

# The Analysis of Job Satisfaction Influence and Organizational Commitment towards

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**Submission date:** 03-Feb-2023 12:58PM (UTC+0700)

**Submission ID:** 2005362396

**File name:** Satisfaction\_Influence\_and\_Organizational\_Commitment\_towards.pdf (242.07K)

**Word count:** 6110

**Character count:** 34627



## The Analysis of Job Satisfaction Influence and Organizational Commitment towards Turnover Intentions Moderated By Person-Organization Fit

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### ABSTRACT

Person-Organization fit (P-O Fit) is widely defined as the compatibility between the organization values and the values of individual. Among all of these factors are, the personal values which are compatible with the organization, the organizational goals that fit the purpose of personal values, the organization personality that reflects the personality of selves, and the values and the organization culture that are align with the appreciated things in life. While for the organizations, it is to be able to influence the outcome such as the organizational commitment, the job satisfaction, and the turnover intention. This research explores the influence of moderation of person-organization fit on the influence between the organizational commitment, job satisfaction, and the turnover intention. This study involved 100 representative samples. The analysis shows that job satisfaction had negative and significant influence towards the turnover intention.

Keywords: *Person-Organization Fit, Turnover Intention, Organizational Commitment, Work Satisfaction.*

### 1 INTRODUCTION

Human resources are important asset for organization since they can generate other resources. Human resource can affect the efficiency and the organization effectiveness Simamora [1]. Those things make entrepreneurs aware of an investment value of the employees as human resource. Nowadays, recruiting workers who are competent and having a good performance, and maintaining the current workers are increasingly difficult. Organization should give the priority in finding, employing, motivating, training, developing the employees closest to the culture and the desired performance, and maintaining the high quality employees Pophal [2].

The common phenomenon is that a performance of a company which is longstanding can tear down, both directly and indirectly, by the various behavior that are carry out by the employees which is difficult to be prevented. One of the form of the behavior is the willingness to move (turnover intentions) that led to the employees decision to leave the job.

Hence, the important role of human resources management (HRM) is demanded in a business.

Human resource management is an important activity in an organization. An organization needs to maintain their human resources to achieve its goal effectively by investing in the recruitment, selection, and the maintenance of the potential human resources to avoid employees' turnover intentions Anis et al. [3].

The high level of turnover would have a negative impact for organization. It is likely creates instability and uncertainty to labor conditions and increases the costs for human resources namely in the form of training costs which has already invested on employees to the cost of recruitment and training subsequently. A high turnover also causes ineffectiveness in an organization because the company misses the experienced employees and need to retrain new employees.

The recruitment of workers was to a contract system. The contracted employees work for 1 (one) year, with 3 months trial, and then an evaluation is held to decide whether the employees concerned will be assigned as a contracted worker or ended up to a working termination. Then for employees who are contracted for 2 (two) years span, an evaluation to decide whether the employees concerned will be made a permanent workers or stay in the position of contract. In addition, a contract extension both for

the permanent and contract workers every year will be conducted.

## 2. LITERATURE REVIEW AND HYPOTHESIS

This research examines the influence of job satisfaction and the organizational commitment towards turnover intentions moderated by person-organization fit. Thus, the literature review in each research variables are as follows:

### 2.1 Turnover Intension

Intent is an intention or willingness arises in individuals to perform something. While turnover is the quitting or the resigning of an employee from the work place. Thus, a turnover intention (intention to resign) is a tendency or intention of an employee to stop working from his job Zeffane [4].

Robbins [5], explains that resignations of a person out of an organization (turnover) can be decided voluntarily (voluntary turnover) or involuntarily (involuntary turnover). Voluntary turnover or resignation is the decision of employees to leave the organization voluntarily that is caused by a consideration related to the present work attraction, and the availability of an alternative of another job. On the other hand, involuntary turnover or dismissal describes employer's decision to termination of employment and is in nature uncontrollable for the employees who undergo them Shaw et.al. [6]. Zeffane [4] revealed several factors that influence the occurrence of turnover. Among them are the external factors, namely the labor market; and institutional (internal) factors, namely the condition of the workroom, wages, working skills, supervision, personal characteristics of employees such as the intelligence, attitude, the past, sexes, interest, the work span, as well as individual reaction against his job .

Abelson [7] stated that the majority of employee who leave the organization for reasons of voluntary can be described as avoidable voluntary turnover and unavoidable voluntary turnover. Avoidable voluntary turnover can be caused by salary reason, working conditions, and other organizations that assumed to be better, while unavoidable voluntary turnover can be caused by the change of the career path or the family. Turnover intentions discussed in this research is in the context of *voluntary turnover model* (voluntary).

