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## **How to Control Turnover Intention: Organizational Commitment as the Impact of Employee Retention, Job Satisfaction, and Employee Emotional Intelligence. Manufacturing in Indonesia**

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**Abstract:** *This study describes the perception of employees of PT Kusumahadi Santoso Karanganyar, Central Java. The research objective is to analyze the influence of organizational commitment on the turnover intention due the respect to Employee Retention, Job Satisfaction, Emotional Intelligence and Organizational Commitment. The population of 1344 use 115 samples of employees which are taken proportionally. The design of the quantitative research uses survey method. The data analysis techniques use descriptive analysis and the analysis of Structural Equation Modeling (SEM). The research findings showed that first there is a positive influence employee retention, Job satisfaction, and emotional intelligence organizational commitment, the second finding showed positive influence of employee retention, job satisfaction, and emotional intelligence to Turnover intention, the third finding proved that there is a negative influence of organizational commitment to turnover intention, the fourth findings proved that employee retention, job satisfaction and emotional intelligence influence Turnover intention through organizational commitment.*

**Keywords:** *Employee retention, job satisfaction, emotional intelligence, organizational commitment and turnover intention*

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### **I. INTRODUCTION**

This study originated from the desire of researchers to the problems Turnover intense. In addition, we want to develop the relevant results of previous studies with some of the symptoms measured in this study. Unemployment is the main problems in Indonesia, therefore companies are required to minimize turnover. Human Resources (HR) is an important asset in an organization, regardless of the form and purpose of the organization was designed based on a vision for the benefit of mankind in which the implementation of the organization's mission is managed and administered by humans. The issue human resource management is turnover.

Research Ramlall (2003) shows the total cost of employee turnover (turnover) of 150% of the employee's salary. Companies spend 50% to 60% of an employee's first-year salary, even up to 100% for certain specialist personnel who have high skills, the risk of hiring new personnel, assimilation, training and other administrative costs. In connection with this fact, the measurement of organizational commitment and turnover intention of employees into phenomenon interesting to pursue. The study of organizational commitment and turnover intention has been done by previous researchers, Iqra et al., (2014), who proved that organizational commitment is negatively related to turnover intention, DeConick and Bachmann (1994) proved that organizational commitment affect the intention to quit, Grant (2001) organizational commitment negatively affect organizations working commitments, Lum et al., (1998) demonstrate that organizational commitment influence on turnover intention, Mayer and Allen (1991) showed that organizational commitment negatively related to turnover.

This study attempted to examine organizational commitment and turnover intention at the company of Textil. The company Textil turnover intention can be caused by employee retention, job satisfaction, and emotional intelligence. This can be felt by the majority of companies that have a strong economic pressure due to unstable economic conditions. Has the potential of existing facilities and enable the company to avoid a turnover, which in turn is able to compete with other companies. Therefore it takes some potential such as employee retention, job satisfaction, emotional intelligence and organizational commitment to minimize turnover intention. A previous study conducted Iqra et al., (2014) showed that: This can be felt by the majority of

companies that have a strong economic pressure due to unstable economic conditions. Has the potential of existing facilities and enable the company to avoid a turnover, which in turn is able to compete with other companies. Therefore it takes some potential such as employee retention, job satisfaction, emotional intelligence and organizational commitment to minimize turnover intention.

A previous study conducted Iqra et al.,(2014) showed that: This can be felt by the majority of companies that have a strong economic pressure due to unstable economic conditions, have the potential of existing facilities and enable the company to avoid a turnover, and finally are able to compete with other companies. Therefore it takes some potential such as employee retention, job satisfaction, emotional intelligence and organizational commitment to minimize turnover intention.

A previous study conducted Iqra., (2014) showed that: Therefore it takes some potential such as employee retention, job satisfaction, emotional intelligence and organizational commitment to minimize turnover intention. A previous study conducted Iqra et al.,(2014) showed that: Therefore it takes some potential such as employee retention, job satisfaction, emotional intelligence and organizational commitment to minimize turnover intention.

