

# The Effect of Work Involvement and Work Satisfaction to Employee Turnover Intentions in Indonesia: Case Study in SCTV

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**Keywords:** Job Involvement, Job Satisfaction, Turnover Intention

**Abstract:** The purpose of this research is to bring involvement in employees' jobs and the company should be rewarded as well with the feeling of satisfaction from the employees themselves. Furthermore, to acquire a sufficient portion of job involvement from its employees, the company should put its trust to the employees. Hence, to grant the employees with job satisfaction, the company should facilitate and provide comfortability and opportunity for career development to accommodate the ability of its employees. This study is a descriptive quantitative study. The method of analysis used is SEM (Structural Equation Modeling) with the employees of PT. SCTV as the samples. The data were collected using a questionnaire, from the data, there were 150 employees of PT. SCTV who met the criteria to be selected as the respondents who would be used as the samples of the research. In the result of the analysis part, it can be found that job involvement significantly affects turnover intention and job satisfaction. On the other hand, job satisfaction does not significantly affect turnover intention. The conclusion is the deeper job involvement of an employee, the smaller number of turnover intention and the number of job satisfaction will increase.

## 1 INTRODUCTION

Toly (2001) mentioned that turnover intention should be addressed as an important human phenomenon and behavior in the life of the company from an individual and social points of view, given that an employee turnover intention will have a significant impact on the company and its current employees, high turnover intention has become a serious problem for companies, and even some companies are frustrated to learn that the recruitment process that has captured qualified employees ultimately becomes useless because the recruited employee has chosen a job at another company. Lambert (2003) mentions that work involvement is measured from the level of the individual interest that provides the work in his life.

He thinks this is a person's psychological identification with his work where an individual with a high level of work involved will place work at the center of his life's interest. Raziq (2014) mentions that if employees are not satisfied with the task assigned to them, they will be unsure of their ability. Factors such as their rights, unsafe working conditions, uncooperative co-workers, disrespectful bosses and they are not considered in the decision-making process thus causing them to feel separated from the

organization. Employee morale should be high because it will be reflected in their performance because, with low spirits, they will make a lower effort to help the company.

In reducing turnover intention, a good organization should be able to see work involvement and job satisfaction of its employees. Simanjuntak (2014) describes the work for employees should be so much for them that employee engagement becomes high and ultimately minimizes the chance of those employees to look for other jobs. Research conducted by Medina (2012) (variables of job satisfaction and turnover intention) showed a negative correlation between job satisfaction and low turnover intention as has been shown to improve productivity and organizational performance. Tziner (2011) also found that job involvement has an effect on job satisfaction and that employment involvement also has a negative and significant effect on employee exit intention. Lambert (2003) mentions that job involvement negatively affects job satisfaction and turnover intention. His study shows that the involvement to important work influences job satisfaction and turnover intention.

Simanjuntak's research (2014) (variables of work involvement and turnover intention) in the field of

herbal medicine industry showed work involvement has a negative and significant influence on employee turnover intention. Previous researches on job involvement, job satisfaction, and turnover intention have been done a lot, but those researches are not jointly tested in one research, and the object of the researches conducted are not within the field of a television company, namely PT. SCTV. So the authors perceive that we still need to grow more understanding on job involvement, job satisfaction, and turnover intention and the authors put this idea into suggestions for the next research object. Based on the above research gap, the purpose of the research to be achieved is to explain the effect of job involvement and job satisfaction on turnover intention.

## 2 LITERATURE REVIEW

### 2.1 Work Involvement

Noe, Hollenbeck, Gerhart and Wright (2011) describe employment engagement as the extent to which people identify themselves with their work. People with high levels of job involvement consider their work to be an important part of their lives. Liau and Lee (2009) argue that employment involvement in this modern economic era in particular also contributes to the overall availability of human resources. Cohen (2003) defined job involvement as the internalization of values about the good of the job or the importance of work for one's worth. Job involvement as a level of the extent to which a person's work performance affects his self-esteem and the extent to which a person psychologically identifies himself with his job or the importance of work in his total self-image. Robbins (2003) argues that work involvement is the level at which a person relates himself, participates in it and assumes its performance is important for its value. Employee engagement is a participatory process that uses the entire capacity of workers and is designed to encourage increased commitment to the success of the company. Yekty (2006) explains that job involvement can show the integration of employees to the company because the more an employee united with the work, the more involved the employee will be and he/she will want to spend more time in his/her work.

