

EFFECT OF ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CLIMATE, AND WORK SAFETY ON TURNOVER INTENTION AND JOB SATISFACTION AS INTERVENING VARIABLES AT PT. KARYA MITRA NUGRAHA SEMARANG

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ABSTRACT

The purpose of this study is to analyze organizational commitment, organizational climate, and work security on job satisfaction. Effect of organizational commitment, organizational climate, and work security on turnover intention. PT Karya Mitra Nugraha Semarang. This research is analytical, which explains the influence between research variables and facts. In this study the population is all employees of PT Karya Mitra Nugraha Semarang who are respectable 530 people. While the sample in the study was 85 people. The data analysis technique in this study is Path Analysis. The results showed that the commitment variable was positive and significant for job satisfaction, positive and significant for job satisfaction, positive and significant for job satisfaction. Negative and significant job satisfaction on turnover intention, negative and significant organizational commitment to turnover intention, organizational climate does not have a negative and significant effect on turnover intention. Negative and significant job security on turnover intention.

Keywords: *Organizational Commitment; Organizational Climate; Work Security; Turnover Intention; Job Satisfaction*

INTRODUCTION

In achieving better performance the company must be able to utilize the resources in it, including maximizing the function of human resources. In general, human data sources aim to improve company performance through the establishment of reliable human resources. Changes in relations with human resources due to both internal and external organizational environment that can directly or indirectly affect organizational commitment, organizational climate, and work security and can reduce the level of job satisfaction which can ultimately lead to intention to move to employees (turnover intention) which in turn can lead to actual turnover. Organizational commitment is one of the causes of employee turnover intention. Organizational commitment is an important issue that is busy being discussed at this time. Miroshnik (2013: 29) states organizational commitment as a psychological relationship between employees and their organizations, which will provoke employees to be tied to the organization so that they will not leave the organization voluntarily. The existence of a high sense of commitment to the organization according to Steers (in Triatna, 2015) will show an attitude of trust in organizational values, try as well as possible for the benefit of the

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organization, and have the determination to remain part of the organization. In addition to organizational commitment, the causes of turnover intention are also influenced by an organizational climate that is not conducive. This can cause inconvenience in the company's environment, so that employees do not believe that they are trustworthy, valuable and profitable people in the company. According to Sumardiono (in Putra and Utama, 2018) states that organizational climate is a characteristic that distinguishes one organization from another and influences the behavior of employees in the organization.

Job security is very important in companies where the better the company provides security such as clear employment contracts, promotion opportunities, good working conditions and long-term career opportunities, the lower the employee to move from the company. This agrees with the research conducted by Utama, et al. (2015) which states that job security has a negative effect on turnover intention, this means that the more secure and comfortable the employee is at work because the place he works is able to provide guarantees, the lower the employee's intention to leave workplace. In job security found frequent workplace accidents such as employees often exposed to button jeans because there is no special tool provided by PT Karya Mitra Nugraha Semarang for the safety of its employees, and there is still a lack of warning from PT Karya Mitra Nugraha Semarang warning that workers are more careful in operate the machine. In addition, PT Karya Mitra Nugraha Semarang only provides health insurance to its employees without minimizing work accidents that will occur. These problems are clear that makes the employees less comfortable to work in that place, so that it can lead to feelings of employees to move from PT Karya Mitra Nugraha Semarang. Based on this background, the researcher conducted a study with the title "Organizational Commitment, Organizational Climate, and Job Safety Against Turnover Intention and Job Satisfaction As an Intervening Variable in Pt Nugraha Mitra Karya Semarang".

Formulation of the problem Based on the background description of the problem above the problems in this study are formulated as follows:

1. How does organizational commitment affect job satisfaction?
2. How does the organizational climate affect work satisfaction?
3. What is the effect of job security on job satisfaction?
4. How does the effect of job satisfaction on turnover intention?
5. How does the organizational commitment affect turnover intention?
6. How is the influence of the organizational climate on turnover intention?
7. How does the effect of work security on turnover intention?
8. What is the influence of organizational commitment, organizational climate, and work security on job satisfaction?
9. How is the influence of organizational commitment, organizational climate, and work security on turnover intention?

