

EFFECT OF ORGANIZATIONAL COMMITMENT, WORK STRESS AND JOB SATISFACTION ON TURNOVER INTENTION AT PT. INDONUSA TELEMEDIA (TRANSVISION)

1st Dwi Putri Cahya Marwindi, 2nd Dr. Ir. Meita Pragiwani, MM

Management Department

Indonesian College of Economics Jakarta

Jakarta, Indonesia

dwiputicahya.m@gmail.com ; meita_pragiwani@stei.ac.id

***Abstract** - This study aims to find out and analyze the effect of organizational commitment, job stress, and job satisfaction on the turnover intention at PT. Indonusa Telemedia. The strategy used an associative. The method used in this research is a survey method, using a questionnaire as a data collection tool. Based on the results and discussion, it shows that part there is have a significant effect of variable organizational commitment on the turnover intention PT. Indonusa Telemedia at 38,1%. This means that the greater the level of organizational commitment to employees, the lower turnover will be. Partially there is have a significant effect of work stress on the turnover intention PT. Indonusa Telemedia at 57,5%. Stress is the work pressure experienced by employees while working. The higher the level of work stress experienced by employees, it can lead to the level of wanting to leave the company. Partially there is have a significant effect of job satisfaction on the turnover intention PT. Indonusa Telemedia at 15,1%. Job satisfaction is the attitude of employees with the work they have. The lower the job satisfaction level, the higher the turnover rate or the employee's desire to leave the company.*

***Keywords:** Organizational Commitment, Job Stress, Job Satisfaction, Turnover intention*

I. INTRODUCTION

The most important resource that must be owned by a company is human resources. Human resources is said to be important because it is a determinant for the success or failure of a company. Human resources are always attached to each company as the determining factor of existence and play a role in contributing to the achievement of the company's goals effectively and efficiently. Realizing that, the company needs reliable and quality human resources.

Every company will certainly face the phenomenon of employee turnover or turnover. Turnover intention is a person's desire to leave the organization, namely an evaluation of a person's current position with regard to dissatisfaction and can trigger a person's desire to leave and find another job. In a certain time, the turnover rate can be high or vice versa, depending on the factors that influence it.

Nowadays the problem of high *turnover intention rate* has become a serious problem for many companies. The negative impact felt by *the turnover intention* on the company is on the quality and ability to replace employees who leave the company, so it takes time and new costs in recruiting new employees.

Turnover rate in 2019 is relatively high because it exceeds the figure of 10% of the recommended limit. Where Sari's opinion (2014:3) states that the *standard level* of employee turnover that can be tolerated in each company varies, but if the turnover rate reaches more than 10% per year is too high according to many standards. The increasing trend of *turnover* has an impact on the company, one of which is the company's performance becomes disrupted because turnover can decrease productivity work such as inhibiting work activities and finding performance results that are not or are not maximal so that it can harm the company.

There are many factors and their benchmarks that can trigger a desire to leave a company or make turnover, such as their commitment to organization, work stress and their satisfaction while working at the company.

Jason A Colquitt (2014:64), defines the organization's commitment as the desire on the part of employees to remain a member of the organization. Commitment will describe individual assessments based on employee understanding level, contribution level during work, adjustment to the surrounding environment, loyalty to the company, and level of sense of having towards the organization. In carrying out its performance an organization or company desperately needs employees who are able to fully commit to the organization, because if an employee has a high commitment then the level of employee exit will be low and will have a beneficial impact for the company.

Job stress is a form of a person's response, both physically and mentally to a change in his environment that is felt to be disturbing and causes him to be threatened. Meanwhile, turnover intention is a person's desire to leave the company. Both are related to each other because stress can reduce productivity, employee absenteeism, not doing their job properly and can lead to job dissatisfaction and can increase the number of employees who leave (turnover).

Another factor that affects turnover intention is job satisfaction. Job satisfaction is an emotional state that employees have towards their work, either in the form of pleasant or unpleasant feelings. The relationship of job satisfaction with turnover intention according to Rivai and Sagala (2013 : 59) where if the employee is not managed properly then the employee will feel dissatisfied with his/her job and eventually decide to resign or leave the workplace. Each individual wishes for his needs to be met and increased in line with the career path he achieved. Aspects of satisfaction that need to be met include material, mental, psychological, social and intellectual needs that are satisfactory.

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

Turnover in general can consist of several personal factors, namely the complaints felt by each individual employee. Such as the presence of employees who do not have a high commitment to the company so still want to find other jobs that are more suitable, besides having conflict or stress pressure in work, as well as the presence of employees who feel dissatisfied while working at the company because of various things. Therefore, there needs to be more research on employee turnover factors that can cause problems for the company.

