

# The Relationship between Job Satisfaction and Organizational Commitment to Employee Turnover Rate at PT Trans Rekreasindo during the Covid 19 Pandemic

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## ABSTRACT

This study aims to determine whether job satisfaction and organizational commitment have a direct effect on Employee Turnover. Quantitative research uses a correlational approach. The population of this study is 90 employees at PT Trans Rekreasindo. The sample consisted of 90 employees. Saturated sampling was used in this study. Research instruments made by researchers guided by dimensions and expert indicators are used to collect data through survey methods. The Likert scale with five alternative answer options ranging from strongly agree, agree, doubt - doubt, disagree, and strongly disagree was used in the questionnaire. Data analysis was carried out using SPSS Version 20. The findings of this research said 1) the result of the job satisfaction variable  $t_{count} > t_{table}$  so that the influence of the job satisfaction variable significantly on employee turnover 2) the organizational commitment variable  $t_{count} > t_{table}$ , significance  $0.091 < 0.05$  so the organizational commitment variable had no significant influence on employee turnover 3) the results of the simultaneous test showed a value of  $F = 21.644$  and a significance value  $< probability of 0.000 < 0.05$  so the variables Job satisfaction and organizational commitment had a positive and significant influence on employee turnover.

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## 1. INTRODUCTION

Human resources play an important role in an organization. Every company is designed to achieve a specific goal. To succeed, we need talented, professional and dedicated employees. The human resources department includes human resource management that manages the planning, organization, direction, control, procurement, development, compensation, labor retention, and termination of employees with the human resources department. To achieve its goals effectively, companies need to manage their human resources by continuously investing in attracting, selecting, and retaining potential talent without impacting employee turnover. The COVID-19 pandemic has lowered work motivation due to the uncertainty of positions given due to the opening and closing of locations. This is based on the Cilegon City Circular Letter Number 850/57/DIPERIND of 2020 concerning "Urban Restoration". Trade activities carried out throughout the year are based on the coronavirus (Covid-19) pandemic in 2019 and the new normal conditions. The scope of commercial

activity places that carry out commercial activities includes tourist service facilities such as: Supermarkets (minimarkets, supermarkets, hypermarkets, department stores).

Where there are operational requirements for places of trade activities by implementing circulation arrangements and restrictions on visiting times and the maximum number of visitors is 30% of the number of visits during normal conditions by implementing strict controls at the entrances and exits that are arranged to prevent crowds in accordance with health protocols. And did not open game rides during the pandemic so that the game ride site was temporarily closed to avoid crowds. Companies engaged in game rides have lost their jobs in this Covid 19 pandemic condition. Almost 50% of employees have been expelled and laid off with this situation, the company inevitably has to take this attitude because the recreation area is always closed and it takes a long time to reopen. With this, employees are not satisfied with the attitude of the company that has been issued and laid off, but with this, the company's attitude must take a policy like this and there are a lot of problems that exist in PT Trans Rekreasindo in dealing with the Covid 19 problem situation, from the table below there is data on employees who have left and been laid off.

Job satisfaction is an emotional attitude that is pleasant and loves their job very much. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work and a combination of inside and outside work according to Emron Edison (2017). According to Priansa (2017) Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics. So the level of job satisfaction also varies. Job satisfaction for everyone is relative, each has a different level of satisfaction, in general, job satisfaction is a level of pleasure or positive attitude and emotion that is responded to as a result of an assessment of the work that has been done according to Hussein Fattah (2017). According to Badriyah (2015), job satisfaction is one of the most important factors to get optimal work results. When a person feels satisfaction in work, he will try his best with all his abilities to complete his work tasks. Thus, productivity and work results will increase optimally. However, in reality, in Indonesia and several other countries, overall job satisfaction has not reached the maximum level. Job satisfaction is an important thing that every employee in an organization has. Because having job satisfaction in an employee at work will further spur his participation in every activity to achieve the goals of the organization or company according to Ita Rahmawati (2020).