LITERATURE REVIEW

Turnover Intention

Turnover Intention can be interpreted as the movement of labor out of the organization. Turnover according to Robbins and Judge (2013) is an act of permanent resignation carried out by employees either voluntarily or not voluntarily. turnover can be in the form of resignation, transfer out of the organizational unit, dismissal or death of an organization member. Culpepper (in Putra, 2013) states that turnover intention is the best predictor for identifying turnover behavior that will occur in employees of an organization. Job satisfaction Robins (in Juni Priansa, 2016: 291) states that job satisfaction is a general attitude of an individual to his work.

According to Howell and Dipboye (in Munandar, 2014: 350) job satisfaction is the overall result of the degree of liking or dislike of labor to various aspects of his work. Job satisfaction refers to the attitude that is commonly shown by someone to his job, where someone with high job satisfaction has a positive attitude towards his work, and vice versa. Widiarti and Dewi (2016) state that job satisfaction is a mental condition of a person regarding his likes or dislikes to his work and thus will affect his work behavior.

Organizational Commitment

Meyer and Allen in Brenya (2014) formulated organizational commitment as a psychological state that characterizes employee relations with the organization or its implications that affect whether employees will remain in the organization or not. According to Luthans (in Nurandini and Lataruva, 2014) organizational commitment is a strong desire to remain as a member of the organization, the desire to strive according to the wishes of the organization, certain beliefs, and acceptance of values and goals of the organization. In other words it is an attitude that reflects employee loyalty to the organization and the sustainability process where members of the organization express their concern for the organization and ongoing success and progress.

