

Effect of Job Satisfaction, Employee Engagement, and Organizational Citizenship Behaviour on Turnover Intention (Case Study in PT Iwaindo Internasional)

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Abstract: This research is purposed to find out the influence of job satisfaction, employee engagement and organizational citizenship behaviour and its impact on turnover intention. Type of quantitative research with survey method. The population of all employees of PT. Iwaindo Internasional is 100 employees, non-probability sampling technique with a Saturated sample. The data analysis technique used is Multiple Regression. The results showed that job satisfaction had the significant effect on turnover intention, employee engagement had the significant effect on turnover intention, and organizational citizenship behaviour significantly influenced turnover intention. The simultaneous test (F test) shows job satisfaction, employee engagement, and organizational citizenship behaviour together have significant effect on turnover intention at PT. Iwaindo Internasional.

Keywords: Job Satisfaction, Employee Engagement, Organizational Citizenship Behaviour, Turnover Intention, Multiple Regressions.

INTRODUCTION

Iwa Logistics Group is a freight company that manages cargo by air, land, and sea. Iwa Logistics develops a wide range of services that are tailored to meet the needs of consumers. Quality service is realized by studying consumer needs. PT. Iwaindo Internasional always tries to provide a more consistent quality of service than competitors in the market.

PT. Iwaindo Internasional always committed to improving the welfare of employees, and assume that the employee is a valuable asset that should be preserved and developed. Therefore PT. Iwaindo Internasional always pays attention to their employees in order to be supporting and implementing pioneering

vision and mission. PT. Iwaindo Internasional continues to make efforts to keep employees long in the company because of the high market competition. However, PT Iwaindo Internasional is experiencing quite an attention-grabbing problem seen in Figure 1. below:

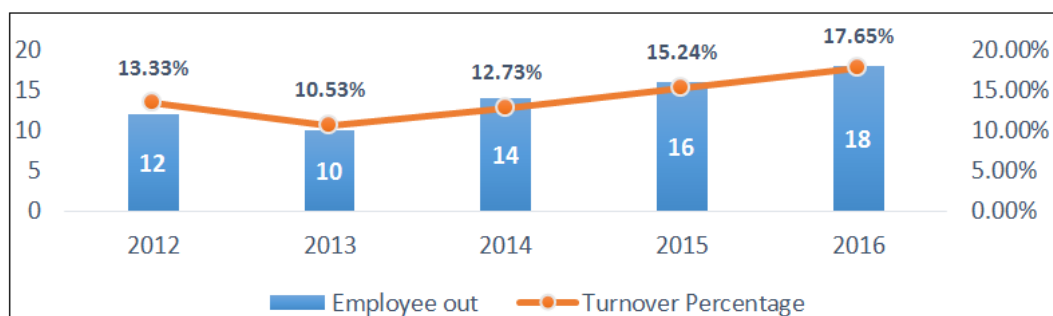


Fig-1: Turnover Percentage

Figure-1 shows a relatively high turnover rate of 13.33% in 2012, in 2013 of 10.53%, in 2014 of 12.73%, by 2015 by 15.24%, and a substantial increase by 17.65% in the year 2016. The greater the turnover rate that occurs within the company, the greater the cost

of losses that must be borne by companies such as recruitment fees, training, productivity, and dismissal Mathis and Jackson [1]. The desire to move/stop (turnover intention) is an impact that arises when employees are not satisfied with the work, Robbin and

Judge [2]. The high number of employee turnover can be influenced by various factors. to know the factors that cause employee turnover, then pre-research questionnaire was distributed to 30 employees. From

the results of pre-research questionnaire dissemination known the factors that influence the desire of employees to come out (turnover intention) as follows:

Table-1: Pre-Research Questionnaire Results

No	Alternative Answers	Total respondents who voted	Percentage
1	Employee Engagement	17	25%
2	Job Satisfaction	18	27%
3	Organizational Citizenship Behaviour	12	18%
4	Organizational Commitment	7	10%
5	Organizational Culture	2	3%
6	Leadership	11	16%
TOTAL		67	100%

Based on Table-1 above can be described that from various factors affecting employee turnover intention obtained data of respondent's choice concluding that Job Satisfaction, Employee Engagement, and Organizational Citizenship Behavior is the biggest factor affecting Turnover Intention employees inside the company. According to Robbins and Judge [3] in his EVLN diagram, employee dissatisfaction can be expressed in a number of ways, one of which is neglect that employees passively allow conditions to deteriorate, including absenteeism or late arrivals, reduced effort, and an increased level of error. This is evidenced by the increasing percentage of loss to follow-up and slowing down in the company consistently from 2013 to 2016 with a loss of loss of 22% and a slow rate of 27% by 2016.