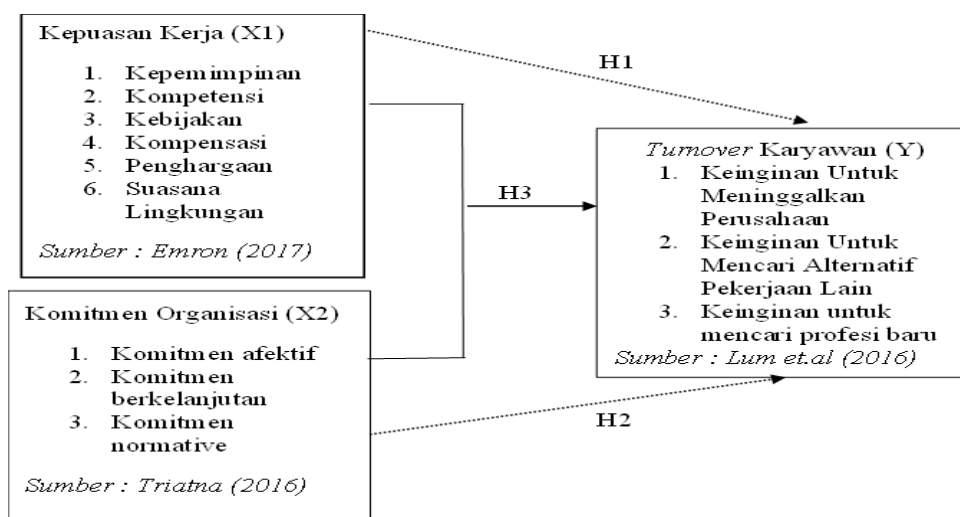
Organizational commitment is the level of loyalty of a member/employee/employee to the organization/company, the desire to remain part of the organization, do the best for the organization, and always maintain the good name of the organization. Commitment is important because employees who have a high commitment to the organization show professional behavior and uphold the values agreed upon in the organization according to Tria (2016). Organizational Behavior is a study used to understand, explain, and improve the attitudes and behaviors of individuals and groups in organizations according to Ria Mardiana Yusuf (2018). Organizational commitment as an attachment to the organization is characterized through the will to survive; identification with the values and objectives of the organization; and the willingness to try more in their behavior. Individuals as members of the organization consider the expansion of personal values and organizational goals as part of the organization's commitment so that the relationship between individuals as members and the organization is considered according to Kusumaputri (2018). Every management of an organization must be required to increase fund growth or improve progress over time. To support that, everything depends heavily on the commitment of top management. This is because commitment is the determination of decision-making in achieving the goals that have been set. a continuous process where organizational members express their concern for the organization and its success as well as balanced efficacy according to Luthan, Press (2017).

Employee turnover is an index of job stability Excessive turnover certainly does not cost much. Intention is the intention or desire that arises in an individual to do something while it is the voluntary termination of an employee from his place of work. It can be defined that Turnover intention is a tendency on the employee's intention to quit his job voluntarily according to his own choice according to Ristia Pawesti (2017). According to Ardan (2021; 1) Saying (Herman, 2016) Turnover is the movement of labor out of the organization that leads to the final reality faced by an organization in the form of the number of final employees who improve the organization in a certain period, while the desire of employees to move (turnover intentions) refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been realized in the

definite action of leaving the organization. Turnover intention is an important concern for leaders to be able to pay attention to every employee's rights and create an organizational culture and climate that affects employee comfort and performance. Employees who feel uncomfortable in the company will cause a conscious desire or desire to leave the job which can lead to the employee's decision to leave his or her job, according to Hery Febriansyah (2020). Turnover is a very important issue in an organization, therefore the organization must work hard to manage its employees well so that employees do not have the intention to leave the organization. Employee retention is an organizational strategy to retain potential employees owned by the organization to remain loyal to the organization according to Abdurrozzaq H (2021). turnover intention is the desire to move, not yet to the realization stage, namely moving from one workplace to another according to Lum et.al (2016).

### Research Outline

To find out the problem to be discussed, it is necessary to have thinking that is the basis for researching problems that aim to find, develop and test the truth of a research and the framework of thinking can be described as follows:



### Research Hypothesis

A hypothesis is a provisional answer to the formulation of a research problem, where the formulation of the research problem is expressed in the form of question sentences (Sugiyono, 2018:64). Meanwhile, the statements made in the formulation of the problem. In relation to the relationship between job satisfaction and organizational commitment to the Employee Turnover Rate above, the hypothesis formulation in this study is:

H1 : It is suspected that there is a relationship between job satisfaction and Employee Turnover at PT. Trans Rekreasindo during the Covid 19 pandemic