A previous study conducted Iqra et al.,(2014) showed that: negative relationship between *job Satisfaction* with Turnover Intention, there is no negative relationship between Emotional Intelligence with Turnover Intention, negative relationship between *Organization Commitment* with Turnover Intention. Sumarni (2011) showed that *Employee Retention* a significant negative effect on Turnover Intention. Grant (2001) showed that job satisfaction and organizational commitment significant negative effect on the level of turnover intention. Judge (1993) shows that there is an influence on turnover intention satisfaction job. The results of the study and the views of experts motivate researchers to re-examine the impact of employee retention, job satisfaction, emotional intelligence and organizational commitment on turnover intention textile company employees Based on preliminary interviews with the Human Resources department obtained information that the desire to move (Turnover intention) employees are as follows:

**Table 1.** Employee turnover rate in 2010 to 2015

No	Year	Administration & General Section		Financial Department		Marketing		Parts Production	
		Exit	Entry	Exit	Entry	Exit	Entry	Exit	Entry
1	2010	2	-			2		5	24
2	2011		2			1		6	44
3	2012		3			1		4	14
4	2013		4				1	5	37
5	2014		6		5		1	2	34
6	2015		4				1	7	-

The results of research and previous studies the researchers wanted to test whether the organizational commitment of employees as part of the effort to reduce turnover intention have a relationship with his predecessor aspects such as employee retention, job satisfaction, and emotional intelligence. Therefore, the objective of this study is to examine the organizational commitment mediates employee retention, job satisfaction, and emotional intelligence to reduce turnover intention. Based on previous research results and to answer the purpose of this study hypothesized, then formulated research hypothesis are as follows,

H1: Employee Retention, Job Satisfaction, and Emotional Intelligence have significant effect on Organizational Commitment,

H2: Employee Retention, Job Satisfaction, and Emotional Intelligence have significant effect on Turnover Intention,

H3: Organizational commitment have negative significant effect on turnover intention

H4: Organizational commitment can mediate Employee Retention, Job Satisfaction and Emotional Intelligence against turnover intention.

## II. LITERATURE

### 2.1 Turnover Intention

Robbins (2001) explains that the withdrawal someone out of an organization (turnover) can be decided voluntarily (voluntary turnover) or involuntary (involuntary turnover). Panggabean (2004) a desire to move the work is the desire of the individual to leave his current job by first evaluating the work now and think how much it costs to leave the company (moved), and if you decide to move, the individual will leave the company for the next time. According to Abelson (1987) turnover intention as an individual's desire to leave the

organization and seek other employment alternatives.

Intense measurement turnover by Abelson (1987): (1) intention to turnover, (2) intention to look for another job vacancies , (3) evaluate the likelihood of finding a decent job elsewhere, (4) intention to leave the organization.

## **2.2 Organizational commitment**

Steers (1985) argue that organizational commitment is a condition where an employee is very interested in the goals, values, and goals of the organization. Commitment to the organization means more than just formal membership because it includes organizations like attitude and a willingness to seek a high level of effort for the benefit of the organization for the attainment of the goal. Based on this definition, the elements covered by the organization's commitment to the organization's loyalty, involvement in work, and the identification of the values and goals of the organization. Mowday and Richard (1979) defines organizational commitment as the relative strength of individual identifying himself into the part of the organization's involvement.

Mowday et al., (1982) describe that as a gesture of commitment to the organization most commonly defined as 1) a strong intention to remain as a member of a particular organization, 2) the intention to strive as organization intention, and 3) a particular belief, acceptance of the value and purpose of the organization. Commitment is an attitude that reflects the organization of employee loyalty to the organization and on going process where members of the organization expressed concern for the organization and success and sustainable progress. Measurement of organizational commitment by Mowday et al.,(1982), namely: 1) A strong intention to remain as members, 2) Intention to effort hardly, 3) Acceptance of the value of the organization 4) Acceptance of organizational goals.

