THE EFFECT OF ORGANIZATIONAL COMMITMENT AND WORK MOTIVATION ON TURNOVER INTENTION AT CV PIRAMIDA JAYA

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ABSTRACT

This research focuses on the turnover rate of CV Piramida Jaya Bandung which varies from 2019 to 2022. However, this research also intends to understand organizational commitment, work motivation, turnover intention, and the extent to which organizational commitment and work motivation influence simultaneously and partially. employee turnover at CV Pyramid Jaya. This study uses a quantitative research design with descriptive and verification methodologies, with data collection through questionnaires, interviews, observations, and literature studies. The study population was all employees of CV Piramida Jaya, totaling 60 people, with a saturation sample which incidentally could represent all employees. Organizational commitment (X1) and work motivation (X2) are independent variables, and turnover intention (Y) is the dependent variable. Validity, reliability, and traditional assumption tests are part of data analysis. Data processing using statistical product and service solution software includes data analysis methods linear regression analysis, correlation, determination, T test, and F. Thus it is hoped that this research can explain the variables that influence CV Piramida Jaya employees' intentions to leave their jobs and offers useful advice for human resource management. According to the results of the questionnaires filled out by respondents, the main cause of employee intention to leave the company is a lack of commitment which is revealed through poor training and lack of employee attendance because it does not support careers and employees. development. Regression analysis and other appropriate statistical methods will be used to analyze the data to determine the impact of organizational commitment and work motivation on turnover intention. Also anticipated from the study findings are ideas or recommendations to improve CV Piramida Jaya's human resource management and better knowledge about the factors that affect the turnover rate in the company.

Keyword : Organizational Commitment, Work Motivation and Turnover Intention

INTRODUCTION

Human resource management has important significance and is an essential requirement for every company to overcome various internal problems that arise within the organization. The main goal is to get a workforce that fits the needs of the company.

Human Resource Management (HRM) has a close relationship with employees' desire to move jobs or turnover intention. HRM plays a role in managing the factors that influence employee decisions to leave the organization or have the desire to change jobs.

HRM seeks to reduce turnover intention by implementing various effective practices. For example, in the employee selection process, HRM can select individuals who share the values and fit with the organizational culture, thereby reducing the likelihood that they will have the intention to change jobs. By implementing good HRM practices, companies can reduce turnover intention and retain talented employees. Understanding the factors that affect turnover intention and managing them properly is an important component of effective human resource management. Thus, an organization can achieve the goals that have been set.

One of the problems faced by companies is the high turnover rate. According to Robbins and Judge as cited by Widyanti and Agustina (2022:35), turnover intention is the tendency or level where an employee has the possibility to leave the company either voluntarily or involuntarily, which is caused by dissatisfaction with the current job and the existence of job opportunities. something else more interesting.

The willingness of employees to leave the company is an action that can cause losses to the company. This will result in employee turnover which in turn requires costs for the company. Therefore, the company should try to control the turnover rate. Mobley in Satwari et al (2016:179) states that employee turnover can incur relatively high costs, and organizations need to carry out an accurate cost analysis. In the case of CV Piramida Jaya, employee turnover causes the company to incur additional costs, which in turn is detrimental to the company. On the other hand, employees also experience losses because they have to find new jobs.

Actions taken by employees show their lack of commitment to the organization or company. Turnover intention has a close relationship with organizational commitment. Rizki and Juhaeti (2022:84) in their research stated that organizational commitment has a negative and significant

effect on turnover intention. This finding is in line with the view expressed by Blau in Rizki and Juhaeti (2022:85) that organizational commitment refers to a situation in which an employee supports the organization and its goals, and is willing to become a member of the organization. In addition, according to Busro in Rizki and Juhaeti (2022:85), organizational commitment involves work attitude, belief, readiness to try, responsibility, involvement, and a strong desire to survive and give the best effort at work.

CV Piramida Jaya is a private company operating in the textile industry, producing various products made from fabrics such as carpets, flags, fabrics, bed sheets, and so on. Like other companies, CV Piramida Jaya also faces various challenges in running its business, one of which is the low competence of its employees. Observations made by researchers identified the low competence of employees as one of the obstacles in carrying out their duties. One of the factors causing this low competence is the low level of education. Employees at CV Piramida Jaya are mostly high school graduates with ages ranging from 20 to 60 years. Further information can be seen in table 1.1 below:

Table 1.1 Employee Data at CV Piramid Jaya

No	Age	Sex	Last education			Total
			Elementary school	Middle school	High school	
1	20-30	Man	-	7	8	16
		Woman	1	-	-	
2	30-40	Man	-	4	2	9