II. LITELATUR STUDY

2.1. Human Resource Management

Human resource management (HRM) is one of the areas of general management which includes aspects of planning, organizing implementation and control. Human resource management is an activity that regulates how to procure labor, develop, provide compensation, maintain, and segregate labor through management processes in order to achieve organizational goals (Yuli, 2015: 15).

The main objective of human resource management is to increase employee contribution to the organization in order to achieve organizational productivity. The capital market is a long-term securities market where maturities of more than 1 year, such as stocks and bonds are bought and sold (Gitman, 2017). According to Keown (2017) all institutions and procedures that facilitate transactions in long-term financial instruments.

2.2. Organizational Commitment

Umam (2012: 258) suggests that commitment to organization is a psychological construct which is a characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue their membership in organizations. Sopiah (2012: 163) the process of organizational commitment can be divided into three phases, namely: initial commitment, commitment during initial work, commitment during later career.

2.3. Work Stress

According to Gitman (2017) Investment is any asset which with funds can be expected that it will generate positive income and or preserve or increase its value. According to Robbins and Judge (2016), job stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources that are related to what the individual desires and whose results are considered uncertain and important. Based on the definition of experts, it can be concluded that work stress is a condition that reflects a feeling of pressure, tension, which affects the emotions and thought processes of an employee to do his job so that it hinders organizational goals.

2.4. Shares

According to Handoko (2015:193) *Job satisfaction* is a pleasant or unpleasant emotional state with the extent to which employees view their work. According to Robbins in Busro (2018:101) states, that job satisfaction is a positive feeling about a job that is the result of evaluation of several characteristics. Positive or negative feelings experienced by employees cause a person to experience satisfaction and dissatisfaction with work, such as :

1. Job satisfaction is said to be positive if the results obtained are greater than what is expected.
2. Job satisfaction is said to be negative when the results obtained are smaller than what is expected.

2.5. Turnover Intention

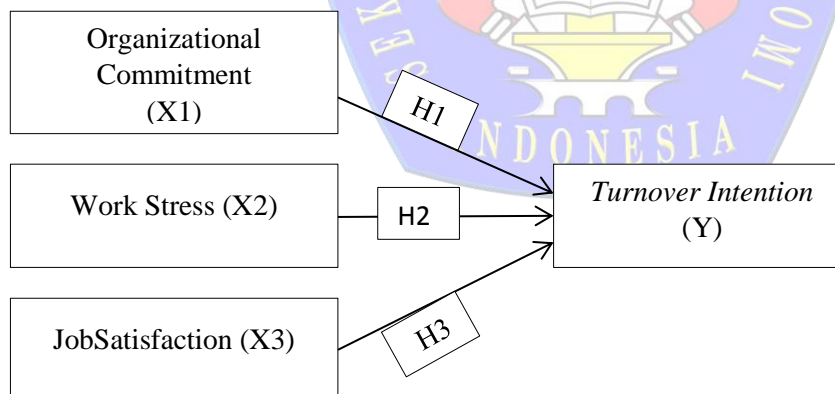
Turnover intention according to Muamarah and Kusuma (in Mujiati, et al. 2016) is a desire or desire to go out and find another job that is better than the previous job. According to Bluedorn (in Mufidah, 2016) turnover intention is a *tendency of* attitude or level at which an employee has the possibility to leave the organization or resign voluntarily from his or her job.

2.6. Hypothesis Development

Based on the description of the theoretical framework above, the research hypothesis can be presented as follows:

1. It is suspected that the organization's commitment has an *influence on turnover intention* on PT. Indonusa Telemidia.
2. It is suspected that work stress has an *influence on turnover intention* on PT. Indonusa Telemidia.
3. It is suspected that job satisfaction has an *influence on turnover intention* on PT. Indonusa Telemidia.

2.7. Consuptual Framework



III. RESEARCH METHODS

The strategy used is an associative strategy. Sugiyono (2017:125) said that associative is research that aims to know the relationship or influence between variables. This strategy is intended to provide an explanation of the influence of organizational commitment, work stress, and job satisfaction which is a *variable free against turnover intention* which is a bound variable.

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

The research method used in this study is survey method, using questionnaire as data collection tool. The data obtained is then processed using SPSS software Version 26.00. The steps that can be done in the implementation of the survey are: 1) Formulating research problems and determining the objectives of the survey; 2) Determine concepts and hypotheses and explore literature; 3) sampling; 4) Making questionnaires; 5) Field work; 6) Data processing; 7) Analysis and reporting.

3.1. Population and Research Samples

According to Sugiyono (2017:115) states that the population is a generalization consisting of objects or subjects that have certain qualities and rusty that are determined by researchers to be studied and then drawn conclusions. In this study, the population of employees at PT. Indonusa Telemedia, especially the National Service Operation Jabodetabek area .