Employee engagement is also one of the strategies or steps to maintain human resources. According to Robbins and Judge [4] employee engagement is defined as a condition in which employees have a passion for their work and feel a deep connection to their organization, whereas employees who have no engagement, basically have time to work but do not have energy or attention into their work. Sridevi [5] has also explained that employee engagement is closely related to employee retention and means that good employee engagement reduces turnover intention and directly reduces turnover. This indication is supported by the number of complaints that occur in 2015-2016 within the company with the highest number of complaints in 2016 amounted to 88%.

The purpose of this study is described as follows:

- Knowing and analyzing the influence of employee Satisfaction on Turnover Intention at PT. Iwaindo Internasional,
- Knowing and analyzing the influence of Employee Engagement on Turnover Intention at PT. Iwaindo Internasional.
- Knowing and analyzing the influence of Organizational Citizenship Behavior towards Turnover Intention at PT. Iwaindo Internasional,

and

- Knowing and analyzing the influence of Job Satisfaction, Employee Engagement, and Organizational Citizenship Behaviour against Turnover Intention at PT. Iwaindo Internasional.

LITERATURE REVIEW

Turnover Intention

According to Glissmeyer, Bishop & Fass (2008) in Herdiyanti [6] Turnover intention is defined as an attitude that affects the intention to stop and completely quit the organization. According to Zeffane (2003) in Nayaputera [7] the intention is defined as the intention or desire that arises in the individual to do something. According to Zeffane (1994) in Etnaningtiyas [8] put forward some definitions of turnover intention as follows: 1) Turnover intention is the tendency or intention of employees to stop working from their work, 2) Turnover intention refers to one's intention to find alternative work other and has not materialized in the form of real behavior, 3) Turnover intention is defined as the desire of the individual to leave the organization and look for other work alternatives. Staffebach [9] says the turnover intention is the probability or desire of a person to move from his job within a certain time period and is a prelude to the actual turnover. Based on some description of the definition stated above, it can be concluded that turnover intention is the desire of employees to quit the membership of an organization or terminate the relationship with the organization where the employee has been receiving income.

Job satisfaction

Nelson and Quick [10] state that job satisfaction is a positive or pleasant emotional state arising from the assessment of work or work experience. According to Luthans [11] job satisfaction is a state of happy emotions or positive emotions derived from a job assessment or a person's work experience. Job satisfaction is the result of employees' perceptions of how well their work provides what is important. According to Mathis [1] provides a comprehensive definition of job satisfaction that

includes reaction or cognitive and affective attitudes state that job satisfaction is a positive emotional state derived from a job assessment or a person's work experience. Job satisfaction is the result of employees' perceptions of how well their work delivers what is important. Job satisfaction is something that is individual. Each individual has a different level of satisfaction in accordance with the value system that applies to him. The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person for feeling his attitude of pleasure or displeasure, satisfied or unsatisfied in working, Rivai and Sagala [12]. According to Robbins and Judge [4] "job satisfaction is a picture of positive feelings about their work, produce and a number of characteristics of the employee. Employees who are satisfied with their work, have high positive feelings about the work they are doing. But on the contrary, employees who are not satisfied with the work they run, have high negative feelings about their work ". Based on some of the above definition, the authors conclude that job satisfaction is a feeling that is felt by an employee will result from the work he did. Job satisfaction can affect commitment to an organization and employee performance itself, then job satisfaction can be regarded as an emotional condition that leads to a person's positive attitude in assessing his work and everything faced in the work environment.

Employee Engagement

Saks [13] defines Employee Engagement as a construct consisting of cognitive, emotional, and behaviour related to individual roles in work. The same is presented by Gallup (2005) in Sridevi [5] that the Employee Engagement as an engagement with and

enthusiasm for work. Gallup also likens Employee Engagement as an emotional bond and commitment. Employee Engagement is also defined as a person's positive attitude as defined by Robinson *et al.*, (2004) in Sridevi [5] that Employee Engagement as a positive attitude towards the organization and its value.

According to Robbins and Judge [4], Employee Engagement is defined as a condition where employees have a passion for their work and feel a deep connection to their organization, whereas employees who have no engagement, basically have time to work but do not have energy or attention into their work. So it can be concluded that Employee Engagement is a positive attitude in the form of involvement, enthusiasm, and emotional ties associated with the role of individuals in work and relationships with their organizations.

Organizational Citizenship Behavior

Shortened to OCB, according to Organ (1998) in Obamiro [14], are some behaviours that benefit the organization, but are spontaneously performed by members and never directly or explicitly instructed in formal organizational reward systems. OCB according to Luthans [11] has a definition as a reflection of the characteristics or trait predisposes employees are cooperative, helpful, caring and serious. OCB, in general, is extra role behaviour of employees, where it is intended for employees who do things beyond or beyond their responsibilities. OCB is also a term used that refers to the behaviour of employees, in which the employee prioritizes the interests of the organization and coworkers rather than their own interests.