		Woman	-	2	1	
3	40-50	Man	1	6	2	16
		Woman	2	5	-	
4	50-60	Man	1	4	2	14
		Woman	-	5	2	
	Total		5	33	17	55

Source: CV Piramida Jaya (2023)

Table 1.1 is employee data at CV Piramida Jaya. The majority of employee education is dominated by junior high school graduates with 33 people. Then there were 17 high school graduates and the lowest were 5 elementary school graduates. Based on the data above, it is related to the low level of education available in CV Piramida Jaya employees is one of the causes of employees not being able to work properly in carrying out their duties. So that this becomes one of the factors employees decide to resign from the company.

The purpose of this study is to determine the high or low turnover intention in the company or more employees who resign from the company, as can be seen in table 1.2 below.

Tabel 1.2 Employee Turnover Data at CV Piramida Jaya
Year 2019-2022

No	Year	Number of Employees Beginning of the Year	Employee Login	Employee Out	Number of Employees the end of the Year	Persentation
1.	2019	67	15	45	37	86,5%
2.	2020	37	65	26	76	46%
2.	2021	76	7	7	76	9,2%
3.	2022	76	11	8	79	10.3%

Source: CV Piramida Jaya (2023)

Based on the table above, it can be seen that the turnover that occurs has increased and decreased every year. A rapid increase was experienced in 2019 with the number of employees leaving by 45 employees or 86.5%. Then it experienced a rapid decline in 2021 with a turnover of 7 employees or 9.2%.

The author created this research framework which includes organizational commitment and work motivation as independent variables and turnover intention as the dependent variable based on background information that has been discussed in this study regarding the effect of organizational commitment and work motivation on employee turnover intention. . The following provides a framework for thinking in Figure 1.1:
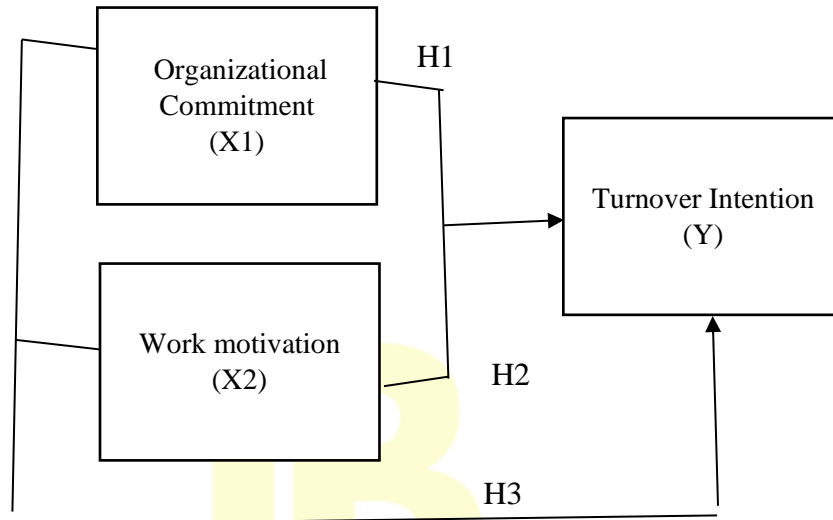
Source: Processed by the author (2023)
Figure 1.1 Thinking Framework

LITERATURE REVIEW

Ardana, Mujianti and Utama (2012:3) Put forward Human Resource Management (HRM), which is a component of organizational management that emphasizes the human element. Ivancevich in Marwansya (2014:3) describes human resource management as a task carried out within the company with the aim of enabling the most efficient use of people (workers) to achieve group and individual goals.

Priansa (2016:146) Preparation of certain personnel to carry out different or larger tasks in the organization can be interpreted as human resource development. Meanwhile, Bogardus in Marwansyah (2014:153) states that human resource development is a functional area of human resource management science related to training programs, development, change, and performance management to ensure that individuals with the knowledge, skills, and abilities needed will be available when needed to realize organizational goals.

According to Thoha in Duha (2018: 8) organizational behavior is a study that concerns aspects of behavior in an organization or a particular group. According to Hanggraeni in Duha (2018:8) organizational behavior is a field of study that investigates the influence of individuals, structural groups on behavior in organizations, which aims to apply this kind of knowledge to increase organizational effectiveness.

According to Mobley in Rizki and Juhaeti (2022:77) turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their choice. According to Mathis, Robert and Jackson in Uktutias et al (2021:18) turnover intention is a process in which workers leave the organization and someone has to replace them.