## **2.3 Employee retention**

Employee retention or retention of employees by Mathis and Jackson (2006) is the ability of the firms to retain potential employees to remain loyal to the company. Retention of employees is the company's ability to retain potential employees to remain loyal to the company. The aim is to retain employees maintain the quality of the company is considered the willingness of the employees themselves (Mathis and Jackson, 2006). To retain potential employees by Mathis and Jackson (2009) there are five determining factors, namely: 1) The components of the Organization, 2) organizational career opportunities, 3) Awards and retention of employees, 4) The design of tasks and jobs, 5) Employee relations.

## **2.4 Job satisfaction**

Judge et al.,(2001), job satisfaction as a cognitive and affective response of an employee against all the work or other conditions associated with the job, such as salaries, working environment, peers, and superiors. Hasibuan (1998) defined job satisfaction as a positive or pleasant emotional state resulting from the recognition of a person's job or work experience. Job satisfaction is how an employee felt his job and is a generalization of attitudes towards work which is based on aspects of his work are manifold. Measurement of job satisfaction according to Luthans (2006): (1) The job itself, (2) salary, (3) promotion opportunities, (4) Supervision (supervision), (5) Coworkers.

## **2.5 Emotional intelligence**

Goleman (2004), emotional intelligence is defined as the abilities such as the ability to motivate yourself and endure frustration, impulse control and not exaggerating pleasure, set the mood and keep the load stress does not exceed the capacity to think, empathize and pray. According to Daniel Goleman (2003) emotion refers to typical feelings and thoughts, a biological and psychological state and a series of tendencies to act. Emotion is essentially the impulse to act. Usually, the emotion is a reaction to stimuli from outside and within the individual. For example, emotion excited drive change a person's mood so that physiologically seen laughing, sad emotions encourage people to be have lazily to work.

Goleman (2004) suggests five basic skills at emotional intelligence, which is to recognize emotions, managing emotions, motivating yourself, knowing other people's emotions and fostering good relations with other people. Goleman (2003) divides emotional intelligence into five parts, namely the three components in the form of emotional competence (self-knowledge, self-control, and motivation) and the two components in the form of social competence (empathy and social skills). Five components of emotional intelligence: 1) Self-awareness, 2) Self-control, 3) Motivation, 4) Empathy, 5) Social Skills.

**RESEARCH METHODOLOGY.**

**3.1 Design research.**

This study is a quantitative and aims to test the hypothesis. To collect the primary data used questionnaire. There are five variables in this study consisted of three exogenous variables and two endogenous variables. Each variable is measured by several indicators. Respondents were 115 employees of PT Kusumahadi Santosa Karanganyar using random sampling techniques, questionnaires given as 115 samples. Descriptive analysis techniques and Structural Equation Modeling (SEM) was used to explain the hypothesis and research findings.