H2 : It is suspected that there is a relationship of organizational commitment to Employee Turnover at PT. Tran Rekreasindo during the Covid 19 pandemic

H3 : It is suspected that there is a relationship between job satisfaction and organizational commitment to employee turnover at PT. Trans Rekreasindo during the Covid-19 Pandemic

## 2. RESEARCH METHODS

### Research Methods

a knowledge that already exists. Research methods are basically a scientific way to obtain data with specific purposes and uses. Scientific method means that this research activity is based on scientific characteristics, namely rational, empirical and systematic. Rational means that the research activity is carried out in the way used. While the systematic process used in the study uses certain logical steps, the research method used is a survey method and this research is a combination of descriptive

and associative research that discusses three variables, namely two variables, two independent variables (influencing variables) and one dependent variable (influencing variables).

### Population

Population, according to Sugiyono (2016:80), is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population is employees of PT. Trans Rekreasindo Cilegon.

Employees at PT. Trans Recreationdo Cilegon, became the population of this study. Those domiciled in the Cilegon area are a total of 90 people (employee data from PT. Trans Rekreasindo Cilegon).

**Table 1.** Data of active employees

NUMBER	DIVISION	SUM
1	BM	1
2	HRD	1
3	SPV AREA	5
4	FINANCE	15
5	CASHIER STAFF	10
6	DW Cashier	10
7	ENGINEERING SPV	6
8	ENGINEERING STAFF	6
9	ENGINEERING DW	6
10	CAS MEMBER	30
<b>Total</b>		<b>90</b>

### Sample

The sample according to Sugiyono (2018:81) is part of the number and characteristics possessed by the population. What was learned from that sample, the conclusions made for the population. Therefore, the samples taken from the population must be really representative.

According to Sugiyono, the sample is part of the number and characteristics possessed by the population, what is learned from the sample, the conclusion will be applicable to the population. For this reason, the sample taken from the population must be really representative. According to Sugiyono, if the population is relatively small, less than 30 people, then all members of the population are sampled. This is often done when the population is relatively small, or the research wants to make generalizations with very little error. Another term for saturated samples is census, a sample is a part of the population that is taken in a certain way that also has certain characteristics, clear and complete that are considered to be representative of the population, the sample is considered to be representative of the population whose results represent the observed whole. This sampling technique is a saturated sampling technique (Nonprobability Sampling), which is based on the opinion above according to Sugiyono: "If the number of population is relatively small, less than 30 people, then all members of the population are sampled. This is often done when the population is relatively small, or the research wants to make generalizations with very little error"<sup>24</sup>. Because the number of employees in the PT Trans Rekreasindo office is 90 employees, the people who are used as sampel are all the population (90 employees). For research with a large risk, of course, if the sample is large, the results will be better. Based on the population of the study, the sample at PT Trans Rekreasindo is below 100 people, there are only 90 populations, so the author takes all the population at PT Trans Rekreasindo as many as 90 people. As for the sampling technique for this researcher, the author uses a saturated sampling technique, which is a sampling technique from all employees in the population at PT Trans Rekreasindo.

### 3. RESEARCH RESULTS

#### Validity Test

**Table 2.** Results of Calculation of Validity Test of Job Satisfaction Instruments

It	R Count	R table	Decision
1	0,591	0,205	Valid
2	0,707	0,205	Valid
3	0,773	0,205	Valid
4	0,476	0,205	Valid
5	0,900	0,205	Valid
6	0,805	0,205	Valid

**Table 3.** Results of Calculation of Analysis of Validity Test of Organizational Commitment Instruments

It	R Count	R table	Decision
1	0,516	0,205	Valid
2	0,658	0,205	Valid
3	0,754	0,205	Valid
4	0,611	0,205	Valid
5	0,478	0,205	Valid
6	0,641	0,205	Valid

**Table 4.** Results of Calculation of Validity Test Analysis of Employee Turnover Instruments

It	R Count	R table	Decision
1	0,332	0,205	Valid
2	0,430	0,205	Valid
3	0,545	0,205	Valid
4	0,457	0,205	Valid
5	0,350	0,205	Valid
6	0,257	0,205	Valid
7	0,513	0,205	Valid
8	0,572	0,205	Valid
9	0,585	0,205	Valid
10	0,249	0,205	Valid

