predominantly female.

Table 2.
Characteristics of Respondents Based on Age

Age	Amount	Percentage
≤ 25 tahun	9	17%
26 - 35 tahun	17	31%
36 - 45 tahun	13	24%
≥ 46 tahun	15	28%
Total	54	100%

Source: Processed Data

This indicates that respondents working at Tunas Unggul Global Interactive School in Bandung are mostly in the younger age group.

Table 3.
Characteristics of Respondents Based on Profession

Profession	Amount	Percentage
Educator	39	72%
Non-Educator	15	28%
Total	54	100%

Source: Processed Data

This indicates that respondents working at Tunas Unggul Global Interactive School in Bandung are mostly educators/teachers.

Table 4.
Characteristics of Respondents Based on the duration of employment at Tunas Unggul Global Interactive School in Bandung

Duration	Amount	Percentage
≤ 1 tahun	3	6%
2 - 5 tahun	26	48%
6 - 9 tahun	14	26%
≥ 10 tahun	11	20%
Total	54	100%

Source: Processed Data

This indicates that respondents working at Tunas Unggul Global Interactive School in Bandung are mostly employees with a relatively short duration of employment.

The following are the results of the analysis of data indicators regarding the results of the Organizational Commitment.

Table 5.
Organizational Commitment

Number	Indicators	Mean
1	Affective Commitment	3,05
2	Continuance Commitment	2,95
3	Normative Commitment	2,70
Total Mean		2,90

Source: Processed Data

Based on the above data, it is evident that the total mean for the organizational commitment variable is 2,90, falling into the "sufficient" category. This is because normative commitment reflects the level of employees' desire to adhere to the norms and values considered right by the organization. Employees with high commitment levels feel a moral responsibility toward their organization and believe they should remain committed.

Table 6.
Job Satisfaction

Number	Indicators	Total Mean
1	Job it self	2,63
2	Salary	2,45
3	Promotion opportunity	2,53
4	Colleagues	2,83
5	Supervise	2,63
Total Mean		2,61

Source: Processed Data

Based on the data, it is evident that the average score for the job satisfaction variable is 2,61, falling into the "low" category. Low job satisfaction is often caused by a mismatch between individual expectations of the job and the actual experiences they encounter. If the job does not meet expectations, job satisfaction can decline.

Table 7.
Turnover Intention

Number	Indicators	Total Mean
1	Thoughts of Quitting	3,72
2	Intention to Search for Another Job	3,59
3	Intention to Quit	3,59
Total Mean		3,63

Source: Processed Data

Based on the data, it is evident that the average score for the Turnover Intention variable is 3,63, falling into the "high" category. This suggests that individuals have a greater desire for career development and perceive limited opportunities in their current workplace, which can drive the inclination to seek new opportunities.

The validation testing was conducted by correlating each respondent's answer to each question with the scores. The calculated correlation coefficient (r) was then compared with the critical (table) value. If the calculated r is greater than the table r, it can be concluded that the data is valid. The following are the results of the validity test for each variable.

Table 8.
Validity Test Result

Variable	Indicator Code	r_{count}	r_{table}	Explanation
Organizational Commitment	KO1	0,580	0,268	Good Validity
	KO2	0,533	0,268	Good Validity
	KO3	0,303	0,268	Good Validity
	KO4	0,377	0,268	Good Validity
	KO5	0,527	0,268	Good Validity
	KO6	0,386	0,268	Good Validity
	KO7	0,363	0,268	Good Validity
	KO8	0,478	0,268	Good Validity
	KO9	0,561	0,268	Good Validity
	KO10	0,599	0,268	Good Validity
	KO11	0,464	0,268	Good Validity
Job Satisfaction	KK1	0,882	0,268	Good Validity
	KK2	0,815	0,268	Good Validity
	KK3	0,780	0,268	Good Validity
	KK4	0,894	0,268	Good Validity
	KK5	0,851	0,268	Good Validity
	KK6	0,845	0,268	Good Validity
	KK7	0,906	0,268	Good Validity
	KK8	0,887	0,268	Good Validity
	KK9	0,844	0,268	Good Validity
	KK10	0,902	0,268	Good Validity
	KK11	0,810	0,268	Good Validity
	KK12	0,805	0,268	Good Validity
	KK13	0,846	0,268	Good Validity
	KK14	0,764	0,268	Good Validity
	KK15	0,630	0,268	Good Validity
	KK16	0,705	0,268	Good Validity
	KK17	0,798	0,268	Good Validity
Turnover Intention	TI1	0,877	0,268	Good Validity
	TI2	0,863	0,268	Good Validity
	TI3	0,796	0,268	Good Validity
	TI4	0,837	0,268	Good Validity
	TI5	0,879	0,268	Good Validity
	TI6	0,858	0,268	Good Validity
	TI7	0,857	0,268	Good Validity
	TI8	0,875	0,268	Good Validity
	TI9	0,840	0,268	Good Validity

Source: Processed Data

Based on Table 8, the results of the validity test for all indicators show that $r_{count} > r_{table}$. Thus, all indicators have good validity values, meeting the minimum required criteria.

