

The Influence of Job Involvement and Job Satisfaction toward Employee Turnover Intention (Case in Indonesia Broadcasting)

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Abstract: *The present development of television industry requires solidity of teamwork and quality, so that employees' involvement toward their jobs and company should be rewarded with the feeling of satisfaction from the employees themselves. Furthermore, to acquire the sufficient portion of job involvement from its employees, the company should put its trust to the employees. Hence, to grant the employees with the job satisfaction, the company should facilitates and provides comfortability and opportunity of career development to accommodate the ability of its employees. This study is a descriptive quantitative study. The method of analysis used was SEM (Structural Equation Modeling) with employee of Indonesia Broadcasting as the sample. The data was collected using questionnaire system; from the data meeting the criteria 150 with employee of Indonesia Broadcasting respondents were obtained as the sample of research. Considering the result of analysis, it can be found that job involvement affects significantly the turnover intention and job satisfaction. In the other hand, Job satisfaction was not affects significantly to the turnover intention. The conclusion is the deeper an job involvement in his or her job the number turnover intention will decrease and the number job satisfaction will increase.*

Keywords: Job involvement, Job satisfaction, and Turnover intention

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I Introduction

Toly (2001) mentions that turnover intention should be addressed as an important human phenomenon and behavior in the life of the company from an individual and social point of view, given that the employee turnover intention will have a significant impact on the company and its current employees, intention has become a serious problem for the company, and even some companies are frustrated when knowing the recruitment process that has managed to attract qualified employees in the end becomes useless because the recruited employee has chosen a job in another company. Lambert (2003) states that job involvement is measured from the level of the individual interest that provides the work in his/her life. He/she thinks this is a person's psychological identification with the work where an individual with a high level of work involvement will place work at the center of life's interest. Raziq (2014) mentions that if employees are not satisfied with the task assigned to them, they are 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 may led to 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 the job involvement and job satisfaction of its employees. Simanjuntak (2014) describes employment for employees as meaningful to them so that employees' job involvement becomes high and ultimately minimizes the minds of employees looking for other jobs. Research conducted by Medina (2012) (variable of job satisfaction and turnover intention) shows a negative relationship of job satisfaction with low turnover intention 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 engagement also negatively and significantly affects employee intentions. Lambert (2003) mentioned that job involvement negatively affects job satisfaction and turnover intention. From his studies show that job involvement is important in influencing job satisfaction and turnover intention

Simanjuntak's research (2014) (variables of job involvement and turnover intention) in the field of herbal medicine industry show job involvement had a negative and significant influence on employee turnover intention. Previous research on job involvement, job satisfaction, and turnover intention has been done a lot, but the research is not jointly researched in one research and the object of research conducted not yet in the field of Indonesia Broadcasting. Thus, the researchers considers further understanding of job involvement, job satisfaction, and turnover intention are the suggestions for the next research object. Based on the above research gap, the purpose of the research to be achieved is to provide an explanation of the effect of job involvement and job satisfaction on turnover intention.

II Literature Review

Job Involvement

Noe, Hollenback, Gerhart, and Wright (2011) explain that job involvement is the extent of one's own identification with one's jobs. People with high level of job involvement consider their jobs as an important part of their life. Liao and Lee (2009) argue that job involvement in this modern economic era is specifically responsible to the availability of human resource. Cohen (2003) states that job involvement is the internalization of the value of the goodness of job or the importance of one's job for one's value. Job involvement as the level of job performance influences one's pride and the level on how one's psychologically identifies oneself as with the job or the importance of the job for the total image of oneself. Robbins (2003) states that job involvement is the level where one attached oneself to the job and actively participating within, and also consider performance is important for one's pride. Employees' involvement is a participative process using the whole of work capacity of the employee and designed to increase employee's commitment for the sake of company's success. Yekty (2006) explains that job involvement may indicate the degree of integration of the employees and the company since the more integrated company and employees is in line with the time spent by the employees at work.