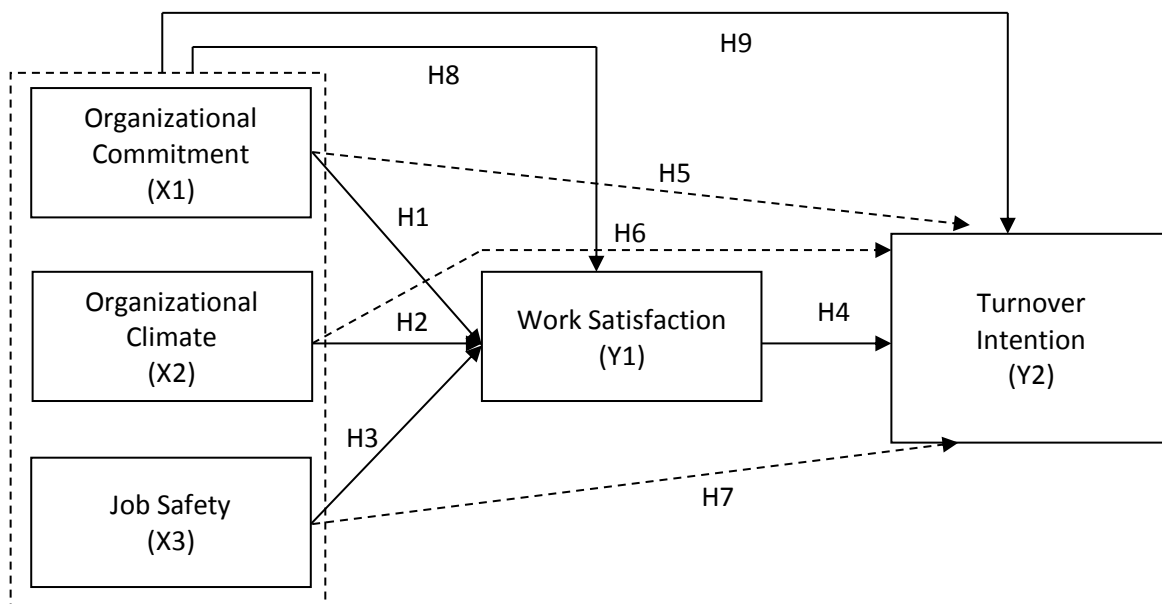
Organizational Climate

Rousseau in Sedarmayanti (2014) said that climate is perception and is descriptive. Perception is a sensation or realization experienced by someone. Description is what people report about this sensation. A relatively constant set of perceptions that organizational members have regarding the characteristics and quality of organizational culture. They distinguish between the actual situation (ie culture) and the perception of it (climate). Whereas, Wirawan (in Hidayat and Tarigan, 2014) defines a broader organizational climate, namely perceptions of members of the organization and those who relate permanently with the organization about what is or happens in the organization's internal environment regularly that affects organizational attitudes and behavior and performance of members organization which then determines organizational performance.

Job Safety

Job security is defined as employee expectations for the continuity of work (Soedarmadi, et al: 2017). Job security is inseparable from the concern for the uncertainty of the continuation of one's work and the uncertain situation that results from changes in the organization such as downsizing, mergers and reorganization and the absence of systematic research to describe the role of uncertainty in influencing individual reactions to organizational changes . Meanwhile, job security according to Borg, et. al (in Novarini 2017), it can be defined as the individual's confidence in the continuity of work currently owned and includes promotion opportunities, general employment conditions and the opportunity to continue a career in the long term. If the employee feels that the company where he is currently working can provide guarantees regarding the factors included in job security, employee satisfaction and performance will increase.

Critical Framework



METHOD, DATA AND ANALYSIS

Population and Samples

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn (Sugiyono, 2014). In this study the population that will be studied are all employees at PT Karya Mitra Nugraha Semarang, amounting to 530 employees. The number of samples in this study were 85 respondents.

Path Analysis

Path analysis is an extension of multiple linear regression, or path analysis is the use of regression analysis to estimate the relationship between variables (casual models) that have been predetermined before the theory. Path analysis is used to test the effect of intervening variables, namely variables between independent variables and dependent variables. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of

regression analysis to estimate causality between variables (casual models) that have been predetermined based on theory.

The form of multiple linear regression is (Ghozali, 2013):

$$Y1 = a + b1X1 + b2X2 + b3X3 + e$$

$$Y2 = a + b1X1 + b2X2 + b3X3 + b3y1 + e$$

Noted :

Y1	:	customer satisfaction
Y2	:	turnover intention
X1	:	organizational commitmen
X2	:	organizational climate
X3	:	safety work
b1,b2, b3	:	coefficient of regression
a	:	constanta
e	:	error

RESEARCH RESULTS

The results of validity test demonstrated that the value of r calculated from each item statement in the questionnaire has a value greater than the r table value which is 0.179 so it is concluded that the item statement in the questionnaire is valid and can be used for research. The results of validity test can be seen on table 1 in appendix.

Based on the results of reliability tests indicate that the value of Cronbach Alpha of each variable is greater than 0.6 so that the statement in the questionnaire is declared reliable and can be used for research. The results of reliability test can be seen on table 2 in appendix.

The study employs multiple linear regressions analysis. In this study, the intervening variable is job satisfaction among variables of organizational commitment, organizational climate, job security, and turnover intention. The results of data processing can be seen on the table and the picture in appendix.