### 2.2 Work Satisfaction

Raziq (2014) explains job satisfaction as the emotional orientation that employees have for their roles to perform in the workplace. Job Satisfaction is an important component of employee motivation and encouragement for better performance. Ardana (2012) states one of the causes of dissatisfaction in work is employee unsuitability to work. Lack of job training for employees can cause job mismatch. Working training basically must be done by a company considering no one can perform a task or work well if it is not learned first. Jimad (2011) explains job satisfaction is the biggest factor affecting employees' intention to leave or stay in the company. Job satisfaction is defined as a "security feeling" or sense of security of employees to work both regarding socio-economic (salary and social security) and psychological perspectives, like getting the more advanced opportunity. Fathoni (2006) says job satisfaction is an emotional attitude that is fun and it is able to make an employee love his/her job. This attitude is reflected through work morale, discipline, and work performance. This satisfaction is enjoyed in work, out of work, and in and out of work combinations. Job satisfaction in work is the job satisfaction enjoyed in employees work by obtaining the results of work goals, placement, treatment and atmosphere of a good working environment. Simanjuntak (2014) said five factors encourage the creation of job satisfaction. These factors, among others, are challenging jobs where employees tend to prefer jobs that give them the opportunity to use their skills, abilities and offer diverse tasks, freedom and feedback on how well they work. Then the rewards where the employees want the wage system and promotional policies are fair and in line with their expectations. The important thing that connects wages and satisfaction is not the absolute amount paid, but the existence of justice. Further working conditions are the working environment which is very important for employees to personal comfort and to facilitate the task. Then colleagues where for most employees, work also fill the need for social interaction. Therefore, friendly and supportive colleagues will create job satisfaction. Moreover, the last one is the suitability of work which where a high fit between personality and worker will make an individual more satisfied.

### 2.3 Turnover Intention

Hurley (2010) states that the Turnover Intention of employees is something that is reasonable for the

company's operations because if there is a transfer of employees under five percent it is considered less healthy. Employee shifting provides a dynamic situation for a company by introducing employees with new ideas, new abilities, and breakthroughs. Mathis and Jackson (2009) also expressed the opinion that Turnover Intention is a challenge faced by a company. Work shift occurs when employees leave a company, and its position must be replaced. Outgoing employees can be caused by company policy or employee's desires. Harnoto (2002) also states Turnover Intention is the level of intensity of the desire to get out of the company, many reasons that cause turnover intention is the desire to get a better job. The opinion is also relatively similar to the opinion expressed earlier, that the intention of turnover is basically a desire to leave (out) of the company. Toly (2001) argues that turnover intention is the attitude or level tendency in which an employee has the possibility to leave the organization or voluntarily resign from his job. Chen and Francesco (2000) measure intentional turnover by looking at situations within the company that are less comfortable that cause employees to have a mind to leave the company, the desire to look for other jobs and the desire to leave the company in the coming months.

### 3 HYPOTHESIS

Flaslah (2010) found that job involvement had a negative and significant effect on employee outsourcing and work involvement was able to make employees work together well. Similarly, Sumarto (2009) found that high employee involvement proved to be able to increase job satisfaction and able to damp turnover intention of the employee. According to Blau and Boal (1989) in Kartiningsih (2007) work involvement in practice related to the level of absenteeism, the application rate of stop working and the will to participate in teams or working groups. If the level of work involved is not addressed, it will result in high absenteeism and high turnover intention (Robbins and Caulter, 2007). From the results of this study, it shows that there is significant influence between work involvement on turnover intention at PT. SCTV.

From the above description the authors propose a hypothesis:

H1: The greater the employee's involvement in his work the lower the turnover intention.