Research Model

Each dimension will be translated into indicators. This indicator will be used to create an item

statement poured in the form of a questionnaire filled by employees of PT. Iwaindo Internasional.

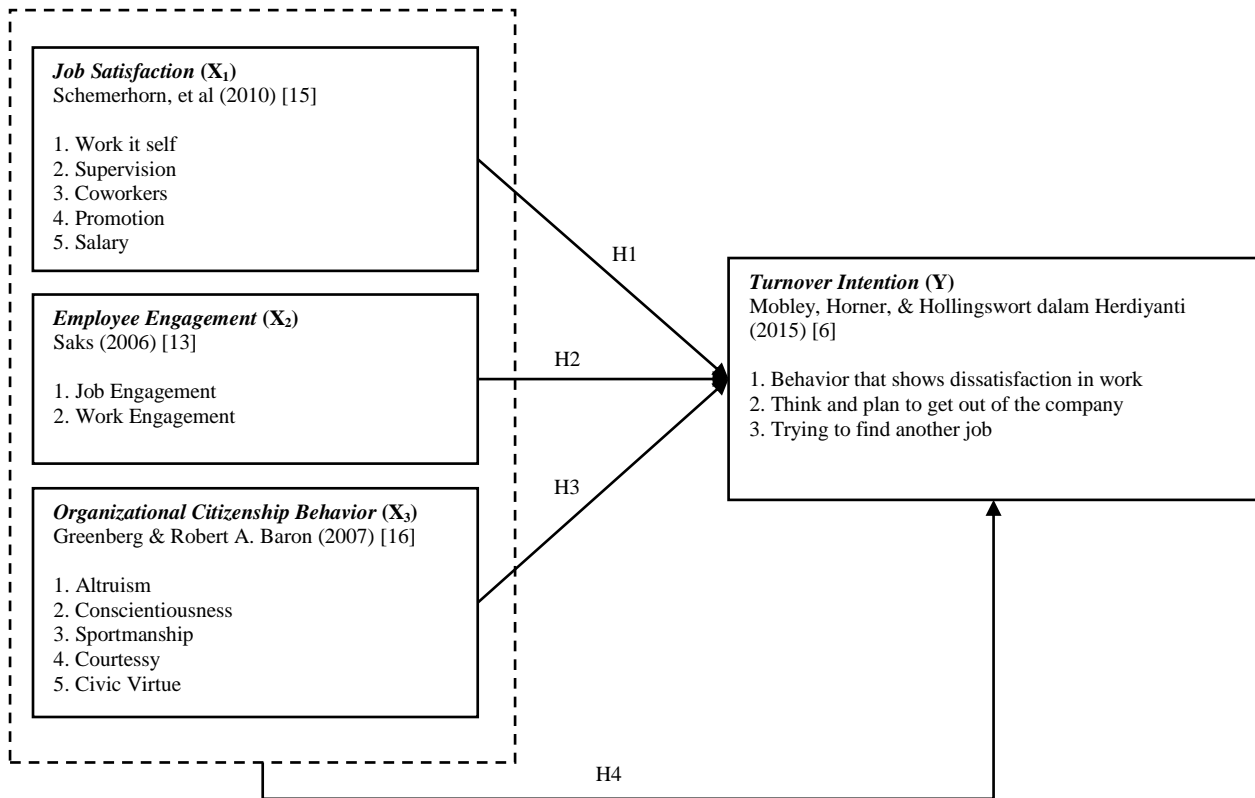


Fig-2: Research Model

Hypothesis

- H1: There is the influence of Job Satisfaction on Turnover Intention
- H2: There is the influence of Employee Engagement on Turnover Intention
- H3: There is the influence of Organizational Citizenship Behavior on Turn over Intention
- H4: Job Satisfaction, Employee Engagement and Organizational Citizenship Behavior simultaneously have an effect on Turnover Intention.

RESEARCH METHODS

Design This research is a causal research that aims to test the hypothesis about the influence of independent variables (Job Satisfaction, Employee Engagement, and Organizational Citizenship Behavior) to the dependent variable (Turnover Intention) at PT. Iwaindo Internasional. This Research Variables, understanding of research variables is anything in the form of what is determined by the researchers to be studied, so that obtained information about it then draw conclusions According to Sugiyono [17]. This research uses two independent variable and dependent variable.

