**JOB SATISFACTION ANALYSIS ON TURNOVER INTENTION AT APRONESIA**

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**RESEARCH BACKGROUND**

A new era for development which includes various aspects, such as social, cultural, political, technological, and economic aspects, has resulted in intense competition in the business world and organizations. Intense competition is a challenge for company leaders or owners which must be supported by the development of human resources. This requires every company to manage active, creative, skilled, and qualified human resources. Human resource is one of the important factors for a company in achieving its predetermined goals or company objectives. Moreover, the company's competitive ability also depends on the quality of the human resource management and development program implemented by the company. The resources referred to here are employees within an organization.

Employees are the main resource of a company. Their existence is crucial because they are one of the important assets of a company. Therefore, we need to take good care of our employees as well as possible to help run and achieve the company’s goals. Job Satisfaction according to Luthans (2011: 141) is the result of employees' perceptions of how well their jobs can provide things that are considered important by employees. When employees feel satisfied, they can maximize their potential to improve performance in their jobs. On the contrary, when employees do not feel job satisfaction, employees cannot feel comfortable and are less able to develop their potential. Therefore, this condition will indirectly cause a negative influence on the employees; performances, and even the environment they are working in (Iqbal, Latif & Naseer, 2012).

In addition to performance, comfort and the potential impact of unmet job satisfaction will also result in turnover intention. Turnover is the final reality faced by the organization in the form of employees leaving the organization (Lekatompessy in Prawitasari, 2014). The occurrence of turnover begins with turnover intention, which is employees’ behavior in leaving the company and looking for job opportunities at other companies (Handoko, 2008). According to Whitman in Gunawan & Sutanto (2013), the turnover intention is defined as awareness in having a desire to find alternative jobs in other organizations.

One of the companies experiencing this condition is Apronesia. Apronesia is a start-up company in the fashion sector, especially aprons, which was founded in 2018. Based on the results of an interview with the owner of Apronesia Mr. Rio Herdy, during the company operation, the turnover rate at Apronesia is fairly high with each employee only working for less than one year, making the company often recruits and conducts repeated training for new employees. This disturbs the operational efficiency of Apronesia. Based on this background, the author is attracted to conducting a study entitled "Job Satisfaction Analysis on Turnover Intention at Apronesia".

**RESEARCH QUESTION**

Based on the background explained above, the problem that we found focuses on how employee job satisfaction can affect turnover intention at Apronesia. This leads to the following questions:

"Does employee job satisfaction affect turnover intention at Apronesia?"

**RESEARCH AIMS**

The purpose of this study is to determine whether employee job satisfaction can affect turnover intention at Apronesia. In addition, it is hoped that the results of this study can be used to minimize the high turnover intention of employees at Apronesia.

**LITERATURE REVIEW**

Luthans (2011: 41) stated that "Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important". Job satisfaction can be seen as a positive feeling resulted from one's work experience, seen from various factors of the work environment. The more fulfilled individual expectations of their work, the more satisfied individuals will be. According to Luthans (2011: 42), five main factors affect employee job satisfaction. Those are the work itself, pay, promotion, supervision, and workgroup. The first factor is the job itself because the main source of satisfaction comes from the content, characteristics, and level of difficulty of the job itself, as well as the opportunity to develop a career, the opportunity to accept responsibility, and the feedback from the job. The second factor is salary because employee satisfaction can be affected by the number of fair financial rewards, following their respective positions, can meet the basic needs of employees, equality between salary and work, and sufficient benefits provided by the company. The third factor is promotion because the opportunity for promotion in the company based on seniority or performance creates a feeling of satisfaction for employees. The fourth factor is supervision because there are two reasons for supervision which can lead to employee satisfaction. The first is how the boss takes a personal interest and cares for employees, usually manifested by seeing and checking the results of employee work and providing advice and assistance to employees. The second is how to allow employees to participate in making decisions that have a direct impact on their work. The last factor is workgroup because feelings of satisfaction arise when employees are friendly, willing to help, and competent. When employees feel job satisfaction, employees can develop their potential to improve performance in their jobs. On the contrary, when employees do not feel job satisfaction, employees cannot feel comfortable and are less able to develop their potential. It will indirectly have a bad influence on performance even in the environment where they work (Iqbal, Latif & Naseer, 2012)

In addition to performance, comfort, and the development of potential impacts from unmet job satisfaction, it also results in turnover intention. According to Whitman in Gunawan & Sutanto (2013), the turnover intention is defined as awareness in having a desire to find alternative jobs in other organizations. According to Mobley (1986), the turnover intention has three factors experienced by an individual before they leave the job, such as thinking of quitting, intention to search, and intention to quit. The first factor, Thinking of Quitting, is employees’ thought to leave their job or place of work and the thought that they might not stay with the company. The second factor, Intention to Search, is when employees begin to have the desire to find alternative jobs outside the organization where they currently work. The last factor, Intention to Quit, is employees’ attitude that shows any indication of leaving the organization in the future. Intention to quit is the most important variable in predicting turnover. Identifying the predecessor of intention to quit can provide clarity for understanding the real turnover because the intention to quit describes individuals’ thoughts of leaving, looking for work elsewhere, and the desire to leave the organization (Sari, Armanu, & Afnan, 2016). Based on the literature review that has been mentioned, the research model for this study is as follows:

Figure 1

Research Framework

Job Satisfaction

Turnover Intention

Source: Author’s analysis

Based on the research model above, the following research hypothesis was found:

HA: There is a significant influence of job satisfaction on turnover intention.

**RESEARCH METHODOLOGY**

**Details of the Study**

The research method used in this study is the descriptive method. "Descriptive studies are often designed to collect data that describe characteristics of objects (such as persons, organizations, products, or brands), events, or situations." (Now & Bougie, 2016). Explanatory studies, or commonly called causal studies, are also conducted by the author. "... a causal study is to be able to state that variable X causes variable Y." (Now & Bougie, 2016). Causal method in this study was conducted to determine the effect of job satisfaction (X) on turnover intention (Y).

**Operationalization of Variables**

This research’s independent variables and dependent variables are job satisfaction (later named X) and turnover intention (later named Y). As mentioned, all the variables are both independent and dependent. Presented below are the parameters for the variables:

Table 1

Operationalization of Variables

|  |  |
| --- | --- |
| **Variables** | **Dimensions** |
| **Job Satisfaction (X)**  Defined as a result of employees’ perception of how well their job provides those things that are viewed as important | 1. The Work Itself 2. Pay 3. Promotion 4. Supervision 5. Work Group |
| **Turnover Intention (Y)**  Defined as employees’ intention to quit their job by their willingness | 1. Thinking of quitting 2. Intention to search 3. Intention to quit |

Source: Author’s analysis

**Data Collection Method**

The data source used by the author in this study is primary data. Primary data is defined as "... ways in which data collected from original sources for the specific purpose of this study can be gathered." (Now & Bougie, 2016). Hence, primary data refers to information obtained directly (first-hand) by the researcher regarding the variable of interest for a particular purpose of the study. Primary data used in this study were obtained through questionnaires and supported by interviews conducted with Apronesia employees.

"The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate." (Now & Bougie, 2016). In other words, population refers to a group of people, events, or objects to be studied in the research. In this study, the author took a population of 5 Apronesia employees.

**Data Analysis**

In the writing process, the author uses the data from the questionnaires filled by five respondents. The author uses a single regression analysis in this research. The author’s intent in using this type of analysis is to find out the relationship between the employee job satisfaction variable to employee turnover intention variable.

**References**

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