Turnover model put forward by Mobley [8] predicts that the wish of someone to resign from the organization and look for other jobs, namely resulted by the assessment of the position that was now is leading to the dissatisfaction. Turnover

intentions discussed in this research is in the context of model voluntarily (voluntary turnover). Turnover intentions variables are measured by indicators as follows:

1. Individual thinking tendency to leave the organization.
2. The possibility of individual to look for jobs at another organization.
3. The possibility of individual to leave the organization.
4. The possibility of individual to leave the organization in the near future.
5. The possibility of individual to leave the organization if there are better opportunities.

### 2.2 Job satisfaction

Employment satisfaction was an individual orientation that exerts influence over a role in work and the job characteristic. According to Hasibuan [9], job satisfaction is uttered as a pleasing emotional attitude and the love for the job. The job satisfaction of employees must be created carefully to increase the employee's moral work, dedication, love, and discipline. These attitudes can be reflected by moral work, discipline, and achievement at work. Job satisfaction can be enjoyed at work, outside work, or the combination of inside and outside work.

Satisfaction is a reflection of someone's feeling towards his job. Robbins [5] defines job satisfaction as a general attitude of an individual towards his job, the margin between the rewards received at work and the amount they believe they should receive. Job satisfaction can be determined by several factors such as mentally challenging job, supporting working conditions, supporting colleagues, and the compatibility between personality and the job.

Luthans [10] suggested three important indicators in job satisfaction, namely job satisfaction which is an emotional response to the working situation; job satisfaction often specified by whether the obtained result is appropriate or above his expectation; job satisfaction reflects some connected behavior. While Hom et al. [11] expresses five indicators reflect the essential characteristics of work effectively, namely the work itself, the salary, the promotion opportunity, supervision, and colleague.

### 2.3 Organizational commitment

Organizational commitment traditionally is viewed as indicators construct Porter et al. [12]. However, evidence shows that individuals develop commitment on certain organizations through various indicators or sources. According to Meyer

[13] organizational commitment indicators relate differently from the turnover intention and from other behavior which is connected to other job. In the study conducted by Meyer, et.al. [13], he classifies indicators of organizational commitment into three components model:

#### 1. *Affective Commitment*

Affective commitment is an emotional approach of individuals in their involvement with the organization, so that they would feel linked to the organization. The affective component relates to the emotional identification and the involvement of employee in an organization. Employees who based on the affective commitment will continue to work in the company for their own commitment, based on their identification upon a company and their willingness to help an organization in achieving their objectives Hackett [14].

#### 2. *Continuance Commitment*

Continuance commitment is desires owned by individuals to stay in an organization, so that individuals feel the need to be associated with the organization. This commitment is based on the employees' perception about the disadvantages that will be faced if he leaves the organization. An employee with a strong continuance commitment will maintain their connection with an organization because they need it. Luthans [10] has suggested that the continuance commitment as a commitment based on the loss because it is susceptible with the employees' resignation from an organization. This is because of the lost of seniority over a promotion or to a benefit.

#### 3. *Normative commitment*

Normative commitment is a sense of compulsory which is felt by individuals to stay in an organization. Normative is about the feelings, the employee feels about the responsibility that should be given to the organization, and the action is regarded as a right thing to do. An employee with a strong normative commitment will stay in an organization because they feel they have enough for their life.

#### 2.4 *Person-Organization Fit*

Person-organization fit (P-O Fit) is widely defined as compatibility between organization values with the values of individual. In researches about employees selection, P-O fit can be defined as a compatibility or conformity of employee candidates to organization's attributes Judge [16].

Table 1: *Person Organization Fit Indicators (POFit) According to Autry & Daugherty [15]*

	Organization Elements		
<b>Individual attitude components</b>	Company Policy and Procedure	Supervisor or Manager	Co-workers
<b>Cognition</b>	Company Cognitive suitability	Supervisor Cognitive suitability	colleague Cognitive Work Suitability
<b>Affect</b>	Company Affective Suitability	Supervisor Effective Suitability	colleague Affective Work Suitability
	Organization Elements		
<b>Individual Attitude Component</b>	Company Policy and Procedure	Supervisor or Manager	Co-workers
<b>Cognition</b>	Company Cognitive Compatibility	Supervisor Cognitive Compatibility	Colleague Cognitive Compatibility
<b>Affect</b>	Company Affective Compatibility	Supervisor Affective Compatibility	Colleague Affective Compatibility

According to Autry & Daugherty [15] the indicators of person-organization fit (P-O Fit) are the compatibility between the company goals, with the colleagues, and supervisor.