Sugiyono (2017:116) defines that the sample is part of the number and characteristics that the population has and that the samples taken from that population are truly representative. The sampling technique used in this study was *purposive sampling*. Determination of the number of samples in this *study using the Slovin* formula with an error rate of 5%, so that the fairness of errors in sampling can still be tolerated in this study. *Slovin formula used* in determining the number of samples, namely :

$$n = \frac{N}{1 + Ne^2} \dots\dots\dots(3.1)$$

Description:
n = Sample size
N = Population size
e = Error rate (5%)

The calculation of samples with the formula Slovin as follows:

$$n = \frac{140}{1 + 140(0,05)^2} = \frac{140}{1,35} = 103,70 \approx 104$$

So, the number of samples used in this study was 104 people obtained from PT. Indonusa Telemedia.

3.2. Data and Data Collection Methods

This study used primary data.. Primary data is data obtained or collected by researchers directly from the main data source (Sugiyono, 2014:131). To get primary data, researchers must collect it directly. This primary data is to get respondents about the influence of organizational commitment, work stress, and job satisfaction on turnover intention obtained directly by *respondents* based on the dissemination of questionnaires and interviews to employees PT. Indonusa Telemedia.

Data collection techniques used by researchers are :

1. Interview Method
2. Observation Method
3. Questionnaire Method

The research instruments were measured using questionnaires. Questionnaires on organizational commitment, work stress, and job satisfaction to *turnover intention in the form of written statements* to be answered by respondents. Research is measured by *likert scale*, because the *likert scale is used* to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2017:93). The answer to each instrument item has a value weight as listed in the table below :

Table 1. Likert Scale Value Weight

No	Alternative Answers	Value Weight
1	Strongly Agree (SS)	4
2	Agree (S)	3
3	Disagree (TS)	2
4	Strongly Disagree (STS)	1

Source: Sugiyono (2017)

3.3. Variable Operationalization

Table 2 : Operational Variables

Variable	Indicators	Items
Organizational Commitment (X ₁)	1. Affective Omitmen K	The convenience of working for an organization
		Emotional Feelings
		Employee attachment to the organization
		Work Engagement
	2. Sustainable Commitment	Worried about losing your job
		Feeling Loss
3. Normative Commitment	Devotion to the organization	
	Loyalty to the organization	
Work Stress (X ₂)	1. Environmental Stress	Work Environment
		Economic Uncertainty
		Political Uncertainty
		Technological Uncertainty
	2. Organizational Stress	Task Demands
		Role Demands
		Personal Demands
	3. Individual Stress	Family Issues
		Economic Problems
Job Satisfaction (X ₃)	1. The work itself	Job suitability
		Diverse work
	2. Salary/Wages	Payroll System
		Salary Level
	3. Promotion	Promotion Policy

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

	4. Supervision	Promotion Opportunities
		Technical Assistance
	5. Coworkers	Behavioral Support
		Teamwork
		Social Environment In Teams
<i>Turnover Intention (Y)</i>	1. There is a thought to get out of the organization	Intention to leave the company
		Work dissatisfaction and saturation
		Enthusiastic feelings towards the organization
	2. The intention of finding a job elsewhere	Looking for a job at another company
		Search for job information
		Apply for a job at another company
	3. Intention to leave the company	Consider a job offer
		Characteristic Changes
		Leaving the Company

3.4. Data Analysis Methods

The steps used for data processing in this study are as follows:

3.4.1. Data processing methods

The data obtained is then processed using SPSS software Version 26.00. SPSS software is used to facilitate data processing, so that the results are faster and more precise.

3.4.2. Data presentation method

Method of presenting data In this study the data collected is presented in tabular form to make it easier to analyze and understand the data so that the data presented is more systematic. Where tabulation is done. The data obtained, after being processed and sorted, will be used for statistical analysis of the data in accordance with the research objectives. The data analysis used is the analysis of the coefficient of determination and hypothesis testing.

3.4.3. Data Statistics Analysis

To discuss the results of the study, the authors used paired data based on the data obtained. Because there is more than one independent variable, namely three independent variables, and one dependent variable, the analysis method used in this research is the analysis of the coefficient of determination and hypothesis testing (partial) as follows :

3.4.3.1. Instrument Test

A questionnaire depends on the quality of the data used in the test. Research data will not be useful if the instruments to be used to collect research data do not have a *high validity* and *reability*. These tests and measurements each show the consistency and accuracy of the data collected.

1. Validity Test

Validity test is used to determine whether or not a questionnaire is valid. 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, 2012:88). The basis of valid decision making or not of the statement stated by Sugiyono (2017:126) : *If $r_{calculate} \geq 0.30$ ($r_{critical}$) with a significance of 5%*, which means the statement is said to be valid or accurate. This validity test is done with pearson correlation formula (*Correlation Product Moment*). A statement is said to be valid if the count seen from the Corrected Item Total Coreollation exceeds critical (0.30).

