

The Influence of Employee Commitment, Supervisor Support, and Job Satisfaction towards Turnover Intention at Ciriajasa Engineering Consultant Co., Ltd.

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Abstract:

The purpose of this study is to determine and analyze the influence of employee commitment, supervisor support, and job satisfaction towards turnover intention either simultaneously or partially. In this study, both primary and secondary data were obtained. Secondary data were collected from various sources, such as journal and books, while primary data by using questionnaire. To measure the variables, it was used questionnaires distributed to 84 employees of Ciriajasa Engineering Consultant Co.,Ltd. The sampling technique using saturated sample. Data were examined by using both descriptive and statistical analysis, such as linier regression analysis, test validity and reliability Findings showed that, simultaneously and partially, employee commitment, supervisor support, and job satisfaction had a significant influence towards turnover intention. Of all factors, supervisor support was found to be dominant. Researchers suggest several ways to reduce employee's turnover intention they are; the leader should be increasing employees' commitment to the company, giving support to each employee in carrying out activities so that it will foster a sense of satisfaction of employees in their work task, and eventually reducing employee's turnover intention.

Keywords: *employee commitment, supervisor support, job satisfaction, and turnover intention*

1. INTRODUCTION

Cirijasa Engineering Consultant Co. Ltd is a company engaged in the consultant service since 1992. It has an experience in providing consultant service in various fields, such as: in the field of education, agriculture and rural development, tourism, and many others. In addition to providing consultant service for private companies or local industries in Indonesia, Cirijasa Engineering Consultant Co. Ltd also provides service on activities which are funded by both bilateral and multilateral company, such as ADB, AUSAID, UNESCO, and JBIC.

Cirijasa Engineering Consultant Co. Ltd needs employees who have high commitment and leader's role which supports the activity of employees. So that, the service provided can give an output that is convenient to the needs of service users. The problem which is today faced by the company is the high number of employees' turnover, the following is the data:

Table 1. Turnover rate of the employees of Cirijasa Engineering Consultant Jakarta Co.,Ltd during the last three years

Year	Semester	Turnover	The Number of Employees	Percentage
2015	I	2	84	2%
	II	3	84	4%
2014	I	2	84	2%
	II	1	84	1%
2013	I	1	84	1%
	II	2	84	2%

Source: Employee database of Cirijasa Engineering Consultant Co.,Ltd in 2016

Table 1 shows the high number of turnover in the last 3 years. In 2013, there had been 3 employees or 4% out of 84 employees who left the company, and then in 2014 the company hired new employees. In the end of 2014 there had been 3 or 4% out of 84 employees who left the company and it hired new employees again in 2015. In 2015 there was turnover again as many as 5 people or about 6%.

The large number of turnover in the last three years caused by the low commitment of employees. It is shown by the high rate of absenteeism and a habit of procrastinating. Moreover, the lack of caring and supporting from supervisor in performing the duty causes frustration so as impacted on the employee satisfaction to perform their work task. It is strengthened through a pre-research that the results are as follows:

Table 2. Preliminary Research

Variable	Correlation (r)	Sig
Employee satisfaction → Turnover Intention	,553*	,016
Job Stress → Turnover Intention	,481*	,035
Employer Support → Turnover Intention	,760**	,001
Organizational Culture → Turnover Intention	,464*	,041
Job Commitment → Turnover Intention	,657**	,004
Salary → Turnover Intention	,350	,101
Work Environment → Turnover Intention	,349	,101

Source: Processed-primary data, 2016

The result of pre-research shows that the employee commitment, supervisor's role, and job satisfaction have a strong correlation compared to other variables, i.e. job stress, organizational culture, salary, and work environment.

The objectives of this study are to:

- 1) Find out and analyze the influence of employee commitment towards turnover intention of employees.
- 2) Find out and analyze the influence of supervisor support towards turnover intention of employees.
- 3) Find out and analyze the influence of job satisfaction towards turnover intention of employees.
- 4) Find out and analyze the influence of employee commitment, supervisor support, and job satisfaction towards turnover intention of employees.

2. LITERATURE REVIEW

Turnover Intention

Turnover intention is a condition at which workers have an intentions or inclination on their own to look for another job as an alternative in a different organization, while turnover is a movement of manpower to come out from their workplace (Teet and Mayer, in Abdillah, 2012).