According to Kristof [17], person-organization fit (P-O Fit) can be measured using four concepts:

1. Value congruence is compatibility between individuals' intrinsic value and the organization.
2. Goal congruence is compatibility between the objectives of individuals with the organization, in this case, is leaders and colleagues.

### 3 RESEARCH METHODOLOGY

#### 3.1 *Research Goal*

The main purpose of this research is examining the influence of job satisfaction and organizational commitment to turnover intentions which is moderated by person-organization fit.

#### 3.2 *Research Model*

The following diagram shows the proposed research model and the research hypothesis

#### 3.3 *Analysis and Results*

Preliminary research was done to test the validity and reliability of questions list proposed. The validity and reliability of the questionnaire test is aimed to obtain a valid research data to fulfill the validity and reliability of required standard.



### 3.3.1 Descriptive Analysis

This analysis describes or provides the data illustration of the research objects as the way it is without drawing any general conclusion or generalization Sugiyono [18]. This research describes both the respondents' identity which includes age, sex, and job description; and the description related to the respondents and the research variables proposed.

### 3.4 Technical Analysis

A research requires data analysis and its interpretation that aims to answer the questions in figuring the researchers particular social phenomenon. The process of data analysis is a data simplification process into a more readable and interpretable form. The method chosen to analyze the data should be in accordance with the research pattern and the research variable.

This research employs quantitative analysis. Respondent perceptions represent qualitative data to be measured with a scale in number. After that, the score is processed with a statistical method. The measurement using this method is to ease the process of data analysis. Out of many technical tools of analysis, researcher determines several analysis instruments to check the research hypothesis.

In this research, the instrument analysis used is Partial Least Square (PLS) to measure the influence of independent variable/exogenous (X) towards dependent variable /endogenous (Y) through moderation variable (Z).

Partial Least Square (PLS) in this research is used to examine how job satisfaction influence the turnover intention, the organizational commitment and the turnover intention, the person-organization fit moderating the connection between the organizational commitment and the turnover intention. The testing of the effect of the moderation by using War PLS program uses a procedure developed by Baron and Kenny [19]. According to Baron and Kenny there are three steps of model to test the moderation effects.

1. The first model: tests the exogenous variable influence (X) on moderation variables (M) must significant at  $P < 0.05$ .
2. The second model: tests the influence of moderation (M) on endogenous variables (Y) must significant at  $P < 0.05$ .
3. The third model: tests the exogenous influence (X) on endogenous variables (Y) must be significant at  $P < 0.05$ .

Wold develops PLS to test a weak theory and data such as the lack of samples or some problems

related to the normality of data Wold [20]. The aim of PLS is to predict the influence of X variable upon Y and defining the connection between the two variables. PLS creates a stronger parameter model without re-changing or re-calibrating the sample of population.

PLS measuring the variant between two or more variable blocks and resulting a set of optimum variables for maximum variant (not a maximum correlation) by using several dimensions McIntosh et al [21]. PLS is also often called as the soft modeling because it eliminates the assumption of OLS (Ordinary Least Squares) regression. The data must be normally distributed in multivariate and absence of problem of multicollinearity between in the independent variable (exogenous).

PLS is a linear technique which is used as a prediction (prediction) technique not as an interpretative technique (explanation). PLS prioritizes exploratory testing more than confirmatory testing, so it is more appropriate to use it to develop the theory rather than to test the theory. As a prediction technique, PLS assumes that all variant sizes is useful, so that the latent estimation approach variable is regarded as linear combination of indicators and to avoid the problem of interminacy factor.

PLS analysis usually comprises of two sub models, namely measurement model or often called as outer model and structural model or often called as inner model.

#### 1. Inner Model or Structural Model

In assessing structural model with PLS, we start by seeing R-Square for each latent endogenous variable as a power prediction of a structural model. A change in R-Square value can be used to describe certain latent exogenous variable whether it has a substantive effect. The R-square value 0.75, 0.50 and 0.25 can be interpreted as a strong model, moderate, and weak. The result of PLS R-Square represents number of variance construct which is clarified by models. The Influence of the  $F^2$  amount is calculated by the following formula.

$$F^2 =$$

$R^2_{included}$  and  $R^2_{excluded}$  is R-Square endogenous latent variable when latent predictor variable is used or issued in the structural equation. PLS can also be done with Q square predictive relevance or often called as predictive sample reuse which is developed by Stone [22] and Geisser [23]. The  $Q^2 > 0$  value shows that the model has less predictive relevance Ghozali [24].