The formula used to test the validity of this instrument is *Product Moment* from Karl Pearson, as follows:

$$r_{hitung} = \frac{n \sum X Y - (\sum X)(\sum Y)}{\sqrt{\{n \sum X^2 - (\sum X)^2\} \{n \sum Y^2 - (\sum Y)^2\}}} \dots \dots \dots (3.2)$$

Description:

- $r_{calculate}$ = Coefficient of validity of the question item being searched
- n = Number of respondents (sample)
- X = Score obtained by the subject of each item
- Y = Total score obtained from all items

2. Reliability Test

Reliability Test is a tool to measure a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. The way used to test the reliability of questionnaires in this study is to measure reliability by statistical test Cronbach Alpha. To find out the questionnaire is reliable will be done reliability test questionnaire with the help of computer program SPSS.

$$\text{Koefisien Alpha Cronbach: } \alpha_{it} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum S_i^2}{S_t^2} \right)$$

Description:

- k = number of questionnaire items
- α_{it} = coefficient of questionnaire item cleverness
- $\sum S_i^2$ = number of valid item score variances
- S_t^2 = variance of total item score

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

To find the variance of questionnaire items and variance of total item score in use the formula as follows:

$$S_i^2 = \frac{\sum X_i^2}{n} - \left(\frac{\sum X_i}{n} \right)^2$$

Description:

$\sum X_i$ = number of scores per item

$\sum X_i^2$ = sum of squares of score per item

According to Sekaran (2013), the basis of decision making of this reliability test is as follows:
If *Cronbach's Alpha* coefficient $\geq 0.6 \rightarrow$ then *Cronbach's Alpha* acceptable (construct reliable).
If *Cronbach's Alpha* $< 0.6 \rightarrow$ then *Cronbach's Alpha* is poor acceptable (construct unreliable).

3.4.3.2. Analysis of Coefficients of Determination (R^2)

Analysis of R^2 (*R square*) or coefficient of determination is used to find out how much percentage contributes the influence of independent variables together on dependent variables. The coefficient of determination is between zero and one (0-1). If the R^2 value is close to 1 (one) then it can be said that the stronger the model in explaining independent variable variables against dependent variables. Conversely, if R^2 is close to 0 (zero) then the weaker variation of the independent variable describes the dependent variable. (Priyatno, 2012:125) To represent the small contribution of independent variables to dependent variables can be determined against the formula of determinant coefficient as follows:

1. Contribution of organizational commitment to turnover *intention*
 $R^2_1 = (r_{Y1.23})^2 \cdot 100\%$
2. Contribution of effect of work stress on turnover *intention*
 $R^2_2 = (r_{Y2.13})^2 \cdot 100\%$
3. Contribution of the influence of job satisfaction on turnover *intention*
 $R^2_3 = (r_{Y3.12})^2 \cdot 100\%$

3.4.3.3. Hypothesis testing

Hypothesis testing is used to partially test influence. The hypotheses to be tested in this study are:

1. The Effect of X_1 on Y

Ho : $\beta_{y1.23} = 0$ (partially there is no significant influence of organizational commitment to turnover *intention*).

Ha : $\beta_{y1.23} \neq 0$ (partially there is a significant influence of the organization's commitment to turnover *intention*).

2. The Effect of X_2 on Y

Ho : $\beta_{y2.13} = 0$ (partially there is no significant effect of work stress on turnover *intention*).

Ha : $\beta_{y2.13} \neq 0$ (partially there is a significant effect of work stress on turnover *intention*).

3. The Effect of X_3 on Y

Ho : $\beta_{y3.12} = 0$ (partially there is no significant effect of job satisfaction on turnover intention).

Ha : $\beta_{y3.12} \neq 0$ (partially there is a significant effect of job satisfaction on turnover intention).

To test the effect of free variables on partially bound variables, judging by the value *P-value* versus α (5% = 0.05)

Ho rejected, Ha accepted if *P-value* < 0.05 and

Ho accepted, Ha rejected if *P-value* \geq 0.05

IV. RESEARCH RESULTS AND DISCUSSIONS

4.1. Validity Test

Validity tests are used to test the extent to which a measuring device's determination can reveal the concept of a measured symptom or event. Because the questionnaire score scales the interval, the validity test uses product *moment correlation*. The value of r table with the number of samples (n = 104) at a significant level ($\alpha = 0.05$) with critical r 0.30, meaning that if the value of r calculate > r critical, declared valid and apabila r calculate < r critical then the meaning is invalid. (Sugiyono, 2014 : 121).