Employees' desire to look for another job is influenced by the factor of work satisfaction felt. Riyanto (2008, in Widiantara and Ardana, 2015) explained that the high level of job satisfaction can decrease the employee inclination to resign from their work. The intended job satisfaction is positive act shown by employees to respond all of acts, decisions, and policies made by company.

According to Hartono (2002, in Dewi et al, 2015), turnover intention concerns various things in the employees' life, so as can be used to be a benchmark or indicator to predict turnover intention of employees at a company. Indicators of turnover intention among others: 1) getting lazy to work, 2) the level of absence has increased, 3) an increase of work rules' violations, 4) protest to the leader which is getting high and positive behavior which is different from usual.

Employee Commitment

Luthans (2009) gave an idea that commitment is an attitude having broad definition and measurement. Commitment is defined as 1) a strong desire to remain to be a member of particular organization, 2) a desire to try to be what the standard of the company wants, 3) a strong desire and the acceptance towards the values and goals of the company.

Employee commitment as a relative strength in identifying his/her involvement into the parts of organization (Gordon, 2008:83 in Budi et al, 2016). Another theory states that employee commitment is a kind of identification, loyalty, and the involvement which is expressed by employees to the organization (Gibson, 2007:91 in Komariah, 2015).

According to Shepperd and Mathew (2000) in Cahyo (2011), the approach to explain the employee commitment in a company is grouped into 4 approaches, namely: 1) attitudinal approach, 2) multidimensional approach, 3) normative approach, and 4) behavior approach.

Allen and meyer (1990) in Sidharta and Margareta (2015) explained that there are 3 components which influence employee commitment in the organization, at which the employee chooses to stay or leave the organization based on the norm they have. Those three components are: affective commitment, continuance commitment, and normative commitment

Job Satisfaction

Luthans (2009) in Putrana (2016) explained that job satisfaction is an emotional condition both happy or positive which comes from the somebody's performance appraisal or work experience, while Rivai and Mulyadi (2012) explained that job satisfaction is an assessment from the worker on how far his/her overall job satisfy the needs. Hasibuan (2007:202) in Suryanto (2015) defined job satisfaction as an emotional attitude which is pleased and loving their job. This kind of attitude is reflected by employee moral, discipline, and job performance.

Admojo (2012) explained that employee's job satisfaction is influenced by several factors, among others:

- a. Activities are an employee's attitude when performing team work that refers to the attitude to help each other in term of finishing the work task.
- b. Compensation is an exchange given by company to the employees, the compensation suitability given by company to the employees will have influence over the satisfaction of employees to perform their work task.
- c. Independence is related to the freedom given by company to the employees about the method they use to complete their job, so as the result they produce will be optimum.
- d. Reward is a gift or tribute presented to the best performance employee.
- e. Service is related to the activity outside of work task, for example the company holds an event of recreation or outbound, it aims to eliminate the employees' boredom during the completion of works task in the company.
- f. Prestige concerns to the employee's devotion to the work task or situation in which the employee likes every kind of duty the company give to him.

Supervisor Support

According to Robbin (2001, in Pramudito & Yuniato, 2009:2), leadership is a capability to influence a group through communication to reach a particular goal. Such a method used to influence someone can be formal and non-formal. Employees in the context of leadership are acting as a follower. The leader's effectiveness depends on the capability to direct his/her follower to reach the organizational goal. The achievement of organizational goals will be then fostering confidence into the employees.

According to Anoraga et al (1995, in Suprayetno, 2008) there are nine supervisor's role in the organization, they are as a planner, policy maker, expert, performer, manager, provider of reward and punishment, role model, and someone who is always blamed for something that might be not his/her fault and as change of other roles.

Robert (1996, in Wiyono, 2014) identified four roles of leadership style in motivating employees, i.e:

- a. The role of directive leadership style The leader motivates employees by helping them to understand the way or method needed to complete their work tasks.
- b. The role of supportive leadership style The leader motivates employees benignly, treats all subordinates equally, shows about their existence, status and personal needs in an effort to develop fun interpersonal relationships between members of the organization, and increases the work motivation to employees. In addition, the leader also gives praise as a form of support for employees to continue to work even more.
- c. The role participative leadership style: the leader consults with subordinates and takes advice and ideas from employees / subordinates before making a decision The role participative leadership style may increase the motivation of subordinates.
- d. The role of achievement-oriented leadership style the leader decides a challenging goal and expects employees to achieve as much as possible as well as continuously seeking development achievements in the process of achieving that goal, so that the employee will be motivated to improve its achievement.

