The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention in Gen Z Employees on PT. SK

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Abstract

The demographics of productive age employees in Indonesia are currently dominated by Gen Z or employees born in the 1995-2010 period. Research results in Indonesia state that Gen Z is known to have high turnover activity during the 2021 period, and the same is true at PT SKI. The results of pre-research at PT SKI and the results of Deloitte's global research state that Gen Z is very concerned about two things, namely Job Satisfaction & Organizational Commitment. Associative research using a quantitative technique is part of this study. 98 respondents who are Gen Z workers who are still employed by PT SKI participated in this study. Interviews, observations, and questionnaires are used in data collecting. Multiple and simple correlation are used in data analysis approaches. As indicated by a correlation coefficient value of 0.487, the research findings indicate that among Gen Z employees, job satisfaction and organizational commitment have a simultaneous impact on turnover intention in the category of moderate/sufficient degree of relationship..

Keywords: job satisfaction, organizational commitment, turnover intention.

1 Introduction

Because human resources (HR) is one of the main elements that drive the growth of an association, these resources must be made as comprehensive as possible. In addition, it is very important for financial experts and organizational pioneers to assess the state and structure of HR in Indonesia as a contributing factor to the perception of the HR executive system regarding open doors or connected doors that can be achieved both now and in the future. This information is published on the official website of the Indonesian Institute of Sciences. The window of opportunity is defined as a situation in which the proportion of the productive age population decreases and the proportion of the unproductive age population increases.

Seeing the uniqueness above, the population that currently functions as representatives in Indonesia is dominated by Gen Z workers. Therefore, it is a significant effort for organizations to unravel how the quality of Gen Z workers is, so that organizations have the right procedures in supervising human resources in the organization. Employee turnover can have a bad impact on the organization, more specifically incurring costs ranging from hiring, preparation, to creating new workers who have a model that suits the capabilities needed by the organization. In addition, since the intention to change employees will basically affect the organization and the individual concerned, the intention to change must be seen as a trait of human behavior both from an individual and social perspective in hierarchical life.

Gambar 1. The Deloitte Global
2022 Gen Z & Milenial

According to the information in Figure 1, this is done on the grounds that Gen Z attributes are very worried about the two most interesting things, namely monetary fulfillment and the similarity of organizational values and goals with their self-quality. This is in accordance with Mowday's definition in which it states that hierarchical responsibility shows a sincere belief in and support for the quality and goals to be achieved. According to Michael Page's research report, there are 84% of Indonesian workers who intend to leave within the next half year. The same thing also happens in Indonesia; a study there found that the country has a high percentage of Generation Z labor turnover. Compared to the average of 74% in the Asia Pacific region, this proportion is larger.

Based on age, age Z has the most exit plans, which is 76%. Next, a review led by (Kusunawati, Sofiah, & Prasetyo, 2021), where one of the targets of the review is to decide the level of turnover expectations in millennials and age Z. The results of the review show results that can be applied. This is related to the results of several endless studies regarding the purpose of turnover that may also occur in one of the assembly organizations located in West Java, in this way the specialist directs the perception in the modern field. When viewed from the socio-economic perspective of workers, the creation of representation is dominated by Gen Z, with a critical level that contrasts with the other 2 ages. With the number of workers dominated by Gen Z representatives, the perception of specialists indicates one of the difficulties faced by these organizations in terms of overseeing HR, in particular reducing the turnover rate of workers.

During 2022, the normal worker turnover rate is still above the target set by the organization. Currently, the turnover rate in the Gen Z era is very high, in this way scientists hope to see the goal of turnover in the Gen Z era. Researchers used the same questionnaire to conduct the pre-study, and the results showed that the two most important criteria were the organizational commitment component (i.e. the low desire of workers to stay in PT SKI in the long term) and the job satisfaction factor.Job satisfaction is an exhilarating or thrilling event for a representative who strengthens his or her position. A person's attitude towards his work is reflected in his level of job satisfaction. Since job satisfaction is associated with emotional sentiments that may affect attitudes, it is considered one of the most important elements that can motivate a person to seek a new position. Results from the pre-survey found that Gen Z who felt disillusioned with their position hoped to get something else such as an open door to bigger pay, a wider profession upgrade in different organizations.