DISCUSSION

Hypothesis 1 in this study is organizational commitment has a positive and significant effect on job satisfaction. The results showed that organizational commitment variables had a positive and significant effect on job satisfaction with t count value of 3.118 and a significance value of 0.003 with a regression coefficient of 0.162 so that hypothesis 1 in the study was accepted, the increased organizational commitment would be followed by an increase in job satisfaction. Hypothesis 2 in this study is that organizational climate has a positive and significant effect on job satisfaction. The results showed that organizational climate variables had a positive and significant effect on job satisfaction with the value of t count of 2.451 and a significance value of 0.016 with a regression coefficient of 0.088 so that hypothesis 2 in the study was accepted, the increased organizational climate would be followed by an increase in job satisfaction. Hypothesis 3 in this study is that job security has

a positive and significant effect on job satisfaction. The results showed that job security variables had a positive and significant effect on job satisfaction with a value of t count of 14.976 and a significance value of 0,000 with a regression coefficient of 0.780 so that hypothesis 3 in the study was accepted, the increase in job security would be followed by an increase in job satisfaction. Hypothesis 4 in this study is that job satisfaction has a negative and significant effect on turnover intention. The results showed that the job satisfaction variable had a negative and significant effect on turnover intention with a value of t count of -2,379 and a significance value of 0.020 with a regression coefficient of -0,232 so that hypothesis 4 in the study was accepted, the increase in job satisfaction would be followed by a decrease in turnover intention .

Hypothesis 5 in this study is organizational commitment has a negative and significant effect on turnover intention. The results showed that organizational commitment variables had a negative and significant effect on turnover intention with a value of t count of -2.403 and a significance value of 0.019 with a regression coefficient of -0.116 so that hypothesis 5 in the study was accepted, the more organizational commitment would be followed by a decrease in turnover intention .

Hypothesis 6 in this study is that organizational climate has a negative and significant effect on turnover intention. The results showed that organizational climate variables did not have a negative and significant effect on turnover intention with a calculated t value of -0.129 and a significance value of 0.898 with a regression coefficient of -0.004 so that hypothesis 6 in the study was rejected.

Hypothesis 7 in this study is that job security has a negative and significant effect on turnover intention. The results showed that job security variables had a negative and significant effect on turnover intention with a value of t count of -7,322 and a significance value of 0,000 with a regression coefficient of -0,649 so that hypothesis 7 in the study was accepted, the increase in job security would be followed by a decrease in turnover intention.

Hypothesis 8 in this study is organizational commitment, organizational climate, and job security jointly influence job satisfaction. The results showed that organizational commitment, organizational climate, and job security had a joint effect on job satisfaction with a calculated F value of 318,899 with a significance value of 0,000 so that hypothesis 8 in this study was accepted.

Hypothesis 9 in this study is organizational commitment, organizational climate, job security, and job satisfaction have a joint effect on turnover intention. The results showed that organizational commitment, organizational climate, job security, and job satisfaction jointly influence turnover intention with a calculated F value of 317.991 with a significance value of 0,000 so that hypothesis 9 in this study was accepted.

CONCLUSION

Conclusion

1. Organizational commitment has a positive and significant effect on job satisfaction, the increased organizational commitment will be followed by an increase in job satisfaction.

2. Organizational climate has a positive and significant effect on job satisfaction, the increasing organizational climate will be followed by an increase in job satisfaction
3. Job security has a positive and significant effect on job satisfaction, increasing job security will be followed by an increase in job satisfaction.
4. Job satisfaction has a negative and significant effect on turnover intention, the more job satisfaction increases, turnover intention will decrease.
5. Organizational commitment has a negative and significant effect on turnover intention, the increased organizational commitment, turnover intention will decrease.
6. The organizational climate does not have a negative and significant effect on turnover intention.
7. Job security has a negative and significant effect on turnover intention, the more job security increases, turnover intention will decrease.

Suggestion

1. Employee organizational commitment can be increased by adding benefits or benefits obtained or facilities intended for employees such as bonuses and benefits or regular salary increases so as to increase job satisfaction and reduce turnover intention.
2. The company's climate can be improved by increasing the familiarity between company members from various positions to be able to strengthen relations between employees and to establish good communication so as to facilitate the achievement of organizational goals or objectives.
3. Job security can be increased by giving opportunities or opportunities for employees to gain a career path that increases with the length of time employees work in the company, the opportunity to get promos or salary increases on a regular basis so as to increase job satisfaction and reduce turnover intention.