The coefficient values of correlation for the instrument validity test of each variable, then the researchers presented in the table as follows :

Table 3: Test The Validity of Each Variable Instrument

Variable	Statement Item	Corrected Item-Total Correlation (R-Calculate)	R-critical value	Results
Organizational Commitment	X1.1	0,690	0,30	Valid
	X1.2	0,605	0,30	Valid
	X1.3	0,619	0,30	Valid
	X1.4	0,707	0,30	Valid
	X1.5	0,883	0,30	Valid
	X1.6	0,745	0,30	Valid
	X1.7	0,631	0,30	Valid
	X1.8	0,750	0,30	Valid
	X1.9	0,719	0,30	Valid
	X1.10	0,663	0,30	Valid

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

Work Stress	X2.1	0,719	0,30	Valid
	X2.2	0,837	0,30	Valid
	X2.3	0,438	0,30	Valid
	X2.4	0,663	0,30	Valid
	X2.5	0,708	0,30	Valid
	X2.6	0,801	0,30	Valid
	X2.7	0,652	0,30	Valid
	X2.8	0,420	0,30	Valid
	X2.9	0,780	0,30	Valid
	X2.10	0,792	0,30	Valid
	X2.11	0,597	0,30	Valid
Job Satisfaction	X3.1	0,702	0,30	Valid
	X3.2	0,647	0,30	Valid
	X3.3	0,557	0,30	Valid
	X3.4	0,772	0,30	Valid
	X3.5	0,713	0,30	Valid
	X3.6	0,728	0,30	Valid
	X3.7	0,695	0,30	Valid
	X3.8	0,665	0,30	Valid
	X3.9	0,636	0,30	Valid
	X3.10	0,667	0,30	Valid
Turnover Intention	Y.1	0,875	0,30	Valid
	Y.2	0,751	0,30	Valid
	Y.3	0,783	0,30	Valid
	Y.4	0,805	0,30	Valid
	Y.5	0,929	0,30	Valid

	Y.6	0,841	0,30	Valid
	Y.7	0,699	0,30	Valid
	Y.8	0,823	0,30	Valid
	Y.9	0,878	0,30	Valid
	Y.10	0,912	0,30	Valid

Source : Processed Primary Data 2020

4.2. Reliability Test

Reliability tests were carried out to see if the measuring instruments used showed consistent. Statements that have been declared valid in the validity test will be determined by the value of Cronbach's Alpha.

Table 4 : Reliability Test Results of Each Variable

No	Variable	Cronbach Alpha Value	Results
1.	Organizational Commitment	0,864	Reliabel
2.	Work Stress	0,857	Reliabel
3.	Job Satisfaction	0,741	Reliabel
4.	Turnover Intention	0,947	Reliabel

Source : SPSS Output 26

4.3. Statistical Analysis

In conducting a series of statistical analysis of data will be divided into several parts consisting of analysis as described below :

4.3.1. Analysis of coefficients of determination

The effect of organizational commitment, work stress, and job satisfaction on turnover intention is indicated by the coefficient of determination (R^2). The coefficient of determination (R^2) indicates the proportion or percentage of total variation in the variable Y which can be explained by the independent variables X_1 , X_2 and X_3 .

1. Partial Determination Coefficient

a. The coefficient value of determining organizational commitment (X_1) to turnover intention (Y) as follows:

Table 4.15. Coefficient of Determination of Partial Organizational Commitment (X_1) to turnover intention (Y)

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

Correlations

Control Variables		Organizational Commitment_X1	Turnover Intention_Y
Work Stress_X2	Correlation	1,000	-,617
	Significance (2-tailed)	.	,000
	Df	0	101
	Correlation	-,617	1,000
	Significance (2-tailed)	,000	.
	Df	101	0

Based on Table 4.15 above the calculation of the coefficient of partial determination of organizational commitment (X_1) to turnover intention (Y) is:

$$\begin{aligned} KDP_1 &= (r)^2 \times 100\% \\ &= (-0.617)^2 \times 100\% \\ &= 0.381 \times 100\% \\ KDP_1 &= 38.1\% \end{aligned}$$

This indicates that the partial determination coefficient of 0.381 can be interpreted that the contribution of *the organization's commitment to turnover intention* of 38.1% or in other words 38.1% variation of turnover intention variable *can* be explained by the organizational commitment variable, while the remaining 61.9% is the contribution of other variables not included in this research model.

b. The coefficient value of determining work stress (X_2) against turnover intention (Y) as follows:

Table 4.16. Coefficient of Determination of Partial Work Stress (X_2) against turnover intention (Y)

Correlations

Control Variables		Work Stress_X2	Turnover Intention_Y
Work Stress_X2	Correlation	1,000	,758
	Significance (2 tailed)	.	,000
	Df	0	101
Job Satisfaction_X3	Correlation	,758	1,000
	Significance (2-tailed)	,000	.
	Df	101	0

Source : SPSS Output 26

Based on Table 4.16 above the calculation of the coefficient of partial determination of work stress (X_2) against turnover intention (Y) is:

$$\begin{aligned} KDP_2 &= (r)^2 \times 100\% \\ &= (0.758)^2 \times 100\% \\ &= 0.575 \times 100\% \\ KDP_2 &= 57.5\% \end{aligned}$$