It is also said that employee loyalty to the company is a factor in the occurrence of the intention to leave. Employees who feel that they have no responsibility or have low responsibility, may leave the organization and look for another job. Similarly, according to Steffelbach in (Muryati, 2022), the elements that affect turnover goals are very confusing and interconnected, specifically mental variables that combine job satisfaction, and hierarchical responsibility. In a previous exploration led by , it was stated that job fulfillment and hierarchical responsibilities have an impact on turnover goals. The

clarification of the overall turnover goal hypothesis is seen as a logical examination of the uniqueness of Gen Z's high *turnover* rate that occurs in various places; both universally and in Indonesia. Some studies show that there is no significant correlation between turnover goals and job happiness, while other studies have found that factors correlated with job satisfaction have an impact on *turnover expectations.*.

2 Literature Review

Concept and Definition of Turnover Intention

Turnover Expectation is a fundamental indicator of the turnover cycle, in line with what has been stated that turnover aim can be used as an initial side effect of turnover in an organization. Therefore, organizational pioneers should have the option to break down the levels of turnover objectives that are representative of their organization to be aware of what elements can cause turnover that may create misfortune for the organization.

1. According to Tett and Mayer, the goal of turnover is the desire of the individual who is aware of or wants to leave the association. (Ardan & Jaelani, 2021)
2. As shown by (Mobley, 2016) Turnover Expectation is the desire to change jobs, the tendency or deliberate desire of the representative to resign from his or her job or switch between work environments based on their own judgment.
3. In accordance with (Zeffane, 1994) and (Lucy Firth, Mellor, & Moore, 2004) Defines turnover intent as the tendency or desire of an employee to voluntarily quit his or her position based on his or her own judgment.
4. Turnover aim is the intensity of the desire to leave the company, accompanied by driving factors such as the need to get a better job (Saputro, Fathoni, & Minarsih, 2016).
5. In accordance with (Pawesti & Wikansari, 2016) in Turnover goal as the desire to leave the organization. The way to behave when a turnover goal appears in him is to look for a superior job elsewhere. (Andriani, Disman, Ahman, & Santoso, 2021).

Turnover Intention Dimension & Indicator

(Mobley, 2016) said that there are three ways to measure the level of intention to leave a company:

1. *Thinking of quitting;* is that the Employee has the consideration to quit his position in the organization and withdraw from the organization. One of the clues that a representative will do is to think about what they are getting from the organization they work for, with what others are getting at different organizations, and have the contemplation of quitting their position.
2. *Intention to search for alternatives;* is that the rep makes efforts such as searching for other open preferred positions/jobs, searching for preferred job data from colleagues working in different organizations.
3. *Intention to quit;* Indicates a desire to quit or resign. Markers are that representatives show certain ways of behaving that indicate their desire to leave the organization, for example, feeling deterred, restless, and lethargic to work, and feeling that they should not continue their work in the organization.

Factors causing Turnover Intention

(Mobley, 2016) stated that there are several factors that cause turnover expectations, namely

1. Individual variables (age, place of residence, orientation, school, and marital status)
2. Job satisfaction factor. Here, job satisfaction includes a number of operational elements, including satisfaction with salary or other compensation structures, satisfaction with supervision, satisfaction with workload, satisfaction with advancement opportunities, and satisfaction with the organization's general work environment.

3. Element of authoritative responsibility. When authoritative duties are lacking, a person who is satisfied with his or her job may want to quit or move to another company. many organizations. Conversely, if a worker has a strong attachment to the company they currently work for and is not satisfied with their current position, they may not plan to move or quit (Masita, 2021)

Concept and Definition of Job Satisfaction

Job satisfaction is a common behavior that individuals have towards their jobs. A person with high job satisfaction has a good attitude towards his job, while a person with low job satisfaction has a negative attitude. Therefore, the definition of job satisfaction is a local response to the state of work. Another method of characterizing job satisfaction measures the extent to which a person is satisfied with the results of their work. Job satisfaction is basically a good sentiment from a representative that affects the job or the state of the job. An employee's feelings of satisfaction and unhappiness with the work he or she does are called job fulfillment. As Gitosudarmo points out, job satisfaction is a positive statement close to home, which comes from an endless measure of one's work insights. In line with that, in accordance with the (Wahyuni, Kusumawati, & Widyatmojo, 2022). Job satisfaction is a good tendency around one's job which is a consequence of the assessment of the quality of work. In keeping with the previous explanation, a 2016 study by Novita, Sunuharjo, and Ruhana used six Luthans indicators as indicators of job satisfaction, and its findings revealed the following: the job itself, salary, progress, management, co-workers, and work situation. (Retnoningsih, Sunuharjo, & Ruhana, 2016)