Hypothesis

Kinds of hypothesis which can be suggested based on the exposure in the problem formulation and theory are as follows:

- H1. Employee commitment, supervisor support and job satisfaction altogether have influence over turnover intention
- H2. Employee commitment has influence over the turnover intention
- H3. Supervisor support has influence over the turnover intention
- H4. Job satisfaction has influence over the turnover intention

3. RESEARCH METHOD

Types of Research

This was quantitative descriptive method with explanatory type, which highlights the influence of the research variables and hypothesis testing that have been formulated previously. According to Kerlinger (2006) explanatory research has a goal to uncover the relationship between research variables and test the hypotheses that have been formulated previously. Decision to use explanatory research is because the researchers want to explain the relationship between employee commitment, supervisor support, as well as job satisfaction and turnover intention

Population and Sample

The population of this study is an active employee of Ciriajasa Engineering Consultant Co.,Ltd by 84 people, so this research takes all members of the population as the sample (saturated sample).

Data Collection Technique

Data collection techniques can be carried out by interviews, questionnaire, observation, and a combination of all three. This study uses a combination of data collection techniques that is questionnaire in the form of closed-ended questions, which the answers have been provided by the researcher and the respondent just chooses the answer. Weighting process by using Likert scale is performed through 5 scales, namely Strongly Agree with a value of 5, Agree with a value of 4, don't know with a value of 3, Disagree with a

value of 2, and Strongly Disagree with the value 1 for every answer of respondents in each of the variables observed.

Data Analysis Method

There are five stages of analysis performed in this study, i.e. descriptive statistics, quality test of instrument (test validity and reliability), classical assumption test (Multicollinearity, Heteroskedasticity, normality test and linearity), data analysis (multiple regression analysis, F-test, t-test, R²), and the correlation between dimensions. The overall activity of data processing and analyzing was conducted using SPSS (Statistical Product for Service Solution) 22.0.

4. RESULT AND DISCUSSION

Test Validity and Reliability

Validity indicates the extent to which the measuring device measures what you want measured. The method used in testing validity of instrument was the correlation approach of product moment with instrument validity provisions when the value of $r\text{-count} > r\text{-table}$ at $N = 40$.

Based on the results of the analysis, it shows that all the statements of independent and dependent variables are declared to be valid because it has $r\text{-count}$ value (Corrected Item Total Correlation) which is greater than $r\text{-table}$ (0.319) obtained from seeing table- r by using value of $df = N-2$ and the level of significance used, so that it can be concluded that the indicators of questionnaire in this study can be considered valid and used as a measurement variable.

Test Reliability is a tool to measure a questionnaire which is an indicator of variables or constructs. A questionnaire is said to be reliable if someone's answers to the statement is consistent or stable over time. The technique used to measure the reliability of observation is Cronbach's Alpha by comparing the value of alpha by its standard (Ghozali, 2011), with the provision:

1. If the results of Alpha coefficient is greater than the significance level of 70% or 0.7, so that the questionnaire is reliable.
2. If the results of Alpha coefficient are smaller than the significance level of 70% or 0.7, the questionnaire is not reliable.

Table 3. Test Reliability

Variable	Cronbach's Alpha-count	Status
Employee Commitment (X1)	0,727	Reliable
Supervisor Support (X2)	0,763	
Job Satisfaction	0,827	
Turnover intention (Y)	0,827	

Source: Output Data of SPSS Statistics 22 (2015)

Table 3 shows that the value of cronbach's alpha for employee commitment variable is 0.727, supervisor support by 0.763, job satisfaction by 0.827, and turnover intention by 0.827. For that reason, it can be concluded that the question in the questionnaire is reliable since it has cronbach's alpha value that is greater than or equal to 0.7.