This indicates that the partial determination coefficient of 0.575 can be interpreted that the contribution of *work stress to turnover intention* of 57.5% or in other words 57.5% variation of turnover intention variable *can* be explained by work stress variable, while the remaining 42.5% is the contribution of other variables not included in this research model.

c. The coefficient value of determining job satisfaction (X_3) against *turnover intention* (Y) as Following:

Table 4.17. Coefficient of Partial Determination of Job Satisfaction (X_3) against turnover intention (Y)

Correlations

Control Variables			Job Satisfaction_X3	Turnover Intention_Y
Organizational Coimmitment_X1	Job Satisfaction _X3	Correlation	1,000	-,389
		Significance (2-tailed)	.	,000
		Df	0	101
	Turnover Intention_Y	Correlation	-,389	1,000
		Significance (2-tailed)	,000	.
		Df	101	0

Source : SPSS Output 26

Based on Table 4.8 above the calculation of the coefficient of partial determination of job satisfaction (X_3) against *turnover intention* (Y) is:

$$\begin{aligned} KDP_3 &= (r)^2 \times 100\% \\ &= (-0.389)^2 \times 100\% \\ &= 0.151 \times 100\% \\ KDP_3 &= 15.1\% \end{aligned}$$

This indicates that the partial determination coefficient of 0.151 can be interpreted that the contribution of *job satisfaction to turnover intention* of 15.1% or in other words 15.1% variation of turnover intention variable *can* be explained by the job satisfaction variable, while the remaining 84.9% is the contribution of other variables not included in the study model

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

4.4. Hypothesis Testing

Hypothesis Testing Table

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
(Constant)	29,692	4,331		6,855	,000
Organizational Commitment _X1	-,403	,111	-,240	-3,624	,000
Work Stress_X2	,790	,079	,523	9,996	,000
Job Satisfaction_X3	-,570	,099	-,369	-5,771	,000

a. Dependent Variable: Turnover Intention_Y

1. Effect of organizational commitment (X_1) on *turnover intention* (Y)

Ho : $\beta_{y1.23} = 0$ partially there is no significant influence of the organization's commitment to *turnover intention* on PT. Indonusa Telemedia.

Ha : $\beta_{y1.23} \neq 0$ there is a significant influence of the organization's commitment to *turnover intention* on PT. Indonusa Telemedia.

After hypothetical testing of the research above and based on *the results of spss calculation Version 26.0 obtained significance t* variable X_1 of 0.000 less than the real level or $0.000 < 0.05$. Therefore it can be drawn conclusion Ho rejected then Ha accepted, partially there is a significant influence of organizational commitment variables to the variable *turnover intention* (at a real level of 95%).

2. Effect of work stress (X_2) on *turnover intention* (Y)

Ho : $\beta_{y2.31} = 0$ partially there is no significant effect of work stress on *turnover intention* on PT. Indonusa Telemedia.

Ha : $\beta_{y2.31} \neq 0$ there is a significant effect of work stress on *turnover intention* on PT. Indonusa Telemedia.

After hypothetical testing of the research above and based on *the results of spss calculation Version 26.0 obtained significance t* variable X_2 of 0.000 less than the real level or $0.000 < 0.05$. Therefore it can be drawn conclusion Ho rejected then Ha accepted,, there is a significant influence of work stress variables on *the variable turnover intention* (at a real level of 95%).

3. Effect of job satisfaction (X_3) on *turnover intention* (Y)

Ho : $\beta_{y3.12} = 0$ partially there is no significant effect of job satisfaction on *turnover intention* on PT. Indonusa Telemedia.

Ha : $\beta_{y3.12} \neq 0$ there is a significant effect of job satisfaction on *turnover intention* on PT. Indonusa Telemedia.

After testing the hypothesis of the research above and based on the results of *spss calculation Version 26.0 obtained significance t* variable X_3 of 0.000 less than the real level or $0.000 < 0.05$. Therefore it can be drawn conclusion Ho rejected then Ha accepted,, is partially a significant influence of job satisfaction variables on the variable *turnover intention* (at a real level of 95%).