Nasution (2009) mentioned job satisfaction proved to have a significant influence on the employee's desire

to get out. Ayodogdu and Asikgil (2011) found that job satisfaction negatively and significantly affects the employee's desire to leave the company. The negative relationship between job satisfaction with leaving out intentions means that if employment satisfaction increases, it decreases employee's desire to leave the company. Handoko (2006) in Simanjuntak (2014) job satisfaction affects employee turnover and absenteeism. The company can expect that if job satisfaction increase, employee turnover and attendance decrease. Employees will not be easy to leave the company and then look for opportunities in other companies. From the results of this study, it shows that there is significant influence between job satisfaction on turnover intention at PT. SCTV.

From the above description the authors propose a hypothesis:

H2: The more satisfied the employee towards his work the smaller the turnover intention.

Khan and Nemati (2011) and Putri (2010) found that job involvement had a positive effect on job satisfaction. Sumarto (2009) got the result that high employee involvement proved to be able to increase job satisfaction and able to dampen the intention of the employee to leave out. Makvana (2008) mentioned that employees with high levels of job involvement showed high levels of job satisfaction. Brown (1996) in Mantler and Murphy (2005) observed that people with high work involvement tend to be satisfied with their work and have a high commitment to their careers, profession, and their organization. From the results of this study, it shows that there is significant influence between work involvement and job satisfaction at PT. SCTV. From the above description the authors propose a hypothesis:

H3: The greater the employee's involvement in the company, the greater the employee's job satisfaction with the company

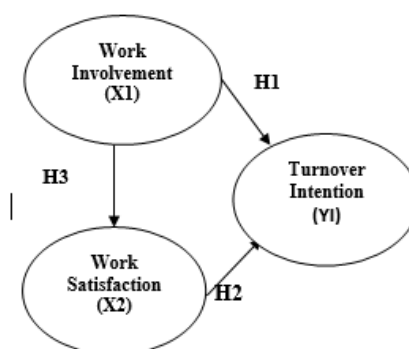


Figure 1  
Conceptual Framework Model with Hypothesis

## 4 METHODS

Analysis method in this research uses Structural Equation Modeling (SEM) method. The sampling process was performed using the Maximum Likelihood Estimation (MLE) technique, which was an effective sampling technique for samples ranging from 100 to 420 samples (Ferdinand, 2002). Data measurement method uses a Likert scale with scale interval one to ten. The aspects studied job involvement, job satisfaction and turnover intention. Research started in August 2017 with quantitative descriptive analysis research method by adopting a causality model to see the relationship between variables. This research conducted on permanent employees of PT.SCTV with a sample of 150 respondents. Analysis results are then interpreted, and the last step was concluded and given suggestions.

### 4.1 Measurement

In this research, there is one exogenous variable that is the turnover intention and two endogen variables that are job involvement and employee job satisfaction. Measurement of turnover intention variable applies the dimensions of Chen and Francesco (2000) whose dimensions consisted of the thought of exit, the desire to seek other vacancies, and the desire to leave the organization in the coming months. Employment involvement variable uses the dimensions of Lodahl and Kejner (1985) consisting of a large indicator of expectations for work, high emotional involvement in work, a great sense of responsibility for work, preparedness for duty, pride in employment, and ambition for mobility over mobility. Employee job satisfaction adapts the dimensions of Luthans (2006) consisting of salary, promotional opportunities, peer relationships, supervision, and work environment. Furthermore, from the measurement dimensions presented in the form of questionnaires, we tested the validity and reliability. Confirmatory Factor Analysis does the validity test by looking at Kaiser-Meyer-Olkin Measure of Sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test, the value obtained must be greater than 0.5 which means that the factor analysis is appropriate or appropriate for use, and can be further processed (Malhotra, 2004). The job engagement scale consists of 5 questions, and there are only 3 valid questions, the job satisfaction scale consists of 6 questions and only 4 valid questions, and the turnover intention scale consists of 3 questions, and they are all valid. Test reliability value of Alpha Cronbach is greater than > 0.6 which

means reliable (Anindita and Hasyim, 2009), which can be said operational-operational organizational climate involvement, training and employee performance can be said as a reliable data collection tool in research. The next stage, our data was analyzed by using SEM analysis method. SEM can explain the complex association of variables as well as the direct or indirect effects of one or several variables on other variables (Hair, 2008).