Organizational commitment according to Ivancevich et al. in Priansa (2018:233), is a sense of identity, participation, and loyalty shown by employees towards their superiors. According to Luthans in Priansa (2018:234), organizational commitment is often

described as an attitude and includes the following characteristics: a) a strong desire to remain a member of the organization; b) the desire to work towards organizational goals; c) certain beliefs; and d) acceptance of organizational values and goals.

Robbins in Priansa (2018: 201) claims that motivation is a process that shows individual intensity, direction, and persistence in an effort to achieve goals. According to Gredler et al in Priansa (2018:201) motivation is the quality that drives someone to act.

RESEARCH METHOD

This study focuses on employee turnover intention at CV Piramida Jaya. The research method used is descriptive and verification with a quantitative approach. Data was collected through library research, interviews, observation, and distributing questionnaires. The population of this study were all employees at CV Piramida Jaya, totaling 60 people. The research sample used the saturated sample method.

This study involved two independent variables, namely organizational commitment (X1) and work motivation (X2),

while the dependent variable was turnover intention (Y). The Likert scale is used to measure these variables. The following is the operationalization of the variables in table 1.3:

Table 1.3 Operational Variables

Variabel	Definisi Variabel	Indikator	Sub Indikator	Skala
Turnover Intention (Y)	Turnover Intention is the tendency or intention of employees to voluntarily leave work or move from one workplace to another according to their choice. Mobley in Riki and Juhaeti (2022:77)	1. Thoughts of Quitting	a. Thinking of quitting the company when facing a tough job.	Interval
			b. Thinking of leaving the company because I want to find a new job experience	Interval
			c. Thinking of quitting from the company when receiving work pressure from superiors	Interval
			d. Have a desire to quit the current job to change professions	Interval
		2. Intention to Quit	a. Thinking of leaving the company because I want to change professional	Interval
			b. Thinking of leaving the company because they	Interval

			feel unsuited to the job being done	
			c. Thinking of leaving the company because it doesn't get the appreciation it deserves	Interval
			d. Thinking of leaving the company because you are not comfortable with co-workers	Interval
			e. Thinking of leaving the company because I want to find a better job	Interval
			f. Thinking of leaving the company because the facilities are less comfortable	Interval
		3. Intention to Search for Another Job	a. Thinking of looking for another job because you get a job offer you are interested in	Interval
			b. Thinking of looking for another job because I feel unprofessional	Interval

			c. Thinking of looking for another job because the location of the workplace is too far	Interval
			d. Thinking of looking for another job because of the lack of skills	Interval
Organizational Commitment (X1)	Organizational Commitment is a sense of identification, involvement, and loyalty expressed by employees towards their organization. Ivancevich et al in Priansa (2016:233)	1. Affective Commitment	a. Feel happy with the work done in the organization or company	Interval
			b. Feel like continuing to work at the company because it is comfortable and feels right	Interval
			c. Feeling that leaving the organization or company will result in personal losses	Interval
			d. Feeling of having a close relationship because of the same goals with the organization	Interval
			e. Feel happy to be part of an organization or company	interval
			f. Feel proud to be part of an	Interval

			organization or company	
		2. Normative Commitment	a. Feel responsible for the success of an organization in the company	Interval
			b. Feel like doing a better job because of previous work experience	Interval
			c. Feeling compelled to use the best abilities at work to produce good performance	Interval
			d. Feeling a high sense of loyalty to an organization in the company	Interval
		3. Continuous Commitment	a. Feeling compelled to stay in the organization or company to make ends meet	Interval
			b. Don't feel like losing your job or position in the company	Interval
			c. Feel very sorry if you leave the organization or company	Interval

			d. Feeling that a big loss will come if you leave the organization or company	Interval
Work motivation (X2)	Motivation is a process that shows individual intensity, direction and persistence of efforts towards achieving goals. Robbins in Priansa (2016:201)			
		1. Physiological Needs	a. Feel the work done is a resource to meet daily needs	Interval
			b. Feeling compelled to continue working in the company to survive	Interval
			c. The company protects employees in the event of an accident while working	Interval
		2. Safety Needs	a. Get an accident insurance facility from the company	Interval
			b. Get health insurance facilities from the company	Interval
			c. Get justice if there is a dispute between employees	
			d. The company provides psychology	

			classes or sessions for employees	
		3. Social Needs	a. Feel that you have a good interaction with colleagues in the company	Interval
			b. Feel mutual respect for each other with colleagues in the company	Interval
			c. Feel mutual help with co-workers in the company	Interval
		4. Esteem Needs	a. Felt that all my co-workers have mutual respect for one another	Interval
			b. The company really appreciates the work I have done	Interval
			c. Feeling that if the work is done optimally the company will give a reward	Interval
		5. Self-Actualization Needs	a. The company is open to the opinions or ideas of its employees	Interval
			b. The company is very open to	interval

			criticism from its employees	
			c. The company really appreciates the abilities or skills possessed by employees to be further developed	Interval