Reliability testing is a crucial aspect of research as it serves as a tool to measure the accuracy of variables under examination. A measurement instrument must be stable and reliable to be trustworthy. A variable is considered reliable if it yields a Cronbach's alpha value > 0.60 (Sugiyono, 2017). The following presents the results of the reliability testing for all variables:

Table 9.
Reliability Test Result

Variable	Cronbach's Alpha	Explanation
Organizational Commitment	0,898	Good Reliability
Job Satisfaction	0,970	Good Reliability
Turnover Intention	0,952	Good Reliability

Source: Processed Data

Based on Table 9, it is evident that all variables have Cronbach's alpha values > 0.6 . This indicates that all statement instruments utilized are considered reliable. Following the validity and reliability tests, the results suggest that the data used in this study is both valid and reliable.

Normality Test

To test the normality of the data, this study conducted a normality test using the Kolmogorov-Smirnov (K-S) test. Below are the results of the Kolmogorov-Smirnov test assisted by SPSS version 25:

Table 10.
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.93529327
Most Extreme Differences	Absolute	.125
	Positive	.083
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.063 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Processed Data

Based on Table 10, a two-tailed significance value of 0.063 ($\text{Sig} > 0.05$) was obtained. Therefore, it can be concluded that the data is normally distributed and meets the assumption of normality. Thus, the results of the normality test indicate that the data is normally distributed.

Heteroscedasticity Test

The heteroskedasticity test aims to examine whether there is an unequal variance of residuals from one observation to another in regression. If the variance of residuals remains the same from one observation to another, it is called Homoskedasticity; if it varies, it is called Heteroskedasticity. To detect the presence of heteroskedasticity violations, it can be observed using the scatter plot method as follows:

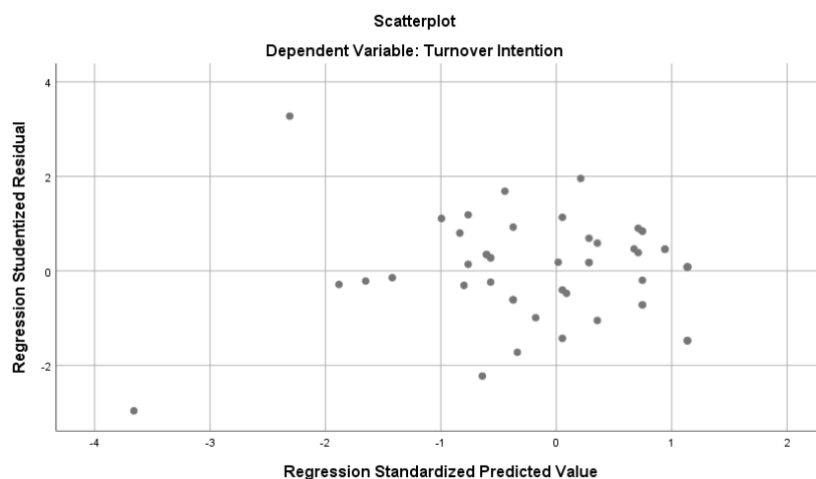


Figure 2.
Scatter Plot

Based on Figure 2, it can be seen that there is no clear pattern, and the points are scattered above and below zero on the Y-axis. This indicates that there is no heteroskedasticity in the regression model.

Multicollinearity Test

In a good regression model, there should be no correlation among independent variables. The results of this test can be observed from the magnitude of the Variance Inflation Factor (VIF) and tolerance values, with the test results as follows:

Table 11.
Multicollinearity Test Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.594	1.782		-.894	.375		
	Komitmen Organisasional	-.730	.205	-.349	-3.563	.001	.431	2.323
	Kepuasan Kerja	-.865	.143	-.595	-6.067	.000	.431	2.323

a. Dependent Variable: Turnover Intention

Source: Processed Data

Based on Table 11, the results of the multicollinearity test show that the tolerance values for each independent variable are greater (>) than 0.10, and the Variance Inflation Factor (VIF) values for the independent variables are smaller (<) than 10. Therefore, there is no multicollinearity among the independent variables, indicating that the multicollinearity assumption in the regression model has been met.