Multicollinearity

Multicollinearity aims to examine if regression model finds a relation among independent variable. Multicollinearity was performed by comparing tolerance value and variance inflation factor with the required value. The common value used to indicate multicollinearity is tolerance value which is smaller than or equal to 0.10 or equal to VIF value which is greater than or equal to 10 (Ghozali, 2013).

Table 4. The result of Multicollinearity

Variable	Collinearity Statistics		Decision
	Tolerance	VIF	
Employee Commitment (X1)	,855	1,169	There is no indication of Multicollinearity
Supervisor Support (X2)	,955	1,247	There is no indication of Multicollinearity
Job Satisfaction	,857	1,166	There is no indication of Multicollinearity

Source: Processed-Primary Data (2016)

All independent variables of this study does not show an indication of multicollinearity since the tolerance value approach 1 and VIF value is around in the number 1, so as the independent variable has been fulfilling requirement of regression analysis.

Heteroscedasticity

Heteroscedasticity aims to test whether in the regression model occurred inequality variance from residual of one observation to another observation. It is said to be good if there is no heteroscedasticity by seeing a graph of the plot between the predicted value of the dependent variable, that is ZPRED with residual SRESID (Ghozali, 2013).

Figure 1. Heteroscedasticity

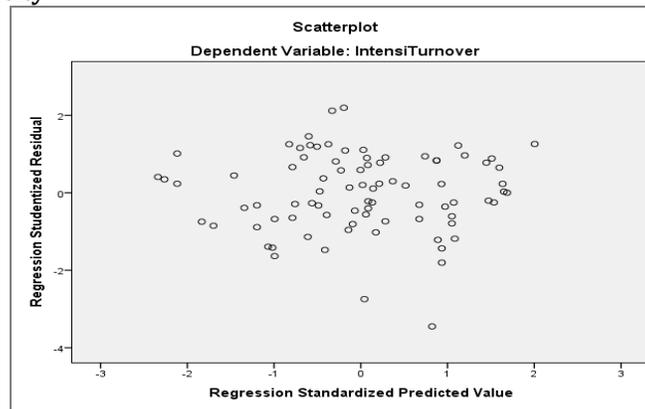
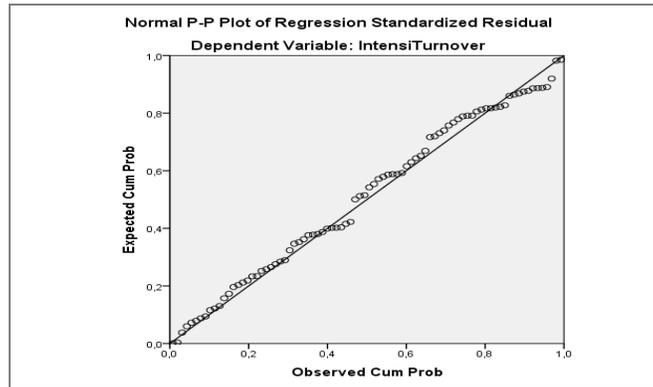


Figure 1 of scatterplot diagram shows the points do not form a particular pattern which is regular, but spread above and below the number 0 on the Y axis. Thus, it can be concluded that there is no heteroscedasticity in regression models in this study.

Normality

Normality aims to examine whether in the regression model of independent and dependent variable has normal distribution with normal probability plot (P-Plot). If the residual data distribution is normal, then the line that represents the actual data will follow a diagonal line so it can be said regression model to meet the assumptions of normality (Ghozali, 2013).

Figure 2. Heteroscedasticity



The points are spread out around the diagonal line and the dissemination of the data points follow the direction of the diagonal line. This proves that the regression equation model which is formed is in compliance with the assumptions of normality.

Multiple Regression Analysis

The use of multiple linear regression analysis in this study will show whether employee commitment, supervisor support, and job satisfaction influence towards turnover intention of employees. The result of multiple linear regressions is summarized in the Table 2.