Job Satisfaction

Raziq (2014) explains that job satisfaction is the emotional orientation possessed by the employees toward their roles at work. Job Satisfaction is an important component of employees' work motivation and encouragement for better performance. Ardana (2012) states one of the causes of dissatisfaction in work is employees' incompatibility with work. Job mismatch may be due to a lack of job training to employees. Provision of job training, basically, must be done by a company considering no one is able to perform the task or work properly without any initial preparation. Jimad (2011) describes job satisfaction as the biggest factor affecting employees' intention to leave or stay in company. Job satisfaction is defined as a "security feeling" or employees' sense of security to the work both in terms of socioeconomic (salary and social security) as well as psychological aspects such as career opportunities. Fathoni (2006) says job satisfaction is an emotional attitude that is fun and loving. This attitude is reflected by 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 the work by obtaining the results of work goals, placement, treatment and atmosphere of a good working environment.

Simanjuntak (2014) says there are five factors that 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 where the working environment conditions are very important for employees to personal comfort and to facilitate the task. Then colleagues where for most employees, work also fills the need for social interaction. Therefore, friendly and supportive colleagues will create job satisfaction. And the last one is the suitability of work which where a high fit between personality and worker will make an individual individual more satisfied.

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. Employees shifting provides a dynamic situation for companies by introducing employees with new ideas, new abilities and ideas. Mathis and Jackson (2009) also express the opinion that Turnover Intention is a challenge faced by a company. Work movement occurs when an employee leaves a company and the position must be replaced. Outgoing employees can be caused by company policy or employee's own desires. Harnoto (2002) also states that Turnover Intention is the level of intensity of the desire to get out of the company, many reasons that cause turnover intention and of them 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 this turnover intention by looking at situations within the company that are uncomfortable causing employees to have thoughts of getting out of the company, the desire to seek other jobs and the desire to leave the company in the coming months.

III Hypotheses Development

Faslah (2010) finds that job involvement had a negative and significant effect on employee's outgoing intent and job involvement is able to fabricate good teamwork among employees. The preceding statement is in line with Sumarto (2009) who finds that high employee involvement proved effective to increase job satisfaction and able to discourage employee turnover intention. According to Blau and Boal (1989) in Kartiningsih (2007), job involvement in practice relates to absenteeism, the degree of application to stop working and wishes to participate in a team or working group. Moreover, unnoticed job involvemem level would result in employees' absence and high turnover intention (Robbins and Cautler, 2007). Thus, the result of the research shows significant influence of job involvement to turnover intention at PT. SCTV. From the preceding explanation, the researchers propose the following hypothesis :

H1: The greater job involvement results in lower turnover intention.

Nasution (2009) states that job satisfaction has significant effect to the turnover intention of the employees. Ayodogdu and Asikgil (2011) also find that job satisfaction has negative and significant effect on turnover intention, which means that the greater satisfaction felt by the employees in their company, the lower the possibilities for the employees to quit the job. Handoko (2006) in Simanjuntak (2014) states that job satisfaction influence the level of absence and rolling of the employees. Furthermore, the company may expects that the higher job satisfaction would end up in lower possibilities for employees' absence and rolling in which, in turn, lead to lower intention of the employees to leave the company and seek for others oppurtunities at other companies. The result of the research shows significant influence of job satisfaction towards turnover intention on PT. SCTV. From the preceding explanation, the researchers propose the following hypothesis:

H2 : Better job satisfaction leads to lower turnover intention of the employees

Khan and Nemati (2011), and Putri (2010) also find that job involvement has positive impact on job satisfaction. Sumarto (2009) obtains the result that high job involvement proved to be effective to increase the job satisfaction and lowing the turnover intention. Makvana (2008) states that employees with high job involvement also shows the signs of high job satisfaction. Brown (1996) in Mantler and Murphy (2005) states that, after conducting analysis on employees with high job involvement, employees tend to feel satisfied with their jobs and have good commitment towards their career, profession, and organization on PT. SCTV. The result of the research shows significant effect of job involvement towards job satisfaction. From the preceding explanation, the researchers propose the following hypothesis:

H3 : The bigger job involvement means the bigger job satisfaction

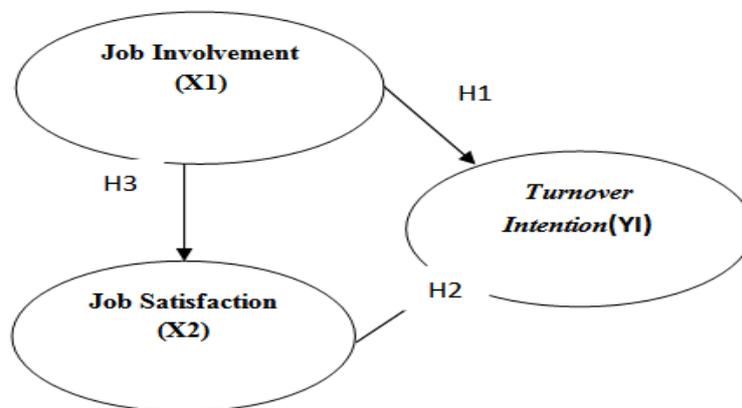


Figure 3.3

Conceptual Framework Model with Hypothesis

IV Research Method

Analysis method used in this research was Structural Equation Modeling (SEM) method. The sampling process was performed using the Maximum Likelihood Estimation (MLE) technique, which was effective sampling for samples ranging from 100 to 420 samples (Ferdinand, 2002). The data measurement method uses Likert scale with scale interval from one to ten. Aspects studied were job involvement, job satisfaction and turnover intention. The research was conducted in August 2017 with the method of the research was descriptive quantitative analysis with the causality model to see the relationship between variables. This study was

conducted on permanent employees of PT.SCTV with a sample of 150 respondents. The results of the analysis were then interpreted and the final step was formulating conclusions and suggestions..

Measurement

In this research there was one exogenous variable that was turnover intention and two endogen variables that were employees' job involvement and job satisfaction. Measurement of turnover intention variables used the dimensions of Chen and Francesco (2000) whose dimensions consist of the mind to quit, the desire to seek other vacancies, and the desire to leave the organization in the coming months. Job involvement variables used the dimensions of Lodahl and Kejner (1985) which consist of a large indicator of expectations for work, high emotional involvement of work, a great sense of responsibility for the job, task preparedness, pride in work, and ambition for mobility to over mobility. Employee satisfaction variables adapted the dimensions of Luthans (2006) consisting of salary, promotion opportunities, peer relationships, supervision, and work environment. Furthermore, from the dimensions of the measurements shown in the form of questionnaires, we tested the validity and reliability test.

The validity test done by Confirmatory Factor Analysis 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 factor analysis is appropriate or appropriate to be used, and can be further processed (Malhotra, 2004). The employment engagement scale consisted of 5 questions and only 3 valid questions, the job satisfaction scale consisted of 6 questions and only 4 valid questions and the turnover intention scale consisted of 3 questions and they were all valid. Test reliability value of Alpha Cronbach greater than > 0.6 which means reliabelAnindita 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 processed by using SEM analysis method. SEM is able to explain the complex relation of variables as well as the direct or indirect effects of one or several variables on other variables (Hair, 2008).

V Findings And Discussion

Our study focuses on the influence of job involvement, job satisfaction, and turnover intention where the results show that of the three hypotheses obtained two data support the hypothesis and one data does not support the hypothesis or not all hypotheses accepted, as we have done SEM testing, can be seen on Figure 2 below:

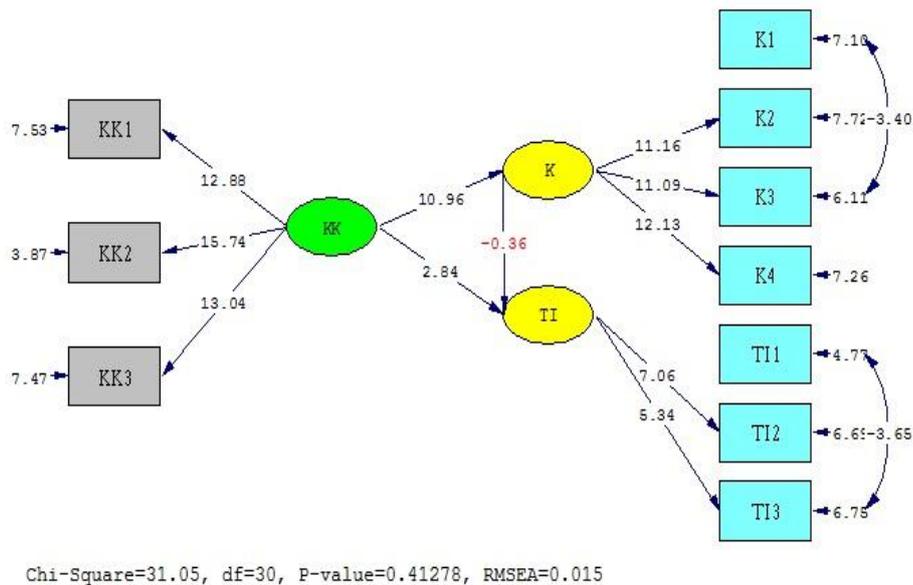


Figure 2

Path Diagram t-Value

Based on Figure 2 the above t-Value Path Diagram, which is a hypothesis in this study, is presented in the following structural equations:

Table 1 Hypothesis Testing of Research Model

Hypotheses	Hypotheses Statement	Value of <i>t-Value</i>	Explanation
H ₁	The greater job involvement results in lower turnover intention	2.84	Data support the hypotheses
H ₂	better job satisfaction leads to lower turnover intention of the employees	-0.36	Data do not support the hypotheses
H ₃	The bigger job involvement means the bigger job satisfaction	10.96	Data support the hypotheses

Source: Test result of data analysis instrument

VI Discussions

In the results of the first hypothesis testing (H1), it was found that the analysis results support H1 hypothesis that sufficient employees job involvement would lower turnover intention of employees of 2.84. This shows that turnover intention is influenced by good job involvement since the better the job involvement within the company will the lower turnover intention of the employees. This result is reinforced by a study previously conducted by Blau (1889) in Robbins (2003) which finds that high levels of job involvement have been found to be associated with lower absenteeism and lower rates of petition appeals. Similarly, Sumarto (2009) finds that high job involvement proved to decrease employee turnover intention. While Faslah (2010) finds that job involvement had a negative and significant effect on employees' turnover intentions.

Results of testing the second hypothesis (H2) finds that the analysis does not support the hypothesis H2, or amounted to -0.36. This shows that turnover intention is not influenced by job satisfaction. The lower the employee satisfaction the higher the turnover intention of employees who work in SCTV. Job satisfaction on permanent employees of PT. SCTV is so low that it impacts turnover intention in which not in accordance with the statements of Kuruzum et al. (2009) and Sharagay and Tziner (2011) who find that job involvement had a positive effect on job satisfaction on employees. Moreover, it also not in accordance to the opinion of Nasution (2009) who mentions job satisfaction proved to have a significant influence on the desire of employees to quit the job. However, in a study conducted by Ayodogdu and Asikgil (2011), they find that job satisfaction has a negative and significant effect on employees' desire to leave the company. The negative relationship between job satisfaction to turnover intentions means that if a person's job satisfaction increases, it decreases his/her desire to leave the company. Satisfaction is a form of feeling of someone that is highly appreciated by the company. When employees feel satisfaction in their work, employees expect the company to meet whatever is needed and to provide them with the facility suitable for them. Jimad (2011) says job satisfaction is the biggest factor that affects employees' intention to leave or stay in company. The researchers find it quite unique that job satisfaction does not affect the turnover intention. This may be caused by several things, according to the researchers, this can occur because the form of satisfaction given is sufficient in accordance with the level of ability of employees. Moreover, employees feel that it is enough to be trusted to do the job well. The last one according to the researchers 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 is enough to be able to meet their life needs.