Independent variables are the variables that affect or the cause of the change or the emergence of

the dependent variable. In this study, the independent variables are Job Satisfaction (X₁), Employee Engagement (X₂) and Organizational Citizenship Behaviour (X₃). The dependent variable or dependent variable is the variable that influenced or which become the result, because of the independent variables According to Sugiyono [17]. The dependent variable in this research is user satisfaction, that is user's judgment on the content, accuracy, format, time and ease of use of the system can be used as one measure of the success of an information system. In this study, the dependent variable is Turnover Intention (Y). The data that have been collected then carried out the scale of measurement and scoring. The measurement scale used in this research is Likert scale diffusion, that is from 1 to 5. The measurement scale for Job Satisfaction variables, Employee Engagement, and Organizational Citizenship Behavior, and Turnover Intention through modification with points adapted to the developed research material. The use of a scale of 1 - 5 for each respondent's answer is then divided into five categories: Strongly Agree (SS) given score 5, Agree (S) given score 4, Neutral (N) given score 3, Disagree (TS) 2, and Strongly Disagree (STS) were scored 1. After the scores obtained then searched the average score per respondent. Individual respondent data is distributed

based on certain criteria, so it can be described the distribution of the answers.

The population in this study is all employees as many as 100 employees. The sample in this research uses non-probability sampling technique with saturated sampling. Data type used is Primary and Secondary data. Data collection techniques used questionnaires distribution techniques, literature/literature studies, field studies, and interviews. Data analysis technique used is Instrument test (validity test and reliability test), classic assumption test (normality test, linearity test, heteroscedasticity test, multicollinearity test), coefficient of determination, multiple regression equation analysis, regression t-test, and regression F-test.

FINDINGS AND DISSCUSSION

Validity test

Validity test is used to determine whether or not a validity questionnaire. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire, Ghozali [18] in this research, the validity

test was tested using SPSS software version 22. The questionnaire items tested were 36 statements with the sample number of 100 employees.

Validity test results show the results of statistical calculations for Pearson Correlation or hitting larger than travel with the population number $N = 100$ and $Df = N-2$ is 0.1966, or the instrument questionnaire as a measuring tool is valid because of $r_{count} > label$. It can be concluded the validity of questionnaire as an instrument of measuring instrument in this research, used to measure Job Satisfaction variable, Employee Engagement, Organizational Citizenship Behavior and Turnover Intention is valid, meaning that questionnaire made able to measure what want to be measured in this research.

Reliability Test

A questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. The way used to test the reliability of the questionnaire in this study is to measure the reliability with Cronbach's Alpha statistical tests are described as follows.

Table-2: Reliability Test Result

Variable	Cronbach's Alpha	Standard	Result
Job Satisfaction (X_1)	0,957	> 0,7	Reliable
Employee Engagement (X_2)	0,899	> 0,7	Reliable
Organizational Citizenship Behavior (X_3)	0,893	> 0,7	Reliable
Turnover Intention (Y)	0,878	> 0,7	Reliable

Based on the result of SPSS processing with Cronbach's Alpha statistic test, the value of Variable X_1 , X_2 , X_3 , and Y is greater than 0, 7, so it can be concluded that the instrument used is reliable so that for the next calculation the data can be used to measure the variable of Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior and Turnover Intention.

Normality test

Normality test aims to test whether, in the regression model, residual variables have a normal distribution. The criteria used in this study is to look at the normal probability plot that compares the cumulative distribution of the normal distribution. Normal distribution will form a straight line diagonally, and plotting residual data will be compared with the diagonal line. The normal residual data distribution will form a line that describes the real data and will follow the diagonal line.

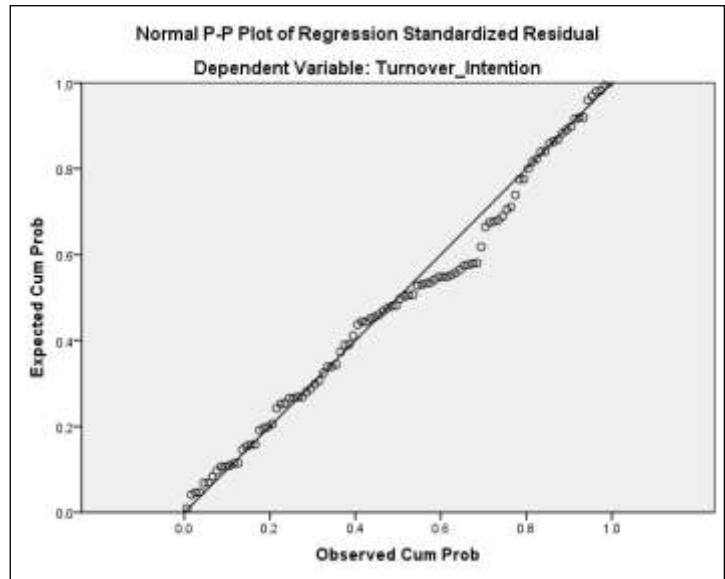


Fig-2: P-P Plot Normality Chart

Based on the graphic image above the research data in the regression model is a normal distribution. It can be seen that the line representing the real data follows the diagonal line. This means that the spread of data is said to be scattered around a straight line (not scattered away from a straight line), so normality requirements can be met. Another test used to ensure

that the research data is normally distributed is to use a histogram graph. Criteria of decision-making are if the data spread following the direction of the histogram graph means that the data shows the normal distribution pattern and regression model meets the assumption of normality.