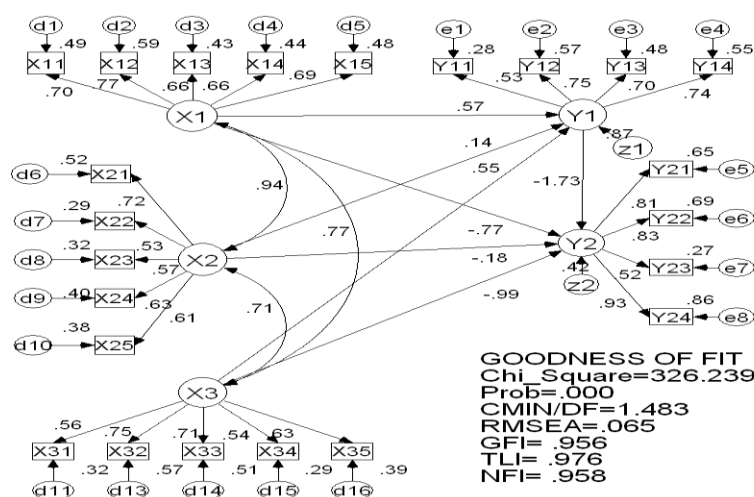
**3.2 Measurement research.**

Measurement of this study using the questionnaire as a primary data collection. To collect the primary data used with reference to a Likert scale questionnaire 1 to 5 alternative, where the number 5 means strongly agree and 1 strongly disagrees. Respondents answered questions. This study describes the perception of employees about Employee retention, job satisfaction, emotional intelligence, organizational commitment and turnover intention. Every instrument of explaining indicators research.

**Table 2.** Notation for variables and research indicators

Exogenous variables	Endogenous variables
X1 - Employee retention	Y1 - Organizational commitment
X.1.1. Organizational components	Y.1.1. Desire as member
X.1.2. Career opportunities	Y.1.2. Desire to work hard
X.1.3. Appreciation	Y.1.3. Receive organizational value
X.1.4. Task and work plan	Y.1.4. Accept organizational goals
X.1.5. Relationships among employees	
X2 - Job Satisfaction	Y2 - Turnover Intention
X.2.1. Self-employed jobs	Y.2.1. Thoughts on exit
X.2.2. Salary	Y.2.2. Desire to find another job
X.2.3. Promotional opportunities	Y.2.3. Fin another decent job
X.2.4. Supervision	Y.2.4. Desire to leave the organization
X.2.5. Co-workers	
X3 - Emotional Intelligence	
X.3.1. Self-awareness.	
X.3.2. Self-control	
X.3.3. Motivation	
X.3.4. Empathy.	
X.3.5. Social skills	

Table 2, illustrates that each variable reflected in the few indicators that have been adapted to the theoretical reasoning and empirical research results and also relevant to research phenomena. The relationship between the variables can be explained by structural equation models as in Figure 1.



**Figure 1.** Structural Equation Modeling

**3.3 Population and sample.**

Population in this study were all employees of PT Kusumahadi Santosa Surakarta Central Java Karanganyar many as 1344 employees. Sampling refers to the opinion of Hair et al., (1998) that the number of respondents between 5 to 10 for each indicator. In this study, the number of indicators by 23 the number of respondents as many as  $5 \times 23 = 115$  respondents. Furthermore, the size of the sample of 115 employees was taken proportionately on each section in the company in order to obtain the number of samples of the Administration & General: 8 employees, the Finance Division: 1 employee, Section Marketing: 6 employees and Production Department: 100 employees.

**IV. RESEARCH RESULT**

**4.1 Validity and reliability of the results.**

Results of the research questionnaire respondents answered collected and tabulated. Respondents filled out questionnaires during the two-month study period, a total of 115 questionnaires were collected. The answers to the questionnaire are tabulated for validity and reliability by using SPSS (Statistical Package for Social Science).

**Table 3.** Test results validity and reliability of the instrument

variables	r.(minimum)	r.(maximum)	Cronbach's alpha	result
Employee retention (5 indicators, 18 instruments)	0.553	0,879	0.8976	Good
Job Satisfaction (5 indicators, 10 instruments)	0.725	0.943	0.8228	Good
Emotional Intelligence (5 indicators, 10 instruments)	0.787	0.859	0.8291	Good
Organizational commitment (4 indicators, 8 instruments)	0.764	0.913	0.7582	Good
Turnover intention (5 indicators, 8 instruments)	0.863	0.927	0.8810	Good

**Source:** primary data processed in 2017

Table 3 shows the results of test validity and reliability of research instrument. Each instrument has a Pearson correlation value less than 0.05 and Cronbach's alpha values greater than 0.06. This shows that all the instruments have a good level of consistency so it can be used in research.

**4.2 Test results for the model estimation and description**

Tests on the estimated model is a confirmation test or study variable factor. Respondents' perceptions of each indicator can be seen from the statistical mean. Test theoretical models can be seen from the loading factor values for each indicator research. Factor loading values and average figures of indicators are presented in Table 4.