Result of testing of third hypothesis (H3) finds that result of analysis support hypothesis H3 that is sufficient job involvement increases the job satisfaction of the employees, equal to 10.96. This shows that job involvement is influenced by good job satisfaction. These results are reinforced from previous studies conducted by Makvana (2008) who reveal that employees who have high levels of job involvement indicate a high level of job satisfaction. Brown (1996) in Mantler and Murphy (2005) also adds that people with high job 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-involvement work focus most of the attention on their work so that it becomes totally immersed and enjoys the job. It is a person's belief in his/her work and is a function of how much work it can satisfy one's desires. The results of this study are in line with this and support the results of research Khan & Nemati (2011) and Princess (2010) who find that job involvement positively affect job satisfaction.

Managerial Implications

This study discusses the factors that influence job involvement, job satisfaction, and good turnover intention in PT. SCTV. In an organization, employees are an important aspect and an asset that must be maintained and cared for because the employee is the driver of all existing processes 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 since, basically, job involvement and high satisfaction of employees lead the expectation of better result of the company. Managerial implications that can be suggested is the company can increase job involvement to employees in PT.SCTV, the company must also be

able to convince and provide opportunities for all employees to work and trust each other because, in this industry, all work is very specific and when the program runs it will all be combined into a solid team in running all its duties. Basically, this company must really understand the needs of employees not only materially but also psychologically in each of its employees so that employees are able to play an active role in the work. Creating a new standard operating procedure (SOP) to ensure satisfactory level of employee job value. SOP is important in implementing all stages of work on employees of PT. SCTV, because with the SOP, of course, can form 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 accommodate the ability of its employees so as to reduce employees' intention turnover in the company. The other things that affect in improving employees' job satisfaction is reward and relationship with management. Management can increase awards for employees' achievement, in addition to maintaining relationships with employees is also important to do for the management to ensure employees' job satisfaction continues to increase which can be done by holding family gatherings and the like. Management can also provide motivation and direction so that employees feel to belong to the company and generate personal commitment to achieve the goal with management. A comfortable working environment will also make employees feel comfortable in the workplace and can continue to improve employee performance in the company.

VII Conclusion

Conclusion

Job involvement has a significant influence on Turnover Intention of PT SCTV's employees. The greater the employees' job involvement means the lower the employee intention turnover. When the company provides an opportunity for its employees to help the needs (work) of the company, psychologically, employees will feel involved directly assist the progress of the company, in which the greatest achievement felt by employees makes a large, psychological involvement of employees in the company. Job Satisfaction has no significant effect on Turnover Intention of PT SCTV's employees. Should better job satisfaction of employees in organizations formed within the organization, it will further reduce the turnover intention employees in which by making employees feel what is needed is met, and work rules that do not bother them and their skills that the company also needs can be adjusted, it makes the value of their greater job satisfaction towards the company. Job Involvement has a significant influence on the job satisfaction of permanent employees of PT.SCTV. The greater the employees' involvement in the company, the greater the employee's job satisfaction with the company. Psychologically, the employees have the sense to be able to help develop or progress on the company where they work. The important role of the company in fulfilling the wishes of its employees for the progress of the company should always be improved so that when employees feel needed by the company they get satisfaction in themselves.

VIII Research Limitation

This study has several limitations that can be considered for further research. This study uses questionnaires as a measuring tool for the purpose of saving time and energy. However, the questionnaire has the usual limitations in filling in the question. One of them is the writer must really physically wait for the respondent in filling the questionnaire, otherwise there will be the possibility of the respondents did not fill with the truth or just fill based on ideal conditions expected and not the actual conditions that are happening. This may cause the measurements used do not represent the variables significantly. In addition, there are limitations of variables in this study which only discuss job involvement, job satisfaction and turnover intention.

Suggestion for future research

Based on the research, the researchers put forward some suggestions that can be given to permanent employees of PT. SCTV for the sake of progress on all television programs and progress of the company. The researchers expect that as employees can give good value of work and work together in order to find the maximum work and more creative in providing content to the community so that what is given to the community (entertainment) is affecting positively in community's everyday life. Moreover, the company should give more opportunity to its employees to be able to give ideas and create new creativity 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. Research on the analysis of job involvement, job satisfaction affecting turnover intention is still possible to be developed further in future research. For that, future research is suggested to add new variables such as organizational commitment, organizational culture, leadership, work stress and work environment that can influence turnover intention which is of course tailored to the object of research.

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