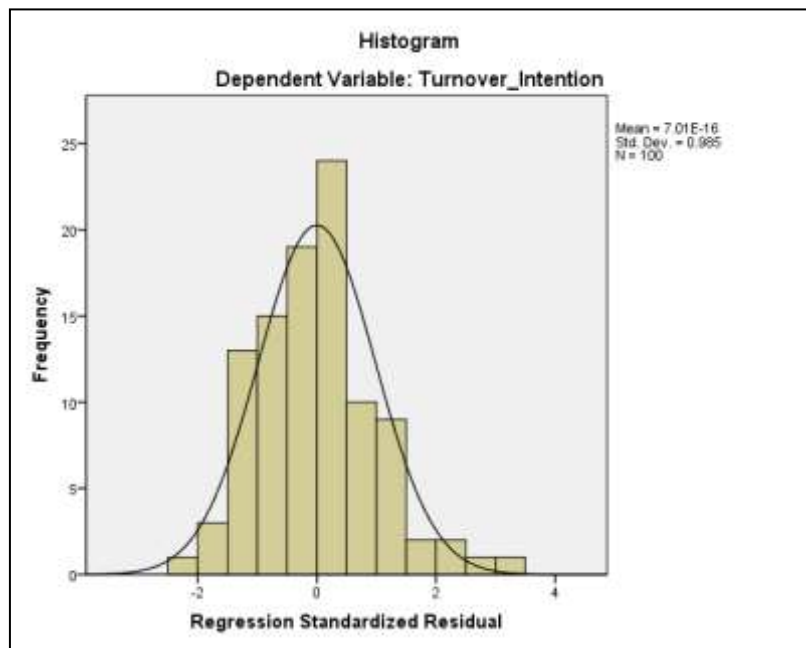


Fig-3: Histogram

Based on Figure 3, it is obtained that the data under study form or resemble a bell curve or bell with a line following the direction of the histogram graph, so it can be concluded that the data is normally distributed.

The validity of the normality test is also performed using the Kolmogorov-Smirnov statistical test, as shown in Table-3 below:

Table-3: Kolmogorov-Smirnov

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.05291623
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.036
Kolmogorov-Smirnov Z		1.084
Asymp. Sig. (2-tailed)		.191
a. Test distribution is Normal.		
b. Calculated from data.		

Test results Table-3 It is known that the value Kolmogorov-Smimov Z is 1.089. The value is then compared with the normal distribution deviation value that is 2.05. Since the value of Kolmogorov-Smirnov $1.089 < 2.05$ then it can be said that the data is normally distributed. Another way can be by looking at the value

of Asymp. Sig. (2-tailed) is 0,191 which then compared with $\alpha=0,05$. As the normality requirement is $p > \alpha$, where $0,191 > 0,05$, so that known data is normally distributed.

Linearity Test

Table-4: Linearity Test

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Job Satisfaction	Between Groups	(Combined)	1478.044	20	73.902	9.384	.000
		Linearity	1314.660	1	1314.660	166.935	.000
		Deviation from Linearity	163.384	19	8.599	1.092	.375
	Within Groups		622.146	79	7.875		
	Total		2100.190	99			
Turnover Intention * Employee Engagement	Between Groups	(Combined)	1579.449	14	112.818	18.415	.000
		Linearity	1520.786	1	1520.786	248.236	.000
		Deviation from Linearity	58.663	13	4.513	.737	.722
	Within Groups		520.741	85	6.126		
	Total		2100.190	99			
Turnover Intention * Organizational Citizenship Behaviour	Between Groups	(Combined)	1142.143	17	67.185	5.750	.000
		Linearity	940.861	1	940.861	80.529	.000
		Deviation from Linearity	201.282	16	12.580	1.077	.390
	Within Groups		958.047	82	11.684		
	Total		2100.190	99			

The result of linearity test of each independent variable (Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior) to Turnover Intention (Y) variable is the significance value of linearity = 0.000 for all independent variables, it means significant value less than 0.05 and deviation significance value from linearity variable of Job Satisfaction $0,375 > 0,05$, Employee Engagement $0,722 > 0,05$, Organizational Citizenship Behaviour $0,390 > 0,05$. So it can be concluded that Job Satisfaction with Turnover Intention has a linear relationship, Employee Engagement with Turnover Intention has a linear relationship, and a linear

relationship also occurs in Organizational Citizenship Behaviour with Turnover Intention.

Multicollinearity test

Multicollinearity test was used to test whether in regression model found a correlation between independent variables. The test used in this research is to see the value of tolerance and VIF (variance inflation factor). The basis of the decision is if the tolerance value > 0.10 and the VIF value in this study < 10.00 means no multicollinearity occurs. Here are the results of the multicollinearity test using SPSS for Windows Version 22.0.