## 5 RESULT

Our research focuses on the influence of job involvement, job satisfaction, and intention turnover where the results show that of the three hypotheses it was obtained two data supporting the hypothesis and one data was not supporting the hypothesis or not all hypotheses are accepted, as we have done SEM testing. It can be seen in Figure 2 as follows:

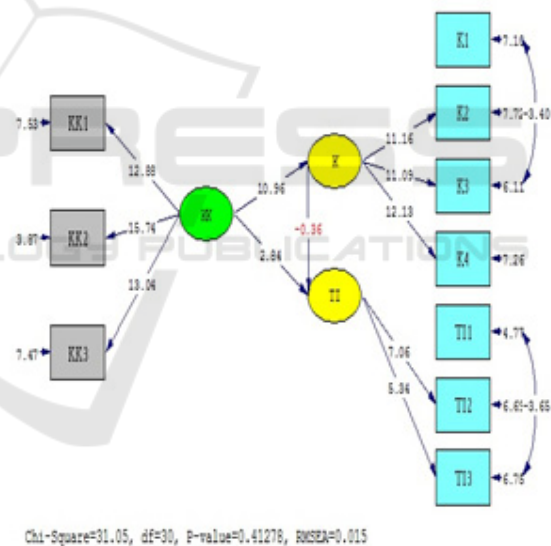


Figure 2  
Path Diagram T-Value

Based on Figure 2 the T-Value Path Diagram above which is a hypothesis in this study is presented in the following structural equation.

Hypothesis Statement Hypothesis T	Value Value Description	Hypothesis Statement Hypothesis T	Value Value Description
H <sub>1</sub>	The greater the employee's involvement in his work, the lower the employee turnover intention	2,84	The data support the hypothesis
H <sub>2</sub>	The more satisfied employees to their work the smaller the turnover intention.	-0.36	The data do not support the hypothesis
H <sub>3</sub>	The greater the employee's involvement in the company, the greater the employee's job satisfaction with the company.	10.96	The data support the hypothesis

In the result of the first hypothesis testing (H1), it was found that the result of the analysis support H1 hypothesis that employee engagement would lower turnover intention of the employee which equals to 2.84. This shows that turnover intention is influenced by good work involvement. Like the better the involvement of work within the company, the lower the turnover of employee intention will be. This result is reinforced by previous research conducted by Blau (1889) in Robbins (2003) which found that high levels of work involvement have been found to be related to lower absenteeism and lower stopping rates. Similarly, Sumarto (2009) found that high employee engagement proved to decrease employee turnover intention. While Faslah (2010) found that job involvement had a negative and significant impact on employee intentions.

Results of testing the second hypothesis (H2), found that the analysis does not support the hypothesis H2 of which value is -0.36. This shows that turnover intention is not influenced by job satisfaction. The lower the job satisfaction of employees the higher the turnover intention of employees working on SCTV. Job satisfaction on permanent employees of PT. SCTV is so low that it impacts turnover intention, this is not in accordance

with the statements of Kuruzum et al. (2009) and Sharagay and Tziner (2011) who found that job involvement had a positive effect on job satisfaction on employees.

Nasution (2009) which mentions job satisfaction proved to have a significant influence on the desire of employees to leave their job. However, in research conducted by Ayodogdu and Asikgil (2011), it was found that job satisfaction negatively and significantly influence the employee's desire to leave. The negative relationship between job satisfaction and out-of-pocket intentions means that if a person's job satisfaction increases, it further decreases his desire to leave the company. Satisfaction is a form of feeling that someone has more value for his company. When employees feel satisfaction in their jobs, employees will expect the company to meet whatever is needed by them and whether they receive adequate facilities or not. Jimad (2011) says job satisfaction is the biggest factor that affects employees' intention to leave or stay afloat in the company. The authors find that job satisfaction does not affect the turnover intention. This may be caused by several things, according to the author this can occur because the form of satisfaction given is sufficient in accordance with the level of ability of employees. Another thing, employees feel that it is enough to be trusted to do the job well. The last one according to the authors is because employees feel that the important thing that can make them survive is not job satisfaction from the company alone, it could be from the work environment or the compensation and benefits they earn which is enough to be able to meet their life needs. Result of testing of the third hypothesis (H3), found that result of analysis support hypothesis H3 that is good employee engagement will make employees' job satisfaction bigger or equals to 10.96.