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Appendix

Table 1:
Validity Test Results

Variable	Item	r Calculate	Conclusion
Organizational Commitment (X1)	X1.1	0,244	Valid
	X1.2	0,556	Valid
	X1.3	0,757	Valid
	X1.4	0,362	Valid
	X1.5	0,377	Valid
	X1.6	0,664	Valid
	X1.7	0,286	Valid
	X1.8	0,535	Valid
	X1.9	0,638	Valid
Organizational Climate (X2)	X2.1	0,522	Valid
	X2.2	0,462	Valid
	X2.3	0,558	Valid
	X2.4	0,524	Valid
	X2.5	0,540	Valid
	X2.6	0,350	Valid
	X2.7	0,482	Valid
	X2.8	0,577	Valid
	X2.9	0,608	Valid
	X2.10	0,439	Valid
	X2.11	0,590	Valid
	X2.12	0,531	Valid
	X2.13	0,570	Valid
	X2.14	0,412	Valid
X2.15	0,601	Valid	
Job Safety (X3)	X3.1	0,651	Valid
	X3.2	0,521	Valid
	X3.3	0,683	Valid
	X3.4	0,532	Valid
	X3.5	0,503	Valid
	X3.6	0,528	Valid
Job Satisfaction (Y1)	Y1.1	0,699	Valid
	Y1.2	0,638	Valid
	Y1.3	0,732	Valid
	Y1.4	0,583	Valid
	Y1.5	0,571	Valid
	Y1.6	0,438	Valid
	Y1.7	0,680	Valid
	Y1.8	0,540	Valid
	Y1.9	0,691	Valid
	Y1.10	0,527	Valid
	Y1.11	0,570	Valid
	Y1.12	0,678	Valid
	Y1.13	0,736	Valid
	Y1.14	0,518	Valid
	Y1.15	0,658	Valid
Turnover Intention (Y2)	Y2.1	0,676	Valid
	Y2.2	0,506	Valid
	Y2.3	0,640	Valid
	Y2.4	0,603	Valid

Variable	Item	r Calculate	Conclusion
Turnover Intention (Y2)	Y2.5	0,445	Valid
	Y2.6	0,497	Valid

**Table 2:
Reliability Test Results**

Variabel	Cronbach Alpha	Conclusion
Organizational Commitment	0,788	Reliable
Organizational Climate	0,878	Reliable
Job Safety	0,805	Reliable
Job Satisfaction	0,913	Reliable
Turnover Intention	0,803	Reliable

**Table 3:
Regression Coefficients Results Model 1**

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-5,859	3,190		-1,837	,070
	Organizational Commitment	,359	,115	,162	3,118	,003
	Organizational Climate	,098	,040	,088	2,451	,016
	Job Safety	1,876	,125	,780	14,976	,000

a. Dependent Variable: Job Satisfaction

**Table 4:
Regression Coefficients Results Model 2**

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	30,418	,903		33,669	,000
	Organizational Commitment	-,081	,034	-,116	-2,403	,019
	Organizational Climate	-,001	,011	-,004	-,129	,898
	Job Safety	-,494	,067	-,649	-7,322	,000
	Job Satisfaction	-,073	,031	-,232	-2,379	,020

a. Dependent Variable: Turnover Intention

**Table 5:
F-Test Results Model 1**

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3392,466	3	1130,822	318,899	,000 ^a
	Residual	287,228	81	3,546		
	Total	3679,694	84			

a. Predictors: (Constant), Safety Work, Organization Climate, Organizational Commitment

b. Dependent Variable: Work Satisfaction

Table 6:
F-Test Results Model 2

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	347,398	3	86,849	317,991	,000 ^a
	Residual	21,850	80	,273		
	Total	369,247	84			

a. Predictors: (Constant), Work Satisfaction, Organization Climate, Organizational Commitment, Safety Work

b. Dependent Variable: Turnover Intention

Table 7:
Determination Coefficient Model 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,960 ^a	,922	,919	1,883

a. Predictors: (Constant), Safety Work, Organization Climate, Organizational Commitment