Table-5: Multicollinearity Test

Variable	Tolerance	VIF	Result
Job Satisfaction (X_1)	0.452	2.214	There is no multicollinearity
Employee Engagement (X_2)	0.358	2.797	There is no multicollinearity
Organizational Citizenship Behaviour (X_3)	0.578	1.730	There is no multicollinearity

Table-5 shows a tolerance value greater than 0.10 and a VIF value less than 10.00 for all independent variables, so it can be concluded that the data in this study has no problem with multicollinearity.

Heteroscedasticity test

The heteroscedasticity test is used to test whether in the regression model there is a variance inequality of the residual one observation to the other. The variance from residual one observation to another observation is still worth the value of homoscedasticity or no heteroscedasticity. Here is a graph of plot Heteroscedasticity in this study:

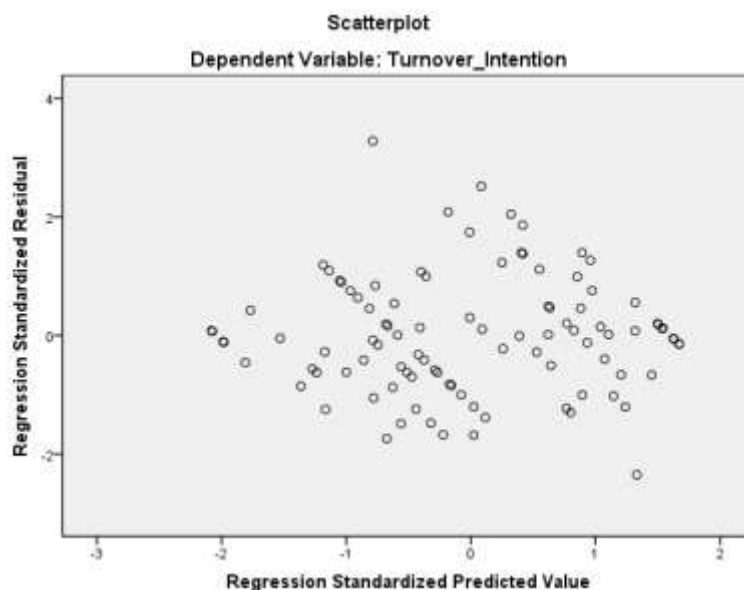


Fig-4: Scatter Plot Graph

Based on the Scatterplot graphic above, it is seen that the dots spread randomly and spread both above and below the number 0 on the Y-axis. It can be concluded that there is no heteroscedasticity in the regression model in this study. Another method to determine the heteroskedasticity in this study by using

Glejser Test is done by way of regressing between independent variables with residual absolute value. If the value of significance between independent variables with absolute residual more than 0.05 then no heteroskedasticity problem, as in table 6. below:

Table-6: Glejser Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.21	0.894		2.471	0.015
	Job Satisfaction (X_1)	-0.015	0.024	-0.094	-0.627	0.532
	Employee Engagement (X_2)	0.075	0.056	0.226	1.34	0.183
	Organizational Citizenship Behaviour (X_3)	-0.033	0.035	-0.125	-0.942	0.349
a. Dependent Variable: RES_2						

Based on the output table-6 (glejser test) it can be seen that the value of the significance of the three independent variables, namely Job Satisfaction (X_1),

Employee Engagement (X_2), and Organizational Citizenship Behaviour (X_3) more than 0.05. Thus it can

be concluded that there is no problem of heteroskedasticity on regression model.

Coefficient of determination (R Square)

The coefficient of determination (R²) is used to measure the model's ability to explain the dependent variable. The value of R (R square) approaching one means that the independent variable gives almost all the information needed to predict the dependent variable.

Table-7: Coefficient of Determination (R²)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.895	.801	.795	2.08475	1.745
a. Predictors: (Constant), OCB, Job Satisfaction, Employee Engagement					
b. Dependent Variable: Turnover Intention					

Based on table 7, it can be said that the magnitude of R Square or the correlation of the magnitude of the independent variables Job Satisfaction (X₁), Employee Engagement (X₂) and Organizational Citizenship Behaviour (X₃), Together to the dependent variable Turnover Intention (Y) of 0.801 with a very strong relationship level. R square or coefficient of determinant equal to 0,801 or 80,1%, indicate that

Turnover Intention influenced by three independent variables used in this research (Job Satisfaction, Employee Engagement and Organizational Citizenship Behavior) equal to 80,1%, and there is influence from factor the other is 19.9% of other factors.

Regression Analysis t Test

Table-8: t Test Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	56.069	1.389		40.362	.000
	Job Satisfaction (X ₁)	-.191	.038	-.343	-5.063	.000
	Employee Engagement (X ₂)	-.549	.087	-.480	-6.310	.000
	Organizational Citizenship Behaviour (X ₃)	-.164	.054	-.182	-3.038	.003
a. Dependent Variable: Turnover Intention						

Hypothesis 1: Job Satisfaction has an effect on Turnover Intention

Ho : There is no influence of Job Satisfaction on Turnover Intention on Employees at PT. Iwaindo International.