Table 5. The result of Multiple Linear regression Analysis

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	-7.355	8.277	-.889	.377
Employee Commitment	.266	.116	2.280	.025
Supervisor Support	.319	.120	4.261	.000
Job Satisfaction	.257	.060	2.648	.010

Source: Data Output of SPSS Statistics 22 (2016)

$$Y = -7.355 + 0.266 * X1 + 0.319 * X2 + 0.257 * X3$$

At which: Y= Turnover Intention

Constants= -7.355

Regression Coefficient = 0.266; 0.319; 0.257

X1=Employee Commitment

X2=Supervisor Support

X3=Job Satisfaction

From that equation it can be then explained that:

1. Constant value of -7.355 means that if the variable of employee commitment, supervisor support, and job satisfaction is considered to be none or equal to 0, then the turnover intention tendency of employees will decrease.
2. Regression coefficient (β_1) amounting to 0.266 (positive) means that employee commitment has influence over employee's turnover intention. Positive coefficient value means the bigger the value of employee commitment, and then turnover intention will be getting increase by 0.266. It means, turnover intention would be getting low if there is an increase in employee commitment.
3. Regression coefficient (β_2) of 0.319 (positive) means that supervisor support has influence over employee's turnover intention. Positive coefficient value means the greater the supervisor support, and

then turnover intention will be increasing by 0.319. It means, turnover intention will be getting low if there is an increase of supervisor support.

4. Regression coefficient (β_2) of 0.257 (positive) means that job satisfaction has influence over employee's turnover intention. Positive coefficient value means the greater the sense of employees' job satisfaction, then the turnover intention will increase by 0.257. It means, turnover intention will be getting low if there is an increase in employee satisfaction.

F-Test

Basically, simultaneous hypothesis test shows whether all independent variables (leadership style, motivation and discipline) included in the regression model have jointly influence over dependent variable (performance of employees). F-test is performed by comparing F-count and F-table. The result of F-test is as follow:

Table 6. The result of F-Test

		ANOVA ^a		
Model		Df	F	Sig.
1	Regression	3	16.490	.000 ^b
	Residual	80		
	Total	83		

a. Dependent Variable: Turnover Intention (Y)

Predictors: (Constant), Job Satisfaction, Supervisor Support, Employee Commitment

Source: Output Data of SPSS Statistics 22

Hypothesis

Ho: Independent variable is not simultaneously influenced over dependent variable.

Ha: Independent variable simultaneously has significant influence over dependent variable.

Basis of Decision Making

If the probability (sig value) > 0.05 or F-count < F-table, thus Ho is allowed and if the probability (sig value) < 0.05 or F-count > F-table so that Ho is rejected.

Decision

Referring to the table, statement of hypothesis 1 can be accepted since the value of F-count (16.490) > F table (3.11) with the level of Sig.0, 000. It means, employee commitment variable, supervisor support, and job satisfaction simultaneously has influence over the turnover intention. It means that if there is an increase of the employee commitment variable, supervisor support, and job satisfaction, then turnover intention will decrease.

Partial t-Test

T-test basically shows how far the influence of the independent variables individually in explaining the variation of the dependent variable tested at the significance level of 0.05 or by comparing the value of t-table (1.988) with t-count:

Hypothesis

Ho: independent variable partially has no influence over the dependent variable.

Ha: independent variable partially has significant influence over the dependent variable.

Basis of Decision Making

If the probability (sig) > 0.05 or - t table < t < t table, Ho is not rejected.

If the probability (sig) of <0.05 or t < - t table or t count > t table, Ho is rejected.

Decision

- 1) Variable employee commitment (X1) has t-count (2.280) > t-table (1,988) and the Sig t-test (0.025 < 0.05). It means, the variable of employee commitment (X1) has influence over turnover intention (Y). These results prove that hypothesis 2 is acceptable, that is employee commitment has influence over turnover intention. It means, the higher the level of employee commitment, the lower the turnover intention of employees.
- 2) Supervisor support variable (X2) has t-count (4.261) > t-table (1,988) and the Sig t-count (0.000 < 0.05). It means that the supervisor support variable (X2) has influence over employee turnover intention (Y). The result proves that the hypothesis 2 can be accepted, that is supervisor support has influence over employee's turnover intention. It means, the better the supervisor support to the employee, the lower the turnover intention of employee.
- 3) Job satisfaction variables (X2) has t-count (2.648) > t-table (1,988) and the Sig t-count (0.010 < 0.05). This means that job satisfaction variables (X3) has influence over employee's turnover intention (Y). The result proves that hypothesis 4 can be accepted that job satisfaction has influence over employee's turnover intention. It means, the higher the job satisfaction of employees, the lower the turnover intention of employee.