#### 2. Outer Model

Because it is assumed that there was no correlation among the indicators, so the range of internal consistency reliability (Cronbach Alpha) was not required to test formative reliability construct Ghozali [24]. This is different from reflective indicators which uses three criteria to assess outer model, namely the convergent validity, composite reliability, and discriminant validity. Ghozali [24] also said that formative construct basically is the relationship regression from indicator to construct. Therefore, it was required to check the regression coefficient value. Hence, when we look at the weight of each indicators and its value significance, the weight suggested is above 0.50. The decision on the reception or the rejection of hypothesis was done with the following conditions:

1. Consider the outer weight value of each indicators and the significance value. The weight value suggested is above 0.50 (positive) and t-statistic is above 1.656 for  $p < 0.05$ . Indicators with the value under a proper term must be rejected out of the model and retesting was conducted.
2. Consider the value of inner weight from the relations of latent variables. Weight value of the relations must show a positive direction with t-statistic value above 1.656. Any indicators with the value under a proper term must be rejected out of the model.

### 3.5 Hypothesis Testing

The analysis of SEM-PLS (Partial Least Square) which is used in this study is done by using Warp PLS 3.0. The number support significance hypothesis can use a comparison value  $t_{count} > t_{table}$  (1,64) with Alpha 5%. This means that the hypothesis is supported or accepted.

## 4 SAMPLE AND DATA COLLECTION

The research sample were 100 employees on the basis of respondents characteristics and descriptive research variables. The respondents characteristics involved in this research include sex, age, and division. The respondents characteristics is made clear as follows:

### 4.1 Respondents Analysis

#### a. Respondent's Age

Based on the respondents' age, it is known that the youngest respondent is 20 years old and the oldest is 55 years. The respondents' data characteristic by age can be shown in table 4.1 as follows:

Table 3: By Age Respondents Characteristic

Age	Amount	Percentage
20 - 28 years old	11	11
29 - 36 years old	24	24
37 - 44 years old	39	39
45 - 55 years old	26	26
Total	100	100

Based on table 4.1 above, the majority of respondents of 37 to 44 years old were 39 % or 39 respondents. Respondents who range from 20 to 28 years old were 11 % or 11 respondents. Age 29 to 36 years old were 24 % or 24 respondents, and of those people who were between 45 to 55 years old were 26 % or of 26 respondents. In terms of age, the majority of respondents were still in productive age. This is massive resources for the company to increase the production. Further, the older employees' age suggested their higher experience for the kinds of work.

#### b. Section and Work Units of The Respondents

Data characteristic of respondents based on the section and work units are shown in the table 4.2 as follows:

Table 4: Respondents Characteristic Based on Section and Work Units

Section and Work Units	Amount	Percentage
Finishing	8	8
Lamination	8	8
Assembling	11	11
Operator 1	10	10
Operator 2	8	8
Sanding	20	20
Sawmill – Oven	7	7
Office	24	24
Maintenance – Umum	4	4
Total	100	100

Based on table 4 it can be seen that the majority of employees in the section of office are of 24 employees or 24 %, and the lowest is in the section of the treatment or general maintenance which is 4 % or 4 people. The majority of the working sections in the company are in the office

department because the company not only operates in the production but also conducts a direct marketing for their product. Therefore, the company needs more employees in the section.

### c. Research Variable Description

Table 5: Research Variable Description

Variable	N	Minimum	Maximum	Mean	Category
Job Satisfaction	100	1.96	6.60	4.66	Quite Satisfied
Organizational Commitment	100	1.53	6.87	4.73	Quite Commitment
Person-Organisasi Fit	100	1.25	7.00	4.48	Quite Fit
Turnover Intentions	100	1.80	7.00	4.40	Fairly Agree

Based on table 5 it can be seen that the average of employees have a good opinion on job satisfaction variables. The average assessment score of respondents on job satisfaction variables is 4,66 (in internal 4,44-5,29), showing *quite-satisfied* result category. This proves that the assessments of employees on their current job, salary, promotion opportunity, colleagues, and leadership in the organization are good enough, so that employees have a positive attitude towards aspects of their job. This will encourage a reaction or cognitive attitude, affective, and evaluative emotion which is good or positive emotion that comes from their work assessment or experience.