Concept and Definition of Organizational Commitment

According to (Yusuf & Syarif, 2018) The idea of hierarchical responsibility was first put forward by Whyte in 1956, initially this idea originated from a worldview of the hypothesis of social commerce characterized as a growing cooperation that makes commitments. In the context of the organization, the impact of the theory of social exchange on the organization is the decision of employees to carry out production activities according to the needs of the organization and their participation with the aim of maximizing the profits of the organization. As in (Yusuf & Syarif, 2018) In characterizing the responsibility of sorting as a mental building that is characteristic, the relationship between the individual is hierarchical with his association and has suggestions for the individual's choices to continue his or her participation in the association. Steers and Porter's definition of organizational commitment is as follows:
1. The desire to remain part of the organization
2. The desire to go hard as indicated by the desire of the association
3. Certain beliefs, and recognition of the quality and purpose of the organization.

Dynamics of the Relationship between Job Satisfaction and Turnover Intention

Robbins and Coulter (Robbins & Coulter, 2018) It is said that a person who is happy in his job will have a positive attitude, while someone who is unhappy in his job will have a bad view of his job. Siagian (Siagian, 2014) In revealing that one of the goals of meeting work needs is to improve work efficiency and reduce employee turnover. Some studies such as Rahman and Iqbal suspect that the more representatives are disappointed with their positions, the more likely it is that a turnover will occur.

Dynamics of the Relationship between Organizational Commitment and Turnover Intention

Through the hypothesis introduced by Mobley (Mobley, 2016) and Steffelbach states that authoritative responsibility is one of the variables that can lead to turnover expectations. In Gen Z workers, the issue of authoritative responsibility is strongly related to the level of constancy of representatives, as well as the qualities of Gen Z who deliberately focus on values and goals that align with their character in choosing to stay or leave the organization.

Dynamics of the Relationship between Job Satisfaction and Organizational Commitment

Work perspective contains positive and pessimistic assessments that individuals have about their part of the workplace (Robbins & Judge, 2017). The results of the study show that the level of job satisfaction of a representative affects the amount of authority given to him; A high level of job satisfaction will encourage a high level of hierarchical responsibility. This shows how job happiness may show a high correlation with organizational commitment.

Dynamics of the Relationship between Job Satisfaction and Organizational Commitment with Turnover Intention

In Staffelbach's opinion deep (Affandi, Rozi, & Sunarsi, 2021), the following factors contribute to turnover intention: Mental Elements, Monetary Variables, and Segment Variables. Meanwhile, mental variables are related to the mental cycle and a representative way of behaving. Mental and social cycles such as assumptions, direction, job fulfillment, hierarchical responsibility, work commitment, or survival. The fulfillment of work for this situation is certainly a deep impression and a view that represents almost all the perspectives they get in the workplace in an organization. Similarly, hierarchical responsibilities are framed by the deep relationship between workers and the associations/organizations that employ them.

3   Research Methods

To determine the relationship between job satisfaction and organizational commitment and intention to move, this study uses an associative approach with quantitative methodology and verification design. The research participants in this study are dynamic employees of PT SKI who are included in Generation Z or born between 1995 and 2010. Experts use exploratory tactics as a data collection tool for their research. The level of essentiality between the components studied will be seen if a research strategy is used. The purpose of the Conceptual Model Research in this study is to find out how the following three variables relate to each other:
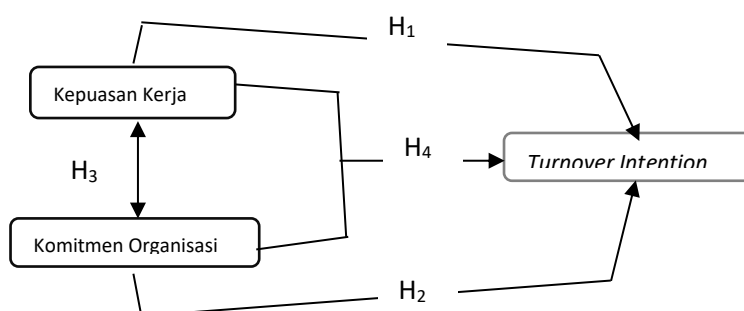