H1 : There is the influence of Job Satisfaction on Turnover Intention on Employees at PT. Iwaindo International.

In Table-8 Sig column for Job Satisfaction variable seen Significance value of 0.000, because the value below 0.05 then it can be said significantly. T-test using t-test is, table value of t at alpha 0.05 (two tail) df = n-4 = 100-4 = 96 is 1.985. While the value of t arithmetic in the table above t-test = -5.063. Means-t arithmetic <-t table then H1 accepted and Ho rejected, thus showing Job Satisfaction has a significant effect on Turnover Intention. This means that Job Satisfaction variable (X₁) has contributed to Turnover Intention (Y). The negative t value indicates that Job Satisfaction (X₁) has an inverse relationship with Turnover Intention (Y).

Hypothesis 2: Employee Engagement Influences Turnover Intention

Ho : There is no effect of Employee Engagement on Turnover Intention on Employees at PT. Iwaindo International

H2 : There is influence Employee Engagement to Turnover Intention on Employees at PT. Iwaindo International.

In Table-8 Sig column for Employee Engagement variables seen Significance value of 0.000, because the value below 0.05 then it can be said significantly. T-test using t-test is, table value of t at alpha 0.05 (two tail) df = n-4 = 100-4 = 96 is 1.985. While the value of t arithmetic in the table above t-test = -6,310. Means-t arithmetic <-t table then H2 accepted and Ho rejected, thus showing Employee Engagement significant effect on Turnover Intention. This means that the Employee Engagement (X₂) variable contributes to Turnover Intention (Y). The negative t value indicates that Employee Engagement (X₂) has a contrary relationship with Turnover Intention (Y).

Hypothesis 3: Organizational Citizenship Behaviour influences Turnover Intention

Ho : There is no influence of Organizational Citizenship Behaviour towards Turnover Intention on Employees at PT. Iwaindo Internasional

H3 : There is the influence of Organizational Citizenship Behaviour influence to Turnover Intention On Employees at PT. Iwaindo Internasional

In Table-8 Sig column for Organizational Citizenship Behaviour variables seen Significance value of 0.003, because the value below 0.05 then it can be said significantly. T-test using t-test is, table value of t at alpha 0.05 (two tail) $df = n-4 = 100-4 = 96$ is 1.985. while the value of t arithmetic in the table above t-test = -3.038. Means-t arithmetic $< -t$ table then H3 accepted and Ho rejected, thus indicating Organizational Citizenship Behaviour significant effect on Turnover Intention. This means that Organizational Citizenship Behaviour (X3) variable contributes to Turnover Intention (Y). The negative t value indicates that

Organizational Citizenship Behaviour (X3) has an opposite relationship with Turnover Intention (Y).

Regression Analysis F Test

Simultaneous test to know whether there is influence of variable of Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour simultaneously (on simulation) to Turnover Intention Employees at PT. Iwaindo Internasional

Hypothesis 4: Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour simultaneously have an effect on Turnover Intention

Ho: There is no influence of Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour towards Turnover Intention on Employees of PT. Iwaindo Internasional

H4: There is the influence of Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour towards Turnover Intention on Employees of PT. Iwaindo Internasional

Table-9: F Test Coefficient

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1682.958	3	560.986	129.076	.000
	Residual	417.232	96	4.346		
	Total	2100.190	99			

a. Predictors: (Constant), Job Satisfaction, Employee Engagement, OCB
 b. Dependent Variable: Turnover Intention

Significant test results can be seen simultaneously in Table 9. Test F performed to determine the effect of variable Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour of Turnover Intention simultaneously. Sig value Equal to 0.000 with the alpha significance level of 0.05 two tailed showed that the influence of independent variable simultaneously to the variable of dependence is significant. While for testing with the F test is to compare the value of F table with F arithmetic. The value of F arithmetic is 129.076, F table is 2.70 ($Df1 = K-1 = 4-1 = 3$, $Df2 = no = 100-4 = 96$), thus the result of F arithmetic $129.076 > F$ table 2.70 then Ho is rejected and H4 accepted. It can be concluded that there is Influence of Job Satisfaction, Employee Engagement and Organizational Citizenship Behaviour together (simultaneously) to Turnover Intention employees in PT. Iwaindo Internasional.

DISCUSSION

Job Satisfaction has a significant, strong and contradictory effect on turnover intention, thus indicating the low job satisfaction that can cause high desire for turnover, this is for several reasons such as changes in work system performed by the new leadership with the promotion system is still subjective, resulting in the high number of turnover intention, this

is in accordance with the results of the correlation between the dimensions of supervision and promotion, can be seen in previous research results Yafang Tsai and Shih Wang Wu [19] Orhan Uludag, Sonia Khan and Nafiya Guden [20], Ibrahim, Muhammad, Yasmeen, Sana, Hussain, Amjad, Aslam, Saira, Habib and Salman [21] where job satisfaction has a significant and opposite effect on turnover intention.