Based on table 5 it can be seen that the average of employees have a good opinion on organizational commitment variables. The average assessment score of respondents on organizational commitment variables is 4,73 (4,44- 5,29), showing *quite-satisfied* result category. This proves that the assessments of employees on their affective commitment, sustainable and normative, so that their employees' commitment will generate attitude which reflects the employees loyalty to the company and the sustainable process so that the employees will articulate their attention over the organization, the success, and the sustainable progress.

Based on table 5 it can be seen that the average of employees have a good opinion on person-organization fit perception variables. The average respondents score on the evaluation of the person-organization fit is 4,48 (be at internal 4,44 - 5,29), showing a *fairly Agree* assessment result. This shows the compatibility value of employees match

the organization, the purpose, and the character of the organization. This reflects the employees' value is compatible with the company value. From the table 4.3 it can be seen that the average of employees have a fairly good opinion on turnover intentions perception variables. The average score is 4,40 (at internal 3,58 -4,43), shows a *fairly agree* assessment. It indicates the low number of turnover intention. The low employee's turnover intention means a small chance of resignation and the low desire of looking for another job. This is possible because the assessment result evidences the employee' job satisfaction.

### d. Hypothesis Testing (*Inner Weight*)

The hypothesis testing can be conducted by taking into account the significance and the parameter path between latent variable. Hypothesis proposed to know relations of each constructs that are hypothesized. Decision-making was based on the relations direction and significance of the testing model and the correlation across construct indicated in table 4.7 which were the result of *inner weight* with the assistance of WARPLS 3.0. The output of the testing shows the bootstrapping value involving 100 samples showing the estimation value and probability (p-value) as follows:

Table 6. The Influence between variables in The Structural Equation & The Hypothesis Testing

## 5. DISCUSSION

### 5.1 The Influence of Job Satisfaction towards

	Coef. Path	p-value	Description
Satisfaction <i>Turnover intention</i>	-0.561	<0.001	H1 supported
Commitment <i>turnover intention</i>	-0.237	0.009	H2 supported
Satisfaction*POFIT <i>turnover intention</i>	-0.005	0.480	H3 unsupported
Commitment*POFIT <i>Turnover intention</i>	-0.020	0.427	H4 unsupported

### *Turnover Intention*

Based on the results of the data analysis using WARPLS 3.0 revealed that job satisfaction can have negative effects and significant impact on turnover intention. This means the higher the job satisfaction, the lower the employees' turnover intention. The result of the study is similar to the Meyer's research result. Meyer [13] states that job satisfaction has significant influence towards



turnover intention.

This can be seen in job satisfaction items where workers have a preference to their current job; pleased by the opportunities to learn novelties from their job; feel compatible with the degree of responsibilities and considering small achievements in doing their work. Therefore, the employees are always motivated to learn furnishing their capability and are content to it, so they can make a good progress on their job.

Employees' job satisfaction is essential for the company. Employees who are satisfied will stay in the company and able to work productively. Job dissatisfaction often identified as an important reason that causes individual to leave his job.

Chen, et.al. [25] said that job satisfaction was one of the causes of turnover intentions. Robbins [5] explained that job satisfaction negatively connected to turnover intentions. However, other factors such as labor market, employment opportunities alternative, and the working span were important considerations to leave a job. Individuals that feel content with his job tend to settle in an organization. On the other hand, individuals who feel that they are not satisfied with his job will choose to resign out from the organization. Job satisfaction could affect the turnover intentions. Assessment on many jobs alternative, in the end will generate the turnover intentions because individuals would expect more satisfying results elsewhere.

### **5.2 The Influence of Organizational Commitment towards Turnover Intentions**

Based on the data analysis results by using WARPLS 3.0, it is found that organizational commitment have a negative influence and significant impact on turnover intention. This means the higher someone's organizational commitment, the lower the desire to move from the job. The result of the study is similar to the Meyer's research result. Meyer [13] discovered how the affective commitment and continuance commitment is related negatively with the turnover intention.

This shows that the affective commitment is meaningful for the employees. Therefore, they have the feeling of becoming the part of the company family and make them pleased spending the rest of their career in the company.

Organizational commitment is the strength level of identification and individual attachment to the organization. The organizational commitment characteristics include: someone's loyalty to the organization, volition to use the organizations name

in their effort, the compatibility between someone's objectives with the organization purpose and the desire to be the member of the organization Kadiman and Indriana [26].