Figure 2. Research Conceptual Model

Data and Data Types

According to Zulganef (Zulganef, 2018), data is a record of facts obtained from the results of interviews, observations, records of the calculation of the number of frequencies and social activities, measurements of the area, volume, and intensity of cultural objects and activities, as well as citation records from newspaper articles and documents. Sekaran and Bougie show how different types of information are divided according to the methods scientists use to obtain that information. The data used in this study is essential data, namely information obtained directly from sources that provide information to data collectors.

Research Population and Sample

- A population is a collection of individuals, events, or objects under study that have been identified by the researcher. In this study, the population consists of 3672 workers who are representatives of Gen Z from PT SKI.
- An example is characterized as a part or subset consisting of selected individuals from a population. Examples should address population-driven qualities. Since it is not possible for researchers to measure or investigate every aspect of a population or census, sampling is used.
- According to (Zulganef, 2018), Sekaran and Bougie that Non-probability sampling strategies are used when members of the population are unknown or do not have the same chance of being selected as a sample. Convenience inspection is a method of gathering information from members of the public who feel comfortable enough to provide the necessary information.

$$\frac{3672}{1+(3672 \, x 0,1^2)} \quad ...n \quad = 97.3 \text{ or rounded to 98 employees}$$

- The main data collection techniques for this study are fieldwork and literature research.
- Ibn Hadjar's opinion is that research instruments are an estimating tool used to collect quantitative data on the variance of quality factors objectively. The research tool is designed to measure observable natural and social phenomena. (Musfirah, Burhan, Affifah, & Sari, 2022) In this study, questionnaires are used as an exploration tool. With a series of written questions, the questionnaire sought information from respondents about their experiences. This questionnaire is in the form of questions with answer decisions using a tiered scale.
- The exploration strategy that will be used is a quantitative examination technique using correlational investigation. The testing strategy in this review uses a chance examination technique or called a comfort check of the absolute number of Gen Z workers at PT SKI.

Validity and Reliability of Instruments

Validity and dependability tests are essential when leading tests or estimates that are used as features of the information gathering process, including polling strategies. In order for a questionnaire to provide reliable data, it must meet a number of requirements, including having a high level of validity and reliability.

Classical Assumption Test

As such, it is important to conduct an assumption test first as a prerequisite. To be able to use parametric statistical test tools, the data must be normally distributed, and the predictor variables must be able to predict the change of the predicted variable directly without interference from the relationship of the predictor variable with other predictor variables, so that the predictor variable as a whole causes the predicted variable change.

Hypothesis Test

Multiple correlation and correlation tests were used in this study to evaluate the hypothesis. The statistical study of numerical data to ascertain the relationship between two variables is called a correlation test. The relationship test can determine the direction and strength of the relationship between the two factors that are being tried. (Hardisman, 2020).

4 Results and Discussion

The research was conducted on 98 respondents who are employees who are Gen Z and are still actively working at PT SKI. The questionnaire has a total of 46 questions and has been tested for validity and reliability. In this study, the respondents consisted of 33 male employees and 65 women.

Factor Analysis Test Results

Table I. Factor Analysis Test Results

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**,654**
Bartlett's Test of Sphericity	Approx. Chi-Square	81,651
	Df	3
	Sig.	,000

Anti-image Matrices

		Employee Job Satisfaction	Organizational Commitment	Turn Over Intention Gen Z
Anti-image Covariance	Employee Job Satisfaction	,537	-,309	-,117
	Organizational Commitment	-,309	,518	-,163
	Turn Over Intention Gen Z	-,117	-,163	,763
Anti-image Correlation	Employee Job Satisfaction	**,624a**	-,586	-,182
	Organizational Commitment	-,586	**,615a**	-,259
	Turn Over Intention Gen Z	-,182	-,259	**,797a**

a. Measures of Sampling Adequacy(MSA)
   Source: Data processed by the author, 2024

Based on table 1, the first table shows the results of *the KMO and Barlett's Test* of 0.654. This indicates that the set of variables can be further processed because the K-M-O value is 0.654 > 0.50. Likewise, the decision was the same on the basis of the KMO value in *Barlett's test of Sphericity Approximation Chi-Square* of 81.651 with a significance number of 0.000. As for the second table (*Anti Image Matrices*), in the *Anti Image Correlation* section, a number of numbers are shown in a diagonal row marked with 'a', which indicates the amount *of Measure of Sampling Adequacy* (MSA) of a variable, such as *Job Satisfaction* = 0.624a; *Organizational Commitment* = 0.615a; and *Turnover Intention* = 0.797a. It turns out that the MSA values are all above the value of 0.5.