**Table 4.** Test results for the model estimation and description

Variables and indicators	factor loading	mean
X1. Employee retention		
X11. Organizational components	0.702	4.07
X12. Career opportunities	0.771	4.01
X13. Appreciation	0.657	3.75
X14. Task and work plan	0.663	3.93
X15. Relationships among employees	0.691	3.97
X2. Job Satisfaction		
X21. Self-employed jobs	0.718	4.02
X22. Salary	0.534	3.54
X23. Promotional opportunities	0.567	3.63
X24. Supervision	0,629	3.87
X25. Co-workers	0.614	4.16
X3. Emotional Intelligence		
X31. Self-awareness.	0.562	4.13

X32. Self-control	0.752	4.17
X33. Motivation	0.713	4.32
X34. Empathy.	0.543	4.04
X35. Social skills	0.628	4.21
Y1. Organizational commitment		
Y11. Desire as member	0,526	3.72
Y12. Desire to work hard	0.754	4.12
Y13. Receive organizational value)	0.695	4.16
Y14. Accept organizational goals	0.744	4.23
Y2. Turnover Intention		
Y21. Thoughts on exit	0.807	3.80
Y22. Desire to find another job	0,833	3.97
Y23. Find another decent job	0,517	3.83
Y24. Desire to leave the organization	0.925	3.99

Table 4 shows that the individual indicators of exogenous variables, namely employee retention, as reflected by organizational components, career opportunities, appreciation, task and work plan, and relationships among employees. Career opportunities are able to explain the best Employee retention. For the respondent's perception of Job satisfaction, Self-employed jobs are able to explain best about Job Satisfaction of employee well. Self-control describes best for Emotional Intelligence. The desire to work hard describes best for Organizational commitment dan Desire to leave the organization is the best reflection of Turnover Intention.

#### 4.3 The results of the analysis of the full model

Three exogenous variables and two endogenous variables in the estimation model we tested, each variable is explained by the indicator (Table 3), the next step is to test a structural equation modeling, as in Figure 2.

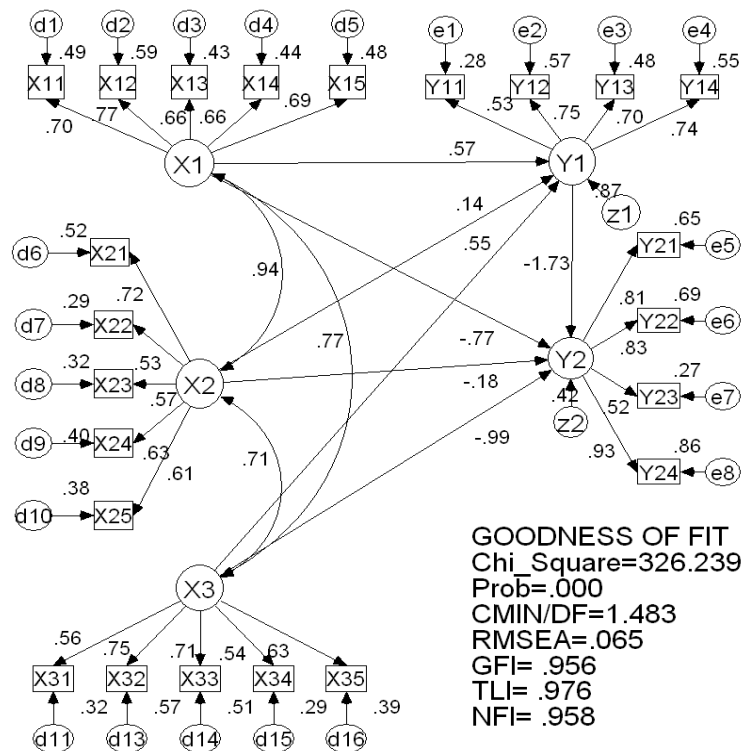


Figure 2. Model results of SEM



Results Goodness of fit indices value generated by this Structural Equation Model as shown in Table 5.