From the results of the validity test in the table above, the Job Satisfaction Questionnaire (X1) which contains 6 items that has been filled out by 90 respondents in this study. One way to find out which questionnaires are valid and which are not. From the results of the validity calculation in the table above, it can be seen that there are 6 questionnaires that are declared valid > r table. All 6 questionnaires were declared valid because r counted more than r tables, organizational commitment (X2) which contained 6 items that had been filled out by 90 respondents in this study. One way to find out which questionnaires are valid and which are not. From the results of the validity calculation in the table above, it can be seen that there are 6 questionnaires that are declared valid > r table. So the 6 questionnaires were all declared valid because r counted more than r tables, and Employee Turnover (Y) which contained 10 items that had been filled in by 90 respondents in this study. One way to find out which questionnaires are valid and which are not. From the results of the validity calculation in the table above, it can be seen that there are 10 questionnaires that are declared valid > the table, all 10 questionnaires are declared valid because the r counts more than the table.

## Reliability Test

**Table 5.** Results of Reliability Testing on Job Satisfaction Variables

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	,602
		N of Items	3a
	Part 2	Value	,730
		N of Items	3b
Total N of Items			6
Correlation Between Forms			,542
Spearman-Brown Coefficient	Equal Length		,703
	Unequal Length		,703
Guttman Split-Half Coefficient			,700
a. The items are: X1.1, X1.2, X1.3.			
b. The items are: X1.4, X1.5, X1.6.			

The reliability test on the Job Satisfaction variable (X1) can be seen that the Guttman Split-Half Coefficient in this variable is higher than the baseline value of  $0.700 > 0.60$ , the results prove that all questions in the variable questionnaire (X1) are declared reliable.

**Table 6.** Results of Reliability Testing on Commitment variables

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	,500
		N of Items	3a
	Part 2	Value	,422
		N of Items	3b
Total N of Items			6
Correlation Between Forms			,497
Spearman-Brown Coefficient	Equal Length		,664
	Unequal Length		,664
Guttman Split-Half Coefficient			,656
a. The items are: X2.1, X2.2, X2.3.			
b. The items are: X2.4, X2.5, X2.6.			

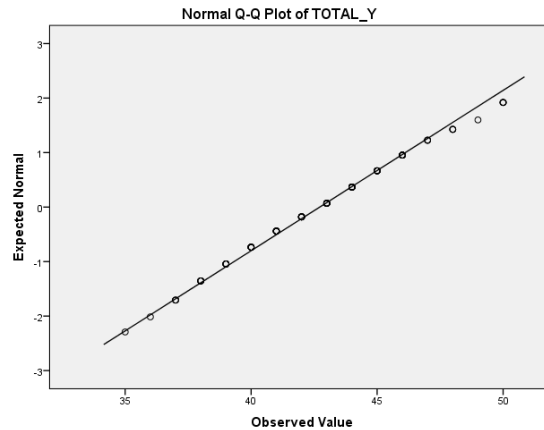
The reliability test on the organizational commitment variable (X2) can be seen that the Guttman Split –Half Coefficient in this variable is higher than the baseline value of  $0.656 > 0.60$ , the results prove that all questions in the variable questionnaire (X2) are declared reliable.

**Table 7.** Results of Reliability Testing on Employee Turnover Variables

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	,605
		N of Items	5a
	Part 2	Value	,505
		N of Items	5b
Total N of Items			10
Correlation Between Forms			,066
Spearman-Brown Coefficient	Equal Length		,124
	Unequal Length		,124
Guttman Split-Half Coefficient			,123
a. The items are: Y1, Y2, Y3, Y4, Y5.			
b. The items are: Y6, Y7, Y8, Y9, Y10.			

The reliability test on the Employee Turnover (Y) variable can be seen in table 42, the result produced from this Y variable is 0.123, showing that the Guttman Split –Half Coefficient is  $0.123 > 0.80$ . From these results, it can be concluded that all statements on this variable are declared reliable or reliable.

**Normality Test**



**Figure 1.** P-Plot of the Normality Test

Based on the image above, it can be seen that the existing points are close to the diagonal line. If the data is normally distributed, the line describing the actual data will follow the diagonal line. Thus, it can be concluded that the model is fit or good and it can also be stated that the data distribution is normal.