Table 4. Partial hypothesis test results X_1 , X_2 , X_3 with Y

Variable	T significance test results	Decision process
Organizational commitment (X_1)	0.000 < 0.05	Significant Influence
Work Stress (X_2)	0.000 < 0.05	Significant Influence
Job Satisfaction (X_3)	0.000 < 0.05	Significant Influence

Source : Processed Data (2020)

V. SUMMATIONS AND SUGGESTIONS

5.1. Summation

Based on the results of the research that has been tested, it can be concluded as follows:

1. Partially there is a significant influence between the organizational commitment variables turnover *intention* on PT. Indonusa Telemedia. Commitment is the feelings and attitudes that employees of their organization have. This shows that the lower the level of organizational commitment to employees, the higher the turnover rate.
2. There is partially significant influence between work stress variables on turnover *intention* on PT. Indonusa Telemedia. Stress is a work pressure experienced by employees during work. This indicates that the higher the level of work stress experienced by employees, it will be able to increase the amount of *turnover* at the company.
3. There is partially significant influence between job satisfaction variables on turnover *intention* on PT. Indonusa Telemedia. Job satisfaction is the attitude of employees with their work. This indicates that the lower the level of job satisfaction owned by employees, then the turnover rate or the level of desire of employees out of the company will be high

5.2. Suggestions

The advice that can be given by the author after doing this research is :

1. Based on the lowest score statement of the organizational commitment variable, it is best to the company needs to prioritize the commitment aspect to each employee in a way that the company needs to build an atmosphere that can make employees do not want to move to another workplace such as providing comfort and trust to employees with the aim of making employees more committed and change their mindset and have the assumption that believing in the value of staying loyal to one company is a good thing.
2. Based on the results of statistical analysis of data on work stress variables, It is better if the company does not provide work that is outside the ability of its employees, because if employees are required to do work beyond their ability, they will be able to produce work that will not be in accordance with company demand and understand the symptoms of work stress in employees that can trigger turnover rates in the company. In addition, the company needs to create a pleasant and conducive work environment so as not to cause conflicts that can occur within the scope of the company.
3. Based on the statement of the lowest score of the job satisfaction variable, it is recommended that the the company can increase employee job satisfaction in order to minimize *the level of turnover* in the company by providing more varied jobs or providing regular job training so that employees do not feel bored or bored with their work, in

addition employees can also recognize or interpret skills in working in order to improve employee *knowledge and performance*.

4. Based on the results of statistical analysis of data on turnover variables, preferably parties The company also needs to pay attention to employee problems and complaints that are obtained during work, so that it can keep its employees from thinking about stopping work and looking for another job, by holding regular meetings regularly to evaluate employee performance, or by having a suggestion box as mediation between the complaints felt by employees against the company with the aim of getting better in the future and employees can carry out their work in accordance with the targets set by the company.

5.3. Limitations Of Research

Researchers realize that this research has limited limitations yaitu research objects that are only done on some employees of the company due to the coronavirus pandemic. Researchers are then expected to be able to develop research variables by adding several variables or samples used differently so that the research variables are more varied. And further enrich insight and knowledge.

REFERENCE LIST

- Azzuhri, Misbahuddin. Faradina, Adhistis. 2015. Effect of Work Stress on Job Satisfaction And Turnover *Intention* (Study on Jawa Pos Radar Malang – PT. Malang Intermedia Press) . Jurnal Aplikasi Manajemen (Journal of Applied Management) published by the Department of Management Faculty of Economics and Business Universitas Brawijaya in cooperation with the Association of Indonesian Management Scientists (AIMI). e ISSN: 2302-6332 | p ISSN: 1693-5241 ACCREDITED by Ministry of Research, Technology, and Higher Education of the Republic of Indonesia, No. 30/E/KPT/2018, October 24, 2018.
- Baron and Greenberg. 2012. Behavior in Organization International Edition, New Jersey: Prentice Hall.
- David, Fred. 2012. Strategic Management Concept. Jakarta : Salemba Four.
- Deviyantoro. 2017. Job Satisfaction Analysis Implications on The Intention of Turnover of Local Daily Newspaper Employees in Banten.. National Seminar on Applied Research 2017 | SENASSET 2017 ISBN: 978-602-73672-1-0 Serang, 25 November 2017
- Donni, June Priansa. 2015. Administration and Operations. Office. Bandung: Alfabeta.
- Paradise. 2018. Factors Affecting *Turnover Intention* (Study on Employees of Multi Finance Service Company in Jambi City). Journal of Economics and Business. 1(1), 1-9.
- Ganyang, Machmed Tun. 2018. Human Resource Management. Bogor: In Media