The Coefficient of determination (R-Square)

R² is said to be strong if in explaining the variation of the independent variable over the dependent variable between 0 (zero) and 1 (one).

Table 7. Analysis Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618 ^a	.382	.359	5.516

Predictors: (Constant), Job Satisfaction, Supervisor Support, Employee Commitment
 Dependent Variable: Intensity of Turnover

Source: Data Output of SPSS Statistics 22 (2016)

R-Squared value amounting to 0.382 or 38.2%. This means that the variable turnover intention is explained amounting to 38.2% by the variable of employee commitment, supervisor support, and job satisfaction, while the remaining, 61.8%, is explained by other variables not examined in this study (the error value - E on multiple linear regression equation). Those other variables among others; organizational culture, organizational climate, and etc.

Correlation between Dimensions

Correlation between dimension is a test done to see the level of strength or weak of relationship between two variables or dimensions indicated by the Pearson Correlation (R), in which conclusions of its value is generally divided into the following:

0.00-0.25, very weak correlation

0.25-0.50, moderate correlation

0.50-0.75, strong correlation

0.75-1.00, overpowering correlation

Table 8. Correlation between Dimensions

Variable		Turnover intention (Y1)				
Variable	Dimension	Y1	Y2	Y3	Y4	Y5
Employee Commitment (X1)	X1.1: <i>Affective commitment</i>	0,160	-0.045	-0,059	0,007	0,098
	X1.2: <i>Continuance commitment</i>	0,092	0.353**	0.413**	0.252**	0.327**
	X1.3: <i>Continuance commitment</i>	0,114	0.308**	0.480**	0.472**	0.384**
Supervisor Support (X2)	X2.1: <i>The Role of Directive Leadership Style</i>	0,136	0,013	0,133	-0,009	0.257
	X2.2: <i>The Role of Supportive Leadership Style</i>	0.396**	0,121	0.236**	0.277**	0.328**
	X2.3: <i>The Role of Participative Leadership Style</i>	0,158	0,107	0,143	0.295**	0.224**
	X2.4: <i>The Role of Achievement oriented Leadership Style</i>	0,198	0,039	0.264**	0.220**	0.329**
Employee Satisfaction (X3)	X3.1: <i>Activities</i>	0.225**	0,172	0.302**	0.339**	0.477**
	X3.2: <i>Compensation</i>	0.260**	0,164	0,131	0.270**	0.247**
	X3.3: <i>Independence</i>	0.283**	0.304**	0.267**	0.283**	0.398**
	X3.4: <i>Reward</i>	0.391**	0.325**	0.339**	0.235**	0.396**
	X3.5: <i>Service</i>	0.230*	0.233*	0.309*	0,168	0.348*
	X3.6: <i>Prestige.</i>	0.419	0.257	0.425	0.333	0.502

Source: Processed-Primary Data (2016)

Description:

* : Low significance level

** : High significance level

The result of correlation between dimensions of employee commitment variable (X1) towards variable of turnover intention (Y) is obtained the lowest value for the dimensional relationship of continuance commitment (X1.2) over the dimensions of the increase of employees who protest to the leader (Y4) that is equal to 0.252. It means that the level of relationship between the two dimensions is considered to be very weak and the largest value is in the correlation of continuance commitment dimension (X1.2) over the dimensions of the increase of work rules violation (Y3) amounting to 0.480 which means the level of relationship between the two dimensions are considered to be strong by the standards of the value of Pearson correlation (R).

The result of the correlation between the dimensions of supervisor support variable (X2) and the variable of turnover intention (Y) is obtained that the lowest value is in the dimensional relationship of the role of supportive leadership style (X2.2) to the dimensions of the increase of the protest to the supervisor held by employee (Y4) i.e. amounting to 0.227, which means the level of relations between the two dimensions is considered to be very weak, while the largest value is in the dimensional correlation of the role of supportive leadership style (X2.2) to the dimensions of getting lazy to work (Y1) in the amount of 0.396, which means the level of relationship between the two dimensions are considered to be strong based on the standard value of Pearson Correlation (R).