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					F Change	df1	DF2	Sig. F Change
1	,487a	,237	,221	9,7935841	14,729	2	95	,000

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

b. Dependent Variable: Turn Over Intention Gen Z

Table 2. Statistical Test Results: Model Summary, Coefficients Correlation

Correlations

		Turn Over Intention Gen Z	Employee Job Satisfaction	Organizational Commitment
Pearson Correlation		1,000	-,426	-,459
		-,426	1,000	,667
		-,459	,667	1,000
Sig. (1-tailed)		.	,000	,000
		,000	.	,000
		,000	,000	.

Source: Data processed by the author, 2024

Statistical Analysis of Hypothesis Test Results

In the test table of the results of the hypothesis test above, it is known that the correlation value coefficient (r) is -0.4264 with a significance value of 0.000 ($p < 0.05$). This means that there is a significant correlation between job satisfaction and *turnover intention of* Gen Z employees, this states that the minor hypothesis H1 which reads "and the relationship between job satisfaction and *turnover intention*" is accepted. The direction of the relationship between job satisfaction and turnover intention was negative and the level of closeness was in the low category. Similarly, in the results of the hypothesis test above, it is known that the correlation coefficient (r) value is -0.4589 with a significance value of 0.000 ($p < 0.05$). This means that there is a significant relationship between organizational commitment and *turnover intention* of Gen Z employees. The direction of the relationship between organizational commitment and turnover intention is negative and the level of closeness is in the adequate/moderate category.

Likewise, the results of the hypothesis test above are known that the correlation coefficient value is 0.6667 with a significance value of 0.000 ($p < 0.05$). This means that there is a significant relationship between job satisfaction and organizational commitment of Gen Z employees. This states that the minor hypothesis H$_3$ which reads "There is a relationship between job satisfaction and organizational commitment" is accepted. The direction of the relationship between job satisfaction and organizational commitment is positive and the level of closeness is in the strong category.

In addition, a multiple correlation test was also carried out to prove the major hypothesis of the research, namely to determine the correlation between the two independent variables and the dependent variables jointly or simultaneously. The multiple correlation analysis technique is to look at the value of the correlation coefficient (r) and the significance value of F change. If the significance value of F change < 0.05 and the value of r > 0.05, it can be said that there is a significant relationship between the three variables. The F value $_{is\ calculated}$ $14.729 > F$ $_{table}$ $\alpha = 5\%$; $df1 = 2$; $df2 = 95$ which is $3.092217439 \approx 3.0922$, the decision is to accept Ha or there is an influence of job satisfaction and organizational commitment on *turnover intention*. Through the description above, it can be shown that the major hypothesis (Ha) in this study is accepted, and H0 is rejected. The direction of the relationship between job satisfaction and organizational commitment with *turnover intention* is negative and the level of closeness is in the moderate/moderate category.

Discussion

The result of the study of -0.4264 showed that there was a negative correlation between job satisfaction and the desire to leave work in Gen Z employees who belonged to the low level of closeness group. This suggests that Gen Z employees' intentions to quit their jobs and their job satisfaction levels may

have a significant negative relationship. This indicates that work happiness and the intention to stop having a relationship are negative. For this reason, it is necessary to maintain efforts from all parties and especially leaders to be able to maintain job satisfaction indicator factors if they want a decrease in *turnover intention*. The results of the descriptive analysis stated that Gen Z employees at PT SKI generally have a high level of job satisfaction. But on the other hand, in terms of satisfaction with salary and income, Gen Z at PT SKI has a lower average score than others, this is related to the results of Deloitte Global research where Gen Z has a tendency to look for a career that can provide a stable income and can guarantee their needs.