- Handoko, what's going on? T. Hani. 2012. Personnel and Human Resources Management. Yogyakarta. BPFE.
- Handoko, what's going on? T. Hani. 2015. Human Resource Management. Yogyakarta: CAPS Publisher.
- Gandika, 2015. Effect of Job Satisfaction on Turnover Intention With Karakteristic Socialdemography As Ariabel Moderator (Case Study On PT. STRARLIGHT GARMENT SEMARANG), economics & busines research festival
- Mr. Harnoto, I'm sorry. 2013. Human Resource Management. Second Edition. Jakarta: PT. Prehallindo
- Heryanda, Komang Krisna. 2019. The Effect of Job Insecurity on Turnover *Intention* Through Work Satisfaction in Employees of Pt Telkom Access Singaraja. International Journal of Social Science and Business. Volume 3, Number 3, Year 2019, pp. 198-205. Open Access: <https://ejournal.undiksha.ac.id/index.php/IJSSB/index>. P-ISSN : 2614-6533 E-ISSN : 2549-6409
- Kreitner & Kinicki. 2018. Organizational Behavior, In: Early Suandy (translator), Jakarta: Salemba Empat.
- Lupiana, Ferry & Rijanti Tristiana. 2016. The Influence Of Job Stress And Person Organization Fit On *Turnover Intention* By Using Job Satisfaction As Mediating Role. Proceedings of the National Seminar on Multi-Disciplinary & Call For Papers Unisbank (SENDI_U). Multi-Disciplinary Study to Realize the Maritime Axis in Economic Development Based on People's Welfare. ISBN: 978-979-3649-81-8.
- Luthans.. 2013. Organizational Behavior : An Evidence-Based Approach. New York: McGraw-Hill.
- Luthans.. 2017 International Management: Culture, Strategy and Behavior. 8th Edition. Book Two. Jakarta. Salemba Four.
- Mangkunegara, AA. Prabu. 2016 Human Resource Management. Revised Edition. Jakarta: Bumi Aksara
- Mobley 2017. Employee Turnover: Cause and Effect. Translation : Nurul Imam. Jakarta : PT. Binaman Pressindo Library
- Mobley, what's going on? 2011. An evaluation of precursors of hospital employee turnover. Journal of Applied Psychology. 63(4), 408-414
- Mujiati et al. 2016. Effect of Compensation, Leadership Style And Work Stress on Employee Job Satisfaction at Dharma Kerti Hospital, E-Jurnal Manajemen Unud, Vol 4, No. 4, 2016: 3335-3363, ISSN : 2302-8912, Faculty of Economics and Business Udayana University Bali Indonesia
- Muttaqiyathun, Ani. 2020. The Effect Of Work Satisfaction And Work Stress On Employees' Turnover *Intention* In PT. Telkom Indonesia Yogyakarta
www.journalmabis.org Journal of Management and Business, Vol 19, No. 1(March2020). Management & Business (MABIS) is an open access journal with ISSN 1412-3789 and e-ISSN 2477-1783.

Effect Of Organizational Commitment, Work Stress And Job Satisfaction On Turnover Intention At PT. Indonusa Telemedia (Transvision)

- Novitasari, Dwi. 2015. Impact of Work Stress And Performance On *Turnover Intention* (Study on CV Diandra Prima Mitra Media). Journal of Management Research Widya Wiwaha School of Economics Master of Management eISSN : : 2621-492X pISSN:2355-9381.
- Panggabean, MS. 2012. Human Resource Management. Jakarta: Ghalia Indonesia.
- Robbins, Stephen P and Timothy A Judge. 2016. Organizational Behavior. Jakarta: Salemba four
- Robbins, Stephen P and Timothy A Judge. 2018 Organizational behavior. Fourteenth Edition. Pearson education. New Jersey
- Now, Uma. 2013. Research Methods for Business. Jakarta: Salemba Four.
- Siagian, Sondang P. 2012. 6. Leadership Theory and Practice. Jakarta: PT Rineka Cipta
- Sopiah, what's going on? 2012. Organizational Behavior. Ungband. Andi
- Sugiyono, 2017. Qualitative and Quantitative Research Method R & D, Bandung: Alfabeta.
- Sulistiyani and Rosidah. 2011. Human Resource Management,. Yogyakarta : Graha Ilmu.
- Sutrisno. 2014. Human Resource Management. Print To Six. Pranada Media Group, Jakarta.
- Um, Khaerul. 2012. Organization Management. Bandung: Pustaka Setia.
- Vitalaya, Aida. Sukmawati, Anggraini. Gunawan, Endang. 2018. Analysis of Factors Affecting *Turnover Intention* (Case Study in Mnc Media News Gathering Division). Journal of Theoretical and Applied Management Year 11. No. 3, December 2018 ISSN 1979-3650 (Print) and ISSN 2548-2149 (Online).
- Wahyuni, Sri. 2017. Analysis of Work Stress Relationship, Job Satisfaction, And Organizational Commitment to *Employee Turnover Intention* pt Telekomunikasi Indonesia Tbk Witel Solo.). Muhammadiyah University of Surakarta Jurnal Benefit: Journal of Management and Business. ISSN (Print) : 1410- 4571 ISSN (Online) : 2541-2604.
- Wexley & Yukl. 2017 Organizational Behavior and Psychology. Personnel. Jakarta: Rineka Cipta.
- Yuli, what's going on? 2015. Human ResourceManagement. UMM Press,. Malang City
- Zurnali, what's going on? 2017. Knowledge Worker: Future Human Resource Management Research Framework. Bandung. Unpad Press