The result of correlation between dimensions of employee satisfaction variable (X3) towards turnover intention variable (Y) is obtained the lowest value for the service dimensional relationship (X3.5) to the dimensions of getting lazy to work (Y1) that is amounting to 0.230 which means that the level of relations between the two dimensions is considered to be very weak and the largest value is in the correlation of

prestige dimension (X3.6) to the dimensions of positive behavior which is different from the usual (Y5) that is amounting to 0.502, which means that the level of relationship between both dimensions is considered to be strong by the standards of the value of Pearson Correlation (R).

5. DISCUSSION

The influence of Employee Commitment towards Employee's Turnover Intention

Empirically, this study explains that the employee commitment has a significant influence towards turnover intention of Ciriajasa Engineering Consultant Co.,Ltd's employees. This is in line with the study conducted by Iqbal et al (2014) which proves that the commitment of the employees have a relationship and a significant influence towards turnover intention of employees, so this study contributes that the high employee commitment is able to reduce turnover intention of employees. Furthermore, the statement of employee commitment has influence over turnover intention is in line with the results of the study conducted by Brunetto et al (2012) which explains that employee commitment has a positive and significant relationship towards turnover intention and aligned with the study conducted by Baek-Kyoo et al (2010), and the results by Yücel1 (2012). The results of the study are not match for the studies conducted by Tnay et al (2013) which state that employee commitment has no significant relationship toward turnover intention of employees. The results are also not match for the research conducted by Aydogdu et al (2012), Bramantara et al (2015), and Kharismawati et al (2015) which states that the employee commitmen has a negative and significant influence negative over turnover intention of employees. The explanation above give an evidence that it is true that employee commitment has been associated with turnover intention and significantly influence towards turnover intention of employees.

The Influence of Supervisor Support towards Turnover Intention of Employee

Empirically, this study explains that supervisor support gives a significant influence towards turnover intention of Ciriajasa Engineering Consultant Co., Ltd's employee. It is in line with the study conducted by Iqbal et al (2014) which prove that supervisor support have a relationship and a significant influence towards turnover intention of employees, so this study make a contribution that good supervisor support capable to decrease turnover intention on employees, so the likelihood of employee's turnover at the company is getting smaller.

The influence of Job Satisfaction towards Employee's Turnover Intention

Empirically, this study explains that job satisfaction has a significant influence over turnover intention of employees of Ciriajasa Engineering Consultant Co., Ltd. It is in line with the research conducted by Iqbal et al (2014) which prove that job satisfaction has a relationship and significant influence towards turnover intention of employees; so that this study gives contribution that high job satisfaction can reduce turnover intention of employees. The employees who are satisfied will be encouraged to be loyal to the company, thus the likelihood of employee turnover will be getting low. In addition, the results of this study are suitable with the research conducted by Baek-kyoo et al (2010) which explains that job satisfaction has a significant influence on turnover intention of employees. Furthermore, the statement about job satisfaction has influence over turnover intention has contributed to the results of research conducted by Rohani et all (2012), and it is also in line with the study conducted by Brunetto et al (2012) and Yucell (2012) which explains that job satisfaction has a positive and significant relationship towards turnover intention. The results of the study are not match for the study conducted by Bramantara et al (2015), Authority et all (2015), Novalia et al (2015), Tnay et al (2013), and Salleh et al (2012) which states that job satisfaction has a negative and significant impact towards turnover intention of employees. The explanation above proves an evidence that it is true that job satisfaction has a relationship and significant influence toward turnover intention. It means that employee's jobs satisfaction is very important to be considered by any company, employee satisfaction connected to how much employees to be loyal and commit to the company.

6. CONCLUSION& SUGGESTION

Conclusion

Based on the analysis, employee commitment, supervisor support, and job satisfaction have influence over both simultaneously and partially on employee's turnover intention. The result of multiple linear regressions also proves that supervisor support variable is the dominant influence towards employee's turnover intention.

Suggestion

To decrease turnover intention of employees, then the leader must cultivate a high commitment of employee to the company, giving support to each employee in performing activities in the office, so that it will foster a sense of satisfaction of employees in carrying out their work tasks and ultimately will decrease turnover intention of employees.

For further research, it should be also observed factors or other variables that may affect turnover intention of employees, such as organizational culture, motivation, leadership style, work environment and others.

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