Source: Processed by the author (2023)

In this study, the data will be tested using the method of validity, reliability and classical assumptions. For hypothesis analysis, the method used was linear regression coefficient analysis, correlation coefficient analysis, coefficient of determination analysis, t test, and F test. Data processing was performed using Statistical Product and Service Solution (SPSS) software version 20.

RESULTS AND DISCUSSION

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Data analysis as follows.

Validity Test

Validity according to Darma (2021:7) is the ability of a measuring instrument to determine its target size. When evaluating the reliability of the consideration given to the

usefulness and substance of the instrument. The purpose of the validity test is to find out how accurately a test meets its objectives and whether the measuring instrument prepared is capable of measuring what needs to be measured.

$$r_{xy} = \frac{N \sum xy - (\sum x)(\sum Y)}{\sqrt{\{N \sum_X {}^2 - (\sum_X {}^2)\}\{N \sum_y {}^2 - (\sum_y {}^2)\}}}$$

Where :

r_{xy} : The correlation coefficient between organizational commitment, work motivation and turnover intention variables

N   : Number of Respondents

∑xy   : The number of multiplication between the x score and the y score (organizational commitment, work motivation and turnover intention)

∑xy   : Total x score (organizational commitment, work motivation)

∑y   :Total y score (turnover intention)

∑x2   : Sum of squared x (organizational commitment, work motivation)

∑y2   : The sum of the squares of y (turnover intention)

The validity test was distributed to 60 respondents with similar characteristics. This is because to find out whether the results of testing the data are valid or not, a comparison is needed between the magnitude of r_count and the variable r_table, with the comparison criteria for testing the validity test as follows:

a. If r count > r table, then the research instrument is declared valid
b. If r count <r table, then the research instrument is declared invalid

Reliability Test

According to Darma (2021:17) the concept of reliability is the extent to which the results of a measurement used are still reliable and free from measurement errors (measurement errors). The reliability test was carried out by comparing Cronbach's alpha value with the significant level/level used. The significant level/level used can be 0,5 0,6 to 0,7 depending on the needs of the research. The test criteria are as follows:

a. If Cronbach's alpha value > significant level, then the instrument is said to be reliable
b. If Cronbach's alpha value < significant level, then the instrument is said to be unreliable

Cronbach's alpa formula:

$$a = \left(\frac{K}{K-1}\right)\left(\frac{1 - \sum s_1^2}{SX^2}\right)$$

Information :

a = Cronbach's alpha reliability coefficient

K = Number of question items tested

$\sum s_1^2$ = Total item score variance

SX^2 = sum of test scores (all K items)

According to Ghozali in Dilasari and Yosita (2020:34) reliability measurement can be carried out using one shot methods or one time measurement method. Measurements are made only once and then the results are compared with other questions or measure the correlation between the answers to questions.

Classical Assumption Test

The following is a classic assumption test used by the author in this study including:

1. Normality Test

According to Ghozali in Hutapea (2022: 1820) the normality test is carried out to test whether in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. In this test using the Kolmogrov Smirnov test with the provision that if the significant value is > 5% or 0.05%, then the data has a normal distribution. If the significant value is < 0.05% or 5%, then the data has an abnormal distribution.

2. Heteroscedasticity Test

According to Suliyanto in Costa (2020:36) the heteroscedasticity test means that there are variable variants in the regression model that are not the same (constant). Conversely, if the variance of the variables in the regression model is not the same (constant), then it is called heteroscedasticity. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another.

3. Multicollinearity Test

According to Suliyanto in Costa (2020:35) the multicollinearity test aims to test whether or not in the regression model in the form of a high or perfect correlation between the independent variables, the regression is declared to contain multicollinear symptoms. Multicollinearity makes the independent variables not equal to zero, approaching the existence of multicollinearity can use the tolerance value and the variant inflation factor (VIF) as benchmarks. If the tolerance value is more than equal to 0,10 and the VIF value is less than equal to 10, it can be concluded that in this study there is multicollinearity, Ghozali in Costa (2020: 35).