Table 8:
Determination Coefficient Model 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,970 ^a	,941	,938	,523

a. Predictors: (Constant), Work Satisfaction, Organizational Climate, Organizational Commitment, Work Safety

Table 9:
T-Test Results Model 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	-5,859	3,190		-1,837	,070
	Organizational Commitment	,359	,115	,162	3,118	,003
	Organizational Climate	,098	,040	,088	2,451	,016
	Safety Work	1,876	,125	,780	14,976	,000

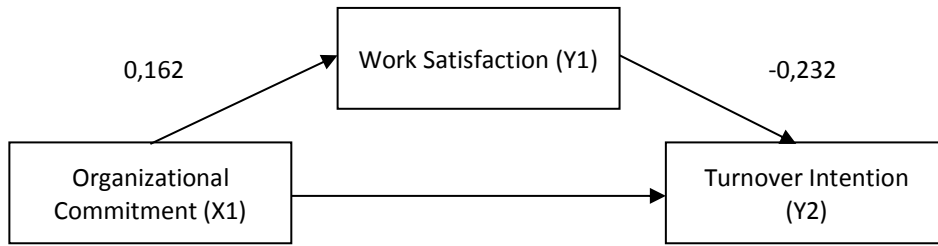
a. Dependent Variable: Work Satisfaction

Table 10:
T-Test Results Model 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	30,418	,903		33,669	,000
	Organizational Commitment	-,081	,034	-,116	-2,403	,019
	Organizational Climate	-,001	,011	-,004	-,129	,898
	Safety Work	-,494	,067	-,649	-7,322	,000
	Work Satisfaction	-,073	,031	-,232	-2,379	,020

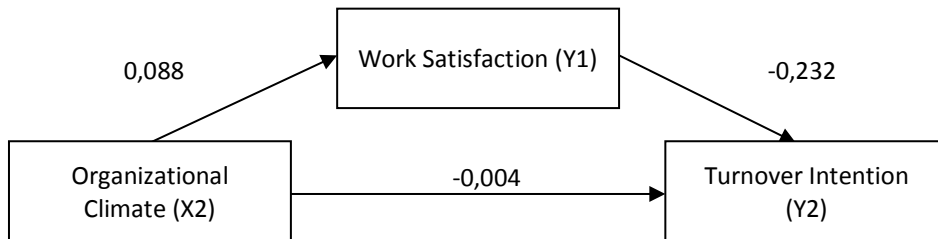
a. Dependent Variable: Turnover Intention

Picture 1
Path Analysis Diagram 1



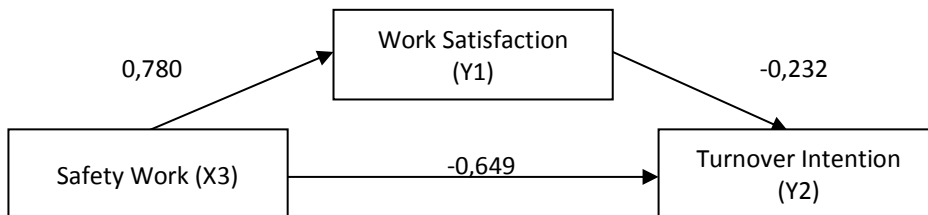
Direct Relationship = -0,116
 Indirect Relationship = $0,162 \times -0,232 = -0,037$

Picture 2
Path Analysis Diagram 2



Direct Relationship = -0,004
 Indirect Relationship = $0,088 \times -0,232 = -0,020$

Picture 3
Path Analysis Diagram 3



Direct Relationship = -0,649
 Indirect Relationship = $0,780 \times -0,232 = -0,180$