Similarly, a negative correlation between organizational commitment and transfer intention was found based on the results of the correlation analysis. This implies that there may be a significant relationship between Gen Z employees' plans to leave their company and their level of engagement in the organization, at least in part. The value of the correlation coefficient of the job satisfaction variable is -0.4589 which is determined based on the findings of the correlation test. The highest average score is in the dimension of affective commitment, more detailed, namely in the indicator of a sense of pride in working and being part of PT SKI, this is one of the indicators that PT SKI is quite successful in fostering affective commitment from within its employees. In accordance with the theory that has been presented previously that affective commitment involves emotional feelings for the organization and belief in its values. Information about HR for employees is also easy to get through web-based and mobile apps ESS owned by PT SKI HR. In addition, PT SKI is committed to continuing to improve *employee well-being* and *employee engagement* by creating *events* or work programs that are often carried out regularly with the theme *of young, diversity, and creative*.

However, the results of the correlation test between organizational commitment and job satisfaction show that there is a positive relationship between the two, with the level of closeness between organizational commitment and transfer intention in the strong category. This implies that there is a significant, or even perfect, relationship between job satisfaction and organizational loyalty among Gen Z workers. An employee will show great organizational commitment and happiness at work at the same time. The job satisfaction of Gen Z employees at PT SKI has the highest score on the satisfaction indicator of the job itself, while the highest commitment is a sense of pride because of working at PT SKI. The results of the *multiple correlation test* stated that there was a significant relationship simultaneously between job satisfaction and organizational commitment to *turnover intention* with a correlation coefficient value (r) of 0.487 and a significance of 0.000 ($\rho < 0.05$). Furthermore, the value of $F_{\text{is calculated}}$ 14.729 > F_{table} $\alpha= 5\%$; df1 = 2; df2 = 95 which is 3.092217439 $\approx$ 3.0922, Accepting Ha or the assumption that job satisfaction and organizational commitment have an influence on turnover intention is the decision. The degree of relationship between job satisfaction and organizational commitment to turnover intention simultaneously has a moderate/sufficient correlation, when viewed as how close the relationship is. From the explanation above, it is clear that the research hypothesis (Ha) is accepted and the hypothesis (H0) is rejected.

The findings of this study are consistent with several other studies that have found a strong correlation between organizational commitment and job satisfaction when compared to a number of previous studies. Based on the findings of descriptive analysis, Gen Z workers at PT SKI often have a low intention to leave. Through this study, it is also known that in Gen Z employees at PT SKI, *Turnover Intention* have a closer relationship with the organization's commitment. This is consistent with his research (Deloitte, 2022) The survey and characteristics of Gen Z state that Gen Z highly prioritizes the compatibility of organizational values and goals with their personal values. Similarly, a study conducted by (Francis & Hoefel, 2018) in his article stated that one of the several core characteristics of Gen Z behavior is; The generation that seeks the truth,*genuine values*, value individual values and expressions and reject/avoid labels, willing to self-discipline for a variety of reasons.

Implication

The findings of this study can be used by the business world as a direct reference to describe the level of job satisfaction, organizational commitment, and intention to leave owned by Gen Z workers who are still working at the company. Thus, the company can develop several strategies and alternative improvements that can be carried out by company leaders to strive to optimize job satisfaction and employee organizational commitment, such as reviewing the wage structure, and evaluating the leadership owned by superiors in each department.

5   Conclusion and Recomendation

Conclusion

There is a negative influence of job satisfaction on turnover intention, with the level of relationship closeness in the low category. There is a negative influence of organizational commitment on turnover intention, with the level of close relationship in the moderate/medium category. There is a positive relationship between job satisfaction and organizational commitment, with the level of relationship in the strong category. There is an effect of job satisfaction and organizational commitment on turnover intention simultaneously/simultaneously, with the level of close relationship in the sufficient category.

Suggestion

Referring to the fact that the work industry is currently dominated by Gen Z employees, company leaders need to carry out employee maintenance activities so that they remain a productive part that supports the company, one of which is through preventing/minimizing many employees who do turnover. This is in accordance with Deloitte's global research survey where Gen Z's *top concern* is having an income that can exceed their needs. So that the company's leadership can evaluate and review these two factors in an effort to increase job satisfaction in order to reduce turnover intention. Gen Z at PT SKI tends to survive because they still want to survive working with working conditions, culture, and company values that make them want to survive.

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