This indicates that job involvement is influenced by good job satisfaction. This result is reinforced from previous studies conducted by Makvana (2008) who found that employees who have high levels of job involvement indicate a high level of job satisfaction. Brown (1996) in Mantler and Murphy (2005) also add that people with high work involvement tend to be satisfied with their work and have a high commitment to their careers, professions and organizations.

Diefendorff et al. (2006) state that Job involvement is an important factor in other work-related attitudes such as job satisfaction. People with high working involvement will focus most of their attention on their work so that they become totally immersed and enjoy the job. This is a person's belief in his job and a function of how much work can

satisfy one's desires. The results of this study are in line with this and support the results of researches Khan & Nemati (2011) and Princess (2010) who found that job involvement positively affect job satisfaction.

### 5.1 Managerial Implications

This study discusses the factors that influence work involvement, job satisfaction, and good turnover intention in PT. SCTV. In an organization, employees are important aspects and assets that must be maintained and cared for because the employee is the driver of all the processes that exist within the organization. Therefore, it is important for an organization to create comfortable conditions, respect each other, provide opportunities and employment opportunities to all employees and sufficient circumstances so that employees will feel happy in working and eventually have a high commitment. Because basically with the involvement and high satisfaction of employees, the results expected by the organization will also be better. Managerial implications that can be suggested are the company can increase employment to the employees in PT.SCTV, the company must also be able to convince and provide opportunities for all employees to work and trust each other against their colleagues. Because in this industry all work is very specific and when the program runs employees will all be combined into a solid team in running all of their duties. Basically, this company must really understand the needs of employees not only materially but also psychologically for each of its employees so that such employee can play an active role in his work. The company should design new standard operating procedures (SOP) to ensure the level of satisfaction with the values of employee work. SOP is important in implementing all stages of work on the employees of PT. SCTV, because the SOP, of course, can make uniformity of all programs in the implementation of the work so that the lack of possible coordination can make mistakes in the work itself.

The company also needs to facilitate and provide comfort as well as able to provide more career opportunities to the employees in order to develop their skills to reduce employee turnover intention from the company. The issue which, of course, affects the improvement of employee satisfaction is rewards and relationship with the management. The management can increase the rewards for employees 'achievement. In addition to maintaining relationships with employees, it is also important to manage employee job satisfaction and continue to

increase it. It can be done by holding a family gathering and the like. The management can also provide motivation and give direction so that employees grow the feeling of having the company and generate personal commitment to achieving common goals with the management. A comfortable working environment will also make employees feel comfortable in the workplace and can continue to improve employee performance in the company.

### 5.2 Limitations of Research

This study has some limitations that can be considered for further research. This research uses questionnaires as a measuring tool to save time and energy. However, the questionnaires have usual limitations are, i.e. dealing with the filling of the question. One of those limitations is the authors must spend quite a long time to wait for the respondents to fill in the questionnaires because if they are not observed there will be the possibility that the respondents do not fill in the question based on their truth condition or just fill them all based on ideal conditions expected by them instead of the actual conditions that are happening. This can cause the measurement used does not describe the variables significantly. Also, there are limitations of variables in this study which only discuss job involvement, job satisfaction and turnover intention.

### 5.3 Suggestions for Further Research

Based on the above explanation we can put forward some suggestions that can be given to permanent employees of PT. SCTV for the sake of progress in all television programs and progress of the company. The authors hope that presumably as employees, they can give the good value of work and maintain good cooperation in order to get maximum result of their work and to be able to be more creative in presenting more broadcasted programs to the society so that society will find those things (entertainment programs) are positive for their everyday life. Moreover, the company should give more opportunity to its employees to be able to give ideas, and insights and develop new innovation that can help the success of the company.

This study is still very limited because it only examines the extent of the influence of job involvement, job satisfaction and turnover intention. More research on the analysis of job involvement, job satisfaction affecting turnover intention are still possible to be further developed in the future. Thus, future researches are suggested to add new variables

such as organizational commitment, organizational culture, leadership, work stress and work environment that can influence turnover intention which are of course should be tailored to the object of the researches.

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