Multiple Regression Analysis

Multiple linear regression analysis is a method used to measure the extent of influence between two or more independent variables on a dependent variable and to predict the independent variables. Using SPSS version 25, the regression equation can be expressed as follows:

Table 11.
Multiple Regression Analysis Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.594	1.782		-.894	.375
	Organizational Commitment	-.730	.205	-.349	-3.563	.001
	Job Satisfaction	-.865	.143	-.595	-6.067	.000

a. Dependent Variable: Turnover Intention

Source: Processed Data

Based on Table 11, the regression equation for organizational commitment and job satisfaction on turnover intention is as follows:

$$Y = -1.594 - 0.730 X_1 - 0.865 X_2$$

From the results of the multiple linear regression equation, each variable can be interpreted as follows:

The constant, -1.594, indicates that if organizational commitment and job satisfaction are both 0 (zero) with no changes, the turnover intention will be -1.594.

The coefficient of the variable X₁, organizational commitment, is -0.730. If organizational commitment increases while job satisfaction remains constant, turnover intention will decrease by 0.730.

The coefficient of the variable X₂, job satisfaction, is -0.865. This implies that if job satisfaction increases while organizational commitment remains constant, the turnover intention will decrease by 0.865.

The next step is to calculate the Adjusted R² of the Job Satisfaction and Organizational Commitment on Turnover Intention. The processing results are as follows:

Table 12.
Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.789	.781	1.97288

a. Predictors: (Constant), Job Satisfaction, Organizational Commitment

Source: Processed Data

Based on Table 12, the coefficient of determination (R square) is found to be 0.789 or 78.9%. This indicates that organizational commitment and job satisfaction contribute to turnover intention by 78.9%, while the remaining 21.1% is influenced by other variables not examined in this study.

The Results of The Simultaneous Hypothesis Testing

The F-test is conducted to examine whether the three independent variables, consisting of organizational commitment and job satisfaction, collectively influence turnover intention. The hypothesis testing results are as follows:

Table 13.
The Results of The Simultaneous Hypothesis Testing

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	742.533	2	371.266	-95.386	.000 ^b
	Residual	198.504	51	3.892		
	Total	941.037	53			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Satisfaction, Organizational Commitment

Source: Processed Data

Based on Table 13, the F-value is -95.386, which is greater than the critical F-value of -3.17, with a p-value of 0.000, which is less than 0.05. This indicates that simultaneously, organizational commitment and job satisfaction have a significant influence on turnover intention. This evidence supports the conclusion that organizational commitment and job satisfaction have a significant negative impact on turnover intention.

The Results of The Partial Hypothesis Testing

Partial hypothesis testing can be determined using the t-test. The t-test is employed to validate the partial effects of organizational commitment and job satisfaction on turnover intention. The following presents the results of the t-test in this study:

Table 14.
The Result of The Partial Hypothesis Testing

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.594	1.782		-.894	.375
	Organizational Commitment	-.730	.205	-.349	-3.563	.001
	Job Satisfaction	-.865	.143	-.595	-6.067	.000

a. Dependent Variable: Turnover Intention

Source: Processed Data

The first hypothesis tests the relationship between organizational commitment and turnover intention. The test results show a t-value of -3.563, which is greater than the critical t-value of -2.00, and a p-value of 0.001, which is less than 0.05. Therefore, the first hypothesis is accepted, indicating that organizational commitment has a negative influence on turnover intention.

The second hypothesis examines the relationship between job satisfaction and turnover intention. The test results reveal a t-value of -6.067, exceeding the critical t-value of -2.00, with a p-value of 0.000, less than 0.05. Consequently, the second hypothesis is accepted, providing evidence that job satisfaction has a negative impact on turnover intention.

CONCLUSIONS

Based on the analysis and discussion regarding the influence of organizational commitment and job satisfaction on turnover intention in the case study at Tunas Unggul Global Interactive School Bandung, the following conclusions can be drawn as Organizational commitment at Tunas Unggul Global Interactive School Bandung is categorized as moderate, with the lowest responses related to normative commitment. Job satisfaction at Tunas Unggul Global Interactive School Bandung is categorized as low, with the lowest responses related to satisfaction with salary. The turnover intention at Tunas Unggul Global Interactive School Bandung is categorized as high, with the highest responses related to thoughts of quitting.

There is a significant negative influence between organizational commitment and job satisfaction on turnover intention, both partially and simultaneously. This is evidenced by the F-test value of -95.386 with a p-value of 0.000. Additionally, the t-test values are -3.563 (p-value 0.001) for organizational commitment and -6.067 (p-value 0.000) for job satisfaction.

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