**Table 5. Results Goodness of Fit Testing Structural Equation Models**

Goodness of Fit Indices	Result	Cut-off value	Evaluation
Chi-Square $\chi^2$ (df = 220; $\alpha$ = 0.05)	326.23	Chi-Square $\chi^2$ (df = 220; $\alpha$ = 0.05) = 255.60	marginal
Probability	0.000	$\geq 0.05$	marginal
CMIN / DF	1.483	$\leq 2.00$	good
RMSEA	0.065	$\leq 0.08$	good
GFI	0.956	$\geq 0.90$	good
TLI	0.976	$\geq 0.95$	good
NFI	0.958	$\geq 0.95$	good

Table 5 presents the results of testing structural equation model that Chi-Square value less qualified according to the criteria suggested that the value of Chi-Square statistic  $<$  Chi-Square table. Chi-Square statistic 326.238 and 255.60 Chi-Square table. which means the Chi-Square statistic  $>$  Chi-Square table, thus the value of Chi-Square almost meets the criteria suggested. Probability value almost meets the required criteria ie the probability  $\geq 0.05$ , the result of the calculation shows that the probability value of 0.000 which is smaller than 0.05. Value CMIN / DF, RMSEA, GFI, and TLI showed the value qualifies. Value (CMIN / DF ( $1483 \leq 2.00$ ), RMSEA ( $0,065 \leq 0.08$ ), GFI ( $0.956 \geq 0.90$ ), TLI ( $0,976 \geq 0.95$ ) and NFI ( $0,958 \geq 0.95$ ).

#### 4.5 Testing the research hypothesis

Testing research hypotheses based on AMOS output program. Researchers used standardized coefficients and probability values to test four hypotheses proposed in this study. The test results with the assisted AMOS program are presented in Table 6.

**Table 6. Hypothesis Testing Results**

Model	Exogenous variable	Path	Mediation variables	Path	Endogenous variables	b	p.	Result
1	Employee retention					0.571*	0.000	H1 accepted
	Job satisfaction	→	Organizational commitment			0.138*	0.000	
	Emotional intelligence					0.546*	0.000	
2	Employee retention					-0.774*	0.000	H2 accepted
	Job satisfaction			→	Turnover intention	-0.183*	0.000	
	Emotional intelligence					-0.992*	0.000	
3			Organizational commitment	→	Turnover intention	-1.734*	0.000	H3 accepted
4	Employee retention		Organizational commitment		Turnover intention	-1.764*	0.000	H4 accepted
	Job satisfaction	→	commitment	→	intention	-0.422*	0.000	
	emotional intelligence					-1.939*	0.000	

1 the probability value at the error rate is less than 0.05  
b is coefficient standardized

Each path between the variables studied showed significant influence. In the first model, proves that employee retention, job satisfaction, and emotional intelligence variables positively affect organizational commitment. Emotional intelligence has a dominant effect on organizational commitment.

In the second model, proves that employee retention, job satisfaction, and emotional intelligence variables negatively affect turnover intention. Employee retention has a dominant effect on turnover intention. The third model has been tested that organizational commitment has a significant negative effect on turnover intention. The fourth model has tested that organizational commitment mediates the effect of employee retention, job



satisfaction and emotional intelligence on turnover intention.

## V. DISCUSSION

This study discusses employee perceptions about employee retention to remain an organization member, job satisfaction perceptions, emotional intelligence and organizational commitment and respondent perceptions about turnover intention. According to perceptions of respondents that employee retention in PT Kusumahadi Santosa Karanganyar more considers the career opportunity factor which according to the perception of respondents is promising. Employees feel happy working in the company because the implementation of career systems in the company is very promising. Training activities are also often implemented to improve employee competency and skills. In addition, the Company provides job guidance to employees and programs employee career development. Based on the results of evaluations that have been done indicate that the implementation of career opportunities company organization conducted by involving employees to attend training. The test results show that the resilience of employees to become members of the organization, employee job satisfaction and emotional intelligence of employees shows conducive conditions as workers in the company. Resilience to keep working in the company gained the best perception by the respondents.

