

# The Influence of Organizational Commitment on Job Satisfaction and its Implications for Turnover Intention In Teachers and Education Personnel of SMK PGRI 2 Salatiga

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## ABSTRACT

In the world of education, educators have an obligation to create an educational atmosphere that is meaningful, fun, creative/innovative, dynamic and has two-way communication, has a professional commitment to improve the quality of education and provides a role model by maintaining the reputation of the institution, profession and position in accordance with the beliefs given to the educators. This study aims to analyze the effect of Organizational Commitment on Job Satisfaction and its Implications for Turnover Intention. The sample in this study were teachers and educational staff at SMK PGRI 2, Salatiga. The analysis tool is path analysis / Path Analysis. This study shows the results that Job Satisfaction cannot mediate Organizational Commitment to Turnover Intention.

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## 1. INTRODUCTION

In the world of education, educators have an obligation to create an educational atmosphere that is meaningful, happy, creative/innovative, dynamic and has two-way communication, has a professional commitment to improve the quality of education and provides a role model by maintaining the reputation of the institution, profession and position in accordance with the beliefs given to the educators. (Law No. 20 of 2003 article 40 concerning the National Education System). Teachers / Educators are a fundamental component in an education system, so the roles, duties and responsibilities of teachers are very important in realizing the goals in national education, namely to provide intelligence to the lives of every citizen, while education staff are supporters of education or people who participate in the implementation education in education units, even though they do not directly participate in the educational process, including: Administration or Labor.

The success of an organization or company in achieving its goals can be hampered by problems with human resources. One of them is the desire of employees to leave or change jobs or can be called turnover intention. (Chandra et al. 2018). this behavior according to Chandra (2018) will be able to slow down the development of the organization.

Turnover intention based on Mobley (in Minarsih: 2016) is the tendency or intention of employees to stop working from work voluntarily or move to another workplace according to their own choice.

The desire of employees to change jobs can be in the form of: resign, move out of the organizational unit, dismissal, or death of members which can slow down organizational development. Factors that influence Turnover Intention include the role of organizational

commitment from teachers and educational staff, where organizational commitment is an affective response to the organization. According to Allen and Mayer, (1994) in Sukanto et al (2014) who say employees who are committed will work with full dedication which makes employees have the desire to give more effort and responsibility to support the welfare and success of the organization where they work.

In the same context, apart from the organizational commitment of teachers and education personnel, according to Colquitt (2019: 105) job satisfaction is the level of pleasant feelings obtained from evaluating one's work or work experience. Therefore, job satisfaction describes how a worker feels about his job and what a worker thinks about his job.

Based on an interview early December 2020 at the PGRI 2 Vocational High School (SMK) Salatiga City. There are findings of organizational commitment that there are some teachers who are at a young age (fresh graduate) when they get an offer or a job that is more like compensation and a career, they will automatically leave their institution, as well as job satisfaction, those who are under pressure from both superiors and colleagues. workers tend to be dissatisfied with their jobs.

Another study was conducted by Danny Putra Setiawan and Pahlawansyah Harahap (2016) with the title Effects of Organizational Commitment, Compensation and Job Characteristics on Job Satisfaction as Intervening Variables (Studies at PT. Sido Muncul Semarang) variable results obtained (1) Organizational Commitment has a positive influence and significant to Turnover Intention. (2) Compensation has a positive and significant effect on Turnover Intention. (3) Job characteristics have a positive and significant influence on Turnover Intention. (4) Organizational Commitment has a positive and significant influence on Job Satisfaction. (5) Compensation has a positive and significant effect on job satisfaction. (6) Job characteristics have a positive and significant influence on job satisfaction. (7) Job satisfaction has a positive and significant influence on Turnover Intention of a company.