The organizational commitment is an effort of defining and involving employee' self with the organization and the absence of desire to leave it. An organization which capable of giving full attention and getting the employee's trusts to the organization will receive employee's commitment. Employees' commitment to the organization will create loyal employees who will work well for the benefit of the organization. The situation is very beneficial in accomplishing the organization objectives because the organization has a full support from its members.

Therefore the organization will be able to be fully concentrated in realizing the prioritized objectives. The employee who has been fully committed to the organization means they are reflecting the loyalty toward the organization and it is a sustainable process by which the member expressing his attention to the organization for its success and also the sustainable improvement. Thus, an affective commitment, sustainable commitment, and normative commitment on employees should be strong, in order to decrease the turnover intentions. Morrison in Rohadi [27] stated that commitment is a very important for organization because: (1) impacts on turnover and (2) related to the work performance. It is assumed that individuals who have commitment tend to develop greater efforts on the job. Organizational commitment is often associated in many research related to employees flow. Poznanski & Bline in Kadiman and Indriana [26] suggested that consistent variable has a direct relation as the cause of turnover, one of which is the organizational commitment.

### **5.3 The Influence of Job Satisfaction towards Turnover Intention through Person-Organization Fit**

Based on the data analysis results by using WARPLS 3.0 it is found that job satisfaction and person-organization fit do not affect significantly to turnover intention. This means that the relation between job satisfaction and turnover intention is not based on person-organization fit. This research result is different from other research conducted by Esra Alniacik et.al. [28] that discovered that job satisfaction moderated person-organization fit influence significantly.

The turnover intentions are caused by the incompatibility of values between the employee and the company, the incompatibility of the goals



of the employee and the company, the organization less reflects the employees' personality, the level of compatibility between individuals and the organization do not bound in a same mission, vision, as well as the objectives of the company. The organization and the employee's relation are merely based on mutual need. The organization's current culture can be not in line with the personality of the employee. This was supported by the result that the lowest assessment score was in the items of the compatibility between the organization personality and the employees'. It means the employees' personality has less mutual support. Therefore, the person-organization fit has not been able to moderate significantly the relation between job satisfaction and the turnover intention.

The employees who experience satisfaction to their job at the moment, in terms of where the job has been give an interesting assignment, a chance to learn, and opportunities to accept sole responsibility. So are the salary system or wages received and level where this could be considered as appropriate compared to other in organizations. Employees also get a chance to promotion, a chance of self progress in organization, a monitoring system supervisor to provide technical assistance, behavior support, and support from colleagues that supports socially. These conditions will not trigger the turnover intention although there is person-organization fit.

The turnover intentions use compatibility values as operational of person-organization fit because (1) values are fundamental and can maintain the characteristic of individuals and organization Chatman [29], and (2) values can be used to predict a number of individual outcomes which includes satisfaction and behavior Meglino et.al [30].

#### ***5.4 The Effect of Organizational Commitment towards Turnover Intention Through Person-Organization Fit***

Based on the results of the data analysis using WARPLS 3.0 it is found that the interaction between organizational commitment and person-organization fit do not affect significantly on turnover intention. This means that the value of person-organization fit will not affect the connection between job satisfaction and turnover intention. The research result is in accordance with the research of Esra Alniacik et.al. [28] who revealed that affective commitment which was moderated by person-organization fit did not influence significantly.

This happens because comfort was not merely the effect influencing the employee's opinion to stay in

this company. It was more on the situation that made them to do so although the organization goals and personality were considered to be incompatible. In addition, this company meant so much for the employees since they rely on the company for their family support. The employees were worried about the possibilities of resigning without having a similar job alternative which possibly will be a disruption for their life if they decided to leave the company at the moment.

## **6 CONCLUSIONS**

Based on the research result some conclusions can be drawn as follows:

1. Job satisfaction can present negative effects and significant impact on turnover intention. This means the higher the job satisfaction, the lower the employees' intention to move from their current job.
2. Organizational commitment can present a negative influence and significant impact on turnover intention. This means the higher the organizational commitment, the lower the employees' intention to move from their current job.
3. Person-organization fit perception is not moderating the influence of job satisfaction towards the desire to move (turnover intentions). This means that the value of person-organization fit will not strengthen the influence of job satisfaction and turnover intention.
4. Person-organization fit is not moderating the influence of organizational commitment towards turnover intention. This means that the value of organizational commitment will not strengthen the influence of job satisfaction and turnover intention.

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