**Multiple Regression Analysis**

**Table 8.** Multiple Regression Analysis Test

Coefficients <sup>a</sup>					
Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	27,596	2,873		9,607	,000
1 TOTAL_X1	,446	,073	,540	6,123	,000
TOTAL_X2	,170	,100	,151	1,709	,091

a. Dependent Variable: TOTAL\_Y

The regression equation model that can be written from the results in the form of a regression equation of the standard form is:  $Y = 27.596 + 0.446X1 + 0.170X2$  the regression equation can be explained as follows: the regression coefficient X1 (Job satisfaction) is obtained as a positive coefficient sign and X2 (Organizational Commitment) is obtained as a positive coefficient sign. Based on the equation, it can be seen that the most influential independent variable is the Job Satisfaction variable of 0.446 followed by the Organizational Commitment variable of 0.170 a constant with a positive value, meaning with Job Satisfaction and Organizational Commitment, so the influence of Employee Turnover with Job Satisfaction is very significant.

**Coefficient of Determination Test**

**Table 9.** Determination Coefficient Test

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,576a	,332	,317	2,809

a. Predictors: (Constant), TOTAL\_X2, TOTAL\_X1

the Rsquare coefficient of 0.576 calculated by the formula  $KD = 0.5762 \times 100\%$  is 0.332, so it can be concluded that Employee Turnover is influenced by the variables Job Satisfaction and Organizational Commitment by 33.2%, the remaining % is influenced by other factors.

**Test t (partial)****Table 10. t-Test Results (Partial)**

Type	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	27,596	2,873		9,607	,000
1	TOTAL_X1	,446	,073	,540	6,123	,000
	TOTAL_X2	,170	,100	,151	1,709	,091

a. Dependent Variable: TOTAL\_Y

Based on the results of the test of table 9 for the Job Satisfaction variable  $t_{\text{calculated}}$  by 6.123 is greater than  $t_{\text{table}}$  1.662 so  $t_{\text{calculated}} > t_{\text{table}}$  and for the significance of the Job Satisfaction variable  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. So it is concluded that there is a significant influence of the Job Satisfaction variable on Employee Turnover, and the organizational commitment variable of 1,709 shows that the  $t_{\text{count}} > t_{\text{table}}$  is 1,662. And for the significance of the organizational commitment variable, which is  $0.091 < 0.05$ , which means that  $H_0$  is accepted and  $H_a$  is rejected, so it can be concluded that there is no significant influence of the organizational commitment variable on Employee Turnover.

**Test F (Simultaneous)****Table 11. Simultaneous Test Results (F-test)**

Type	ANOVA <sup>a</sup>				
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	341,572	2	170,786	21,644	,000B
1 Residual	686,484	88	7,891		
Total	1028,056	90			

a. Dependent Variable: TOTAL\_Y  
b. Predictors: (Constant), TOTAL\_X2, TOTAL\_X1

Based on table 10, it is seen that the value of  $F = 21,644$  with a significant value  $<$  the value of probability  $= 0.000 < 0.05$ , because the significant value of the test is much more than or below the value of  $\alpha = 5\%$ , it can be concluded that the combination of two independent variables consisting of the variables Job Satisfaction and Organizational Commitment has a positive and significant influence simultaneously on Employee Turnover. And based on the table the distribution of  $F_{\text{table}}$  ( $df_1 = 3, Df_2 = 86$ ) at the level of  $\alpha = 5\%$  and  $F_{\text{table}}$  is 2.31. So  $F_{\text{counts}} > F_{\text{table}}$  ( $21.664 > 2.31$ ). It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that Job Satisfaction and Organizational Commitment have a positive and significant influence simultaneously on Employee Turnover.

**CONCLUSION**

This study aims to analyze and find out whether there is an influence between Job Satisfaction and Organizational Commitment on Employee Turnover at PT Trans Rekreasindo, namely:

- $H_a: \rho \neq$  There is a relationship between Job Satisfaction and *Employee Turnover* of PT Trans Rekreasindo during the *Covid 19 Pandemic*.
- $H_0: \rho =$  There is no relationship of organizational commitment to PT Trans Rekreasindo Employee Turnover during the *Covid 19 Pandemic*.
- $H_a: \rho \neq$  There is a relationship between Job Satisfaction and organizational commitment to PT Trans Rekreasindo Employee Turnover during the *Covid 19 Pandemic*.



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