Linear Regression Coefficient Analysis

According to Supangat in Sartika et al (2022:72) linear regression is an equation that describes the relationship between the dependent variable and the independent variable, where the model is linearly related to the dependent variable. Furthermore, this model can be used to predict the value of the dependent variable when given the value of the independent variable. According to Hasan in (2022:72) linear regression is where

the variables (independent variable X and dependent variable Y) have the highest rank of one and are related to each other linearly.

Correlation Coefficient Analysis

According to Sugiyono in Awwalin (2022:35) the correlation coefficient is the number of the strong relationship between two or more variables. In this study, the correlation coefficient was tested using SPSS. If the resulting significance value is less than 0.05 (<0.05) then the relationship between the variables in the study is correlated. To see the degree of relationship between variables, you can see the Pearson correlation (R) value.

Analysis of the Coefficient of Determination

In this research, the coefficient of determination is used to measure the contribution of organizational commitment and work motivation to turnover intention. The formula for the coefficient of determination is as follows:

$$KD = R^2 x\ 100\%$$

Information:

KD : Determination Coefficient Value

R^2 : Correlation Coefficient Value

1. t test

According to Kurniawan and Yuniarto in Sulistianingsih et al (2022:471) the t test is used to see the effect of each independent variable on the dependent variable. The t statistical test basically shows how far the influence of one independent variable individually explains the variation of the dependent variable. The null hypothesis (H_O) to be tested is whether a parameter (bi) is equal to zero, or:

1. Ho : bi = 0: meaning whether an independent variable is not a significant explanation of the dependent variable. The alternative hypothesis (HA) parameter of a variable is not equal to zero.

2. HA : bi ≠ 0: meaning that the variable is a significant explanation of the dependent variable.

2. F test

The f test aims to find out whether the independent variables jointly (simultaneously) have an influence on the dependent variable. Following are the steps to formulate a hypothesis using the F test:

1. Formulate hypotheses, test the null hypothesis (H0) and test the alternative hypothesis (Ha):

   a. H0 : β1 = β2 = 0, meaning that there is no positive effect of organizational commitment and work motivation on turnover intention.

   b. Ha : β1≠β2≠0, meaning that there is a positive influence of organizational

commitment and work motivation on turnover intention.

2. The real level used is = 0.05, the calculated value is compared with the table and the conditions are as follows:

   a. If the significance level is > 0.05, then H_0 is accepted, H_a is rejected. This means that the independent variable or independent variable simultaneously has no significant effect on the dependent variable or the dependent variable.

   b. If the significance level < 0.05, then H_0 is rejected H_a is accepted. This means that the independent variable or independent variable simultaneously has a significant effect on the dependent variable or the dependent variable.

   c. Other provisions if t count < t table then H_0 is accepted, and H_a is rejected. Vice versa, if t count > t table then H_0 is rejected, and H_a is accepted.

To determine the simultaneous effect of the independent variables on the dependent variable also use the formula:

$$F_{hitung} = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

Information:

R = Multiple correlation coefficient

k = Number of independent variables

n = Number of sample members

CONCLUSION

Based on the journals that have been provided, there are several conclusions that can be drawn from this research. First, the

employee turnover rate at CV Piramida Jaya Bandung has varied from 2019 to 2022. During this period, there were fluctuations in the number of employees leaving the company. This indicates a change in the composition of the company's workforce.

This study's main objective is to understand the factors that influence the level of employee turnover at CV Piramida Jaya, namely organizational commitment and work motivation. In addition, this study also aims to identify the influence of organizational commitment and work motivation partially or simultaneously on the intention to change jobs. The results of the data analysis show that the lack of commitment to the company and the lack of career opportunities and employee development are the main factors that contribute to the high intention to change jobs at CV Piramida Jaya.

The research method used is quantitative research with a descriptive and verification approach. Data was collected through various sources, such as literature studies, interviews, observations, and questionnaires. Data analysis involved validity tests, reliability tests, and classic assumption tests, as well as using analytical methods such as linear regression, correlation, determination, t-test, and F-test.

This research has important implications for human resource management at CV Piramida Jaya. With a better understanding of the factors that influence turnover intentions, companies can take appropriate steps to reduce employee turnover and increase employee retention. Relevant recommendations can be given in terms of improving human resource management more effectively, such as increasing organizational commitment through adequate training programs and increasing work motivation through recognition and reward for work performance.

In conclusion, this study contributes to exploring the relationship between organizational commitment, work motivation, and intention to change jobs at CV Piramida Jaya. By understanding the factors that affect employee turnover, companies can take strategic steps to maintain workforce stability and improve overall organizational performance.

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