Employee Engagement has a significant influence on turnover intention, which indicates low employee engagement that causes high turnover intention in PT Iwaindo International, which is indicated by the employee behavior dimension comes late, defaults and violation of company policy, which is corroborated with research result, James K Harter [22], indicating that employee engagement has significant and opposite effect with turnover intention.

OCB has a significant influence on turnover intention, this is because the age factor, competence and have not gotten a new job in a long time, seen from the results of previous research Orhan, Sonia Khan and Nafiya Guden [23] whereas there is no significant OCB relationship to prior research intention turnover from Sohrab Ahmad, Khurram Shahzad, Shams-ur Rehman, Nadeem Ahmed Khan and Ikram Ullah Shad [24].

CONCLUSION AND RECOMENDATION

CONCLUSION

Significant and contradictory influence between job satisfaction turnover intention, in the results of this study indicates that low job satisfaction in the company is one factor high turnover intention, the dimension of work itself against the dimensions of behavior that reflects dissatisfaction in work, it shows that the dimensions of work itself has a significant and opposite relationship to behavior, while the dimension of work itself to dimensions of thinking and significant with the dimension of active effort to find work. Similarly, the employee engagement variables on turnover intention have significant and opposite effects especially seen in the dimensions of identification and alignment because these dimensions contribute significantly to turnover intention.

The low OCB variable proved to be one of the factors of high turnover intention in the company, by maximizing OCB to minimize the bad turnover intention level which resulted in negative impact on operational process, because the capable, experienced and super keeper employees were discharged from PT Iwaindo International. Correlation simultaneously shows there is a strong and significant relationship between all variables which means that all related variables significantly determine the turnover intention of employees of PT Iwaindo International.

Job satisfaction has a significant and opposite effect on turnover intention. Employee job satisfaction becomes very important to be considered to prevent the turnover intention in the company. In this study shows that low job satisfaction in the company proved to be the one-factor high turnover intention in the company.

Employee Engagement has a significant and opposite effect with Turnover Intention. The low employee engagement has proven to be one of the factors of high turnover intention in the company, thus PT. Iwaindo Internasional needs to increase employee engagement among employees especially in the dimensions of identification and alignment because it has a high contribution to turnover intention, by increasing Employee Engagement to minimize the consequences of Turnover Intention which affects the disruption of operational processes due to skilled and experienced employees out of the company.

Organizational Citizenship Behaviour has a significant and opposite effect with Turnover Intention. The low Organizational Citizenship Behaviour proved to be one of the factors of high turnover intention in the company. By improving, Organizational Citizenship Behaviour can minimize the bad impact of Turnover Intention which affects the disruption of operational processes due to skilled and experienced employees out of the company.

Correlation test results show simultaneously there is a strong and significant relationship between Job Satisfaction, Employee Engagement, and Organizational Citizenship Behaviour with Turnover Intention employees. Thus, Job Satisfaction, Employee Engagement, and Organizational Citizenship Behaviour are the variables that significantly determine the turnover intention of employees.

RECOMMENDATION

Referring to the correlation between the dimensions of job satisfaction variables with the dimensions of turnover intention Companies need to evaluate policies including policies, SOPs and Technical Guidelines concerning promotion, compensation, and career development. Strengthening on the competence of each position is also necessary to achieve the suitability between the needs of competence of office with qualification holder position. Improving the existing career development system so that the promotion and development of an existing career becomes objective, fair and clear and minimizes subjective promotional process that seems like and dislike. In this study, Employee Engagement has a very strong and significant influence on Turnover Intention. Researchers suggest that companies pay more attention to employee engagement such as job rotation, job enlargement, job enrichment and support from superiors to complete the job. In this study Organizational Citizenship Behaviour has a moderate and significant effect on Turnover Intention. To increase Organizational Citizenship Behavior the role of leader is indispensable in the application of OCB. The leader should be a mediator in completing his duties and responsibilities. The company provides more focus on the organization's values, culture, vision, and mission to employees, and approaches employees to foster a sense of belonging to the organization. The company can create a regular session-sharing program with employees on a regular basis eg monthly or quarterly discussing employee complaints as well as planting values, culture, and vision of the company's mission. With this expected the sense of ownership of employees to the organization will increase. Perform regular measurements of job satisfaction, employee engagement, and Organizational Citizenship Behaviour in order to monitor the results of improvements made.

Suggestions for further research is to test other variables on independent variables such as leadership variables, organizational commitment, and organizational culture. Subsequent research can also examine the variables that the authors have studied with different research objects, such as different industries and enterprise scales in order to know whether the results obtained will be similar to this research.

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