Resilience to keep working in the company has a positive impact on increasing employee commitment to stay organized. The findings of this study support the opinion of Gaertner (1989) states "Employee perceptions related to employee-oriented practices, such as internal promotion, Training and Development, and job security have a positive impact on employee commitment". The results of this study support the results of research conducted Chen (2007), DeConick, PBachman (1994), Grant (2001), Lum, et al., (1998), Meyer and Allen (1991), Tetand John (1993), Permatasari (2011) stating that job satisfaction positively affects organizational commitment. The emotional intelligence of company employees PT Kusumahadi Santosa Karanganyar focuses more on self-control factors, that can be seen in the self-control against work problems and always be careful in working. Based on the results of testing in this study, shows that self-control in dealing with work issues and prudence in work has a positive impact on improving the Commitment of the organization. The results of this study support the results of research conducted Karambutet al., (2012) which proves that emotional intelligence has a positive effect on organizational commitment.

According to the respondent's perception, the employee wants to stay as a member of the company's organization has considered the aspect of career opportunity, the company's concern to engage employees in the training activities, the company's concern in giving guidance to the employees so that the workers feel comfortable in doing the job. This factor is called employee retention which negatively impacts the employee intention not to work in the company or out of work. Aspects of career opportunities, corporate concerns to engage employees in training activities, employee company concern in providing job guidance has decreased in the intentions of employees to leave as members of the organization. The results of this study support the results of research Sumarni (2011) which states that Employee retention has a negative and significant effect on turnover intention. The company provides a high level of income to employees by considering aspects of professionalism and work productivity. According to respondents' perceptions, employees are satisfied with the salary and incentives received. This feeling of satisfaction positively impacts employees' intentions not to work or leave the organization. The results of this study support the results of research conducted Igra et al., (2014), Grant (2001), Judge (1993) which states that job satisfaction affects the decrease in turnover intention.

The emotional level of employees in self-control is part of the employee's emotional intelligence. The level of emotional intelligence of employees in self-control is realized in the employee's self-control in performing the work. This aspect becomes the main determinant to remain a member of the corporate organization and reduce the desire not to leave the company. The results of this study support the results of research Iqra et al., (2014) which proves that emotional intelligence of employees can reduce turnover intention. The results show that the desire to leave the organization is a major factor that forms the turnover intention in the company. The results show that organizational commitment negatively impacts the decrease in turnover intention. This shows that employee commitment to hard work in the company is able to reduce the level of intentions of employees to leave the company and the desire to work in other companies. The results of this study support the research of Igra et al., (2014), Grant (2001), Lum et al., (1998), DeConick PBachmann (1994), Meyer et al., (1993) and Tett and John (1993). which states that organizational commitment has a negative effect on turnover intention.

## IV. CONCLUSION AND FUTURE RESEARCH

The commitment of employees to remain a member of the company is an important factor to avoid high labor turnover. Companies need to make various efforts so that employees remain a member of corporate organizations. PT Kusumahadi Santosa Karanganyar undertakes an adequate salary strategy, implements a clear

career system, engages employees in training to improve work professionalism and provides guidance and guidance on the job. This strategy aspect is needed by the employee so that employees feel secure and have a positive impact on employees' commitment to the vision and mission achievement of the company organization, and the impact of decreasing labor turnover.

The results of this study have found important findings that the commitment to be an organization member becomes an organizational function in order to retain employees. However, to achieve this commitment, the strategic effort is required by considering the individual character of employees and culture. For the next researchers, the cultural aspects associated with the intention to persist in the organization need to be assessed in a test with aspects such as work productivity in large-scale manufacturing firms.

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