## 2. RESEARCH METHOD

**Population and Sample :** Population is a generalization/generalization area consisting of objects/subjects that have certain qualities and characteristics proposed by researchers to be studied and then conclusions drawn (Sugiyono, 2008:115). In this study the population was all teachers and educational staff at the PGRI 2 Vocational High School (SMK) Salatiga City. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2008:116). Samples are often taken to represent the employee population. The sample to be studied is 37 respondents. Due to limitations in the population of this study, the sampling technique used is probability sampling technique with saturated sampling technique method.

### Data Analysis Tools

The analytical tool in this study is to use path analysis. Equation of Sub Structure I (Riduwan and Kuncoro, 2008:129):

$$Y1 = b1.X + e1$$

Information

Y1 : Job Satisfaction

b1 : Variable coefficient

X : Organizational

Commitment e1 : Residuals

The method of analysis in this study is Path Analysis, which is a technique for analyzing patterns of relationships between variables with the aim of knowing the direct and indirect effects of a set of independent (exogenous) variables on the dependent (endogenous) variable (Riduwan and Kuncoro, 2008:2).

Equation of Sub Structure II (Riduwan and Kuncoro, 2008:129):  $Y2 = b2.X + b3.Y1 + e2$

Information :

Y2 : Turnover Intention

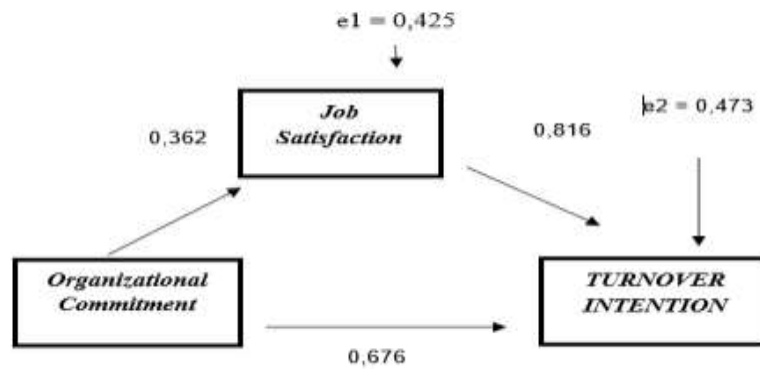
b2 and b3 : Coefficient of each  
variableX : Organizational  
Commitment  
Y1 : Job  
Satisfaction2 :  
Residuals

### 3. RESULTS AND DISCUSSIONS

In the path analysis the value used lies in beta which forms the following equation:

$$Y_2 = \rho_{y_2x} + \rho_{y_2y_1} + e_2$$

$$Y_2 = 0,676X + 0,816Y_1 + 0,473 e_2$$



Influence Calculation:

- 1) Direct Influence  
The influence of Organizational Commitment variables on Turnover Intention:  $X \rightarrow Y = 0.676$
- 2) Indirect Influence  
The influence of Organizational Commitment variables on Job Satisfaction:  $X \rightarrow Z = 0.362$   
The effect of the Job Satisfaction variable on Turnover Intention:  $Z \rightarrow Y = 0.816$
- 3) Total Indirect  
Influence  $0.362 \times 0.816 = 0.295$

### DISCUSSION

The results of the direct influence of the beta coefficient show that Organizational Commitment has a positive direct effect of 0.676 on Turnover Intention. The indirect effect of Organizational Commitment on Turnover Intention through Job Satisfaction is 0.295, which is smaller than the direct effect of 0.676. It can be assumed that the Job Satisfaction variable cannot be used as a mediating variable, where teachers and education staff will decide to leave even though they are committed to themselves even though the job satisfaction variable is increased/flexible such as salary, co-workers or superiors does not affect teachers and education staff in their intentions to get out of.

### 4. CONCLUSION

The results of the direct effect of the beta coefficient indicate that Organizational Commitment has a positive direct effect of 0.676 on Turnover Intention. The magnitude of the indirect effect of Organizational Commitment on Turnover Intention through Job Satisfaction is 0.295 which is smaller than the direct effect of 0.676 so that Job Satisfaction cannot be a mediating variable between Organizational Commitment to Turnover Intention.

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