

# Beny dan Alip

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# THE MEDIATING EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE TURNOVER

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## ABSTRACT

This study aims to examine and analyse the mediating effect of job satisfaction and organizational commitment between link talent management on employee turnover in PT Kalimantan Sawit Kusuma Pontianak. This study focuses on human resource management with participants of this study were all 105 permanent employees. This research used a quantitative approach to test the hypotheses and explain the impact among variables. This study used path analysis to examine the role of mediation and the data were analysed using SPSS 24. The classical assumption was tested, to meet the requirements of utilize path analysis. The results of this study showed that job satisfaction and organizational commitment have a significant and mediating role in influencing the relationship between talent management and employee turnover. While, the direct influence of talent management has a positive and significant relationship toward employees' turnover. Moreover, this study provided managerial and theoretical implication and future study.

Keywords: Talent management, job satisfaction, organizational commitment, employees' turnover

## 1. Introduction

In organizations, employees are one of the most important elements in an organization (Tecee, 2019). Employees are one of the drivers and determinants of achieving organization success. Competency of employees are always attached to every company as one of the determining factors and play an important role in contributing towards achieving company goals effectively and efficiently. Realizing this, the company needs to increase the employee's performance (Hidayat, 2018). Therefore, companies must be able to manage and pay attention to their employees as well as employees' commitment to remain in the organization.

Indonesia becomes the third largest employee turnover with a percentage of 25.8% compared to Brazil (24.4%), US (21.8%), China (21.3%), and UK (14.6%) (KataData, 2022). This indicated that Indonesia is facing a serious problem with high rate of employee turnover. For example, employees of PT Kalimantan Sawit Kusuma Pontianak which has high turnover from 2018 to 2022. It can also be seen that the number of increasing employees of this company over the last 5 years was 1,116 people and those who left amounted to 893 people. Therefore, it can be concluded that the increase in the number of recruiting employees also affects the increase in the number of employees who quit significantly.

Previous studies (Tampubolon & Sagala, 2020; Sabbatho, 2020) stated that talent management, job satisfaction and organizational commitment are important factors to reduce employee dissatisfaction and low performance. The research findings of Singh (2022) showed that job satisfaction and organizational commitment have an insignificant effect on employee turnover. However, the different finding of Alqudah (2022) indicated that job satisfaction and organizational commitment highly significant effect on employee turnover because the focus on employee organizational commitment can make a very strong contribution to reducing employee turnover. In addition, Amalia, (2020) stated that talent management has a positive influence on reducing employee turnover rates. On the contrary, Sabbatho, (2020) stated that talent management has a negative effect on employee turnover rates. There are inconsistency finding of previous studies that need further study. Moreover, no study investigates mediating effect of job satisfaction and commitment on palm oil sector in Pontianak. Therefore, this study offers Resource-Based View (RBV) to explain the mediating effect of this study.

This study aims to examine the mediating effect of job satisfaction and commitment between the link talent management and employee turnover. RBV is an important approach to overcome employee turnover in this study. In the extant literature, the resource-based view (RBV) offers a suitable theoretical perspective to address this trade-off (Singh, 2022). The RBV conceptualises a firm as a pool of resources that provides a sustained advantage and delivers superior performance to the firm (Barney, 2001; Guesalaga et al, 2018). The discussion, findings and recommend future research agendas are provided in this study. This study highlights the important insights of RBV and the study's findings may spur further research in the domain.



## 2. Literature Review

### 2.1 Resource-Based View (RBV)

According to the resource-based view (RBV), strategic human resource management experts argue that HR strategy has the potential and strategic position to generate corporate competitive advantage by creating unique and valuable employee-based resources (Collins, 2021). HR strategy research that focuses on creating HR policy systems through alternative philosophical approaches to managing employees. A study found that human and social capital are valuable employee-based resources that help explain how HCHR systems drive higher company performance, there are two main issues that prevent this study from addressing all the conditions underlying the RBV view approach (Gerhart, 2021). An organization must be able to find solutions in dealing with the weaknesses that the organization has in order to create a competitive advantage (Hitt et al., 2017). As such, organizations need to see where there are opportunities to make improvements to their people based on internal resources. Organizations can look for models to help identify gaps between talent management and reducing employee turnover (Donnellan & Rutledge, 2019).

### 2.2 Hypothesis development

#### Talent management

Talent management is one of the fundamental tools that human resources personnel use to hone employees' satisfaction. An upsurge in employees' satisfaction leads to a large value and benefits for organisations and their workforces (Dzimhiri & Molefi, 2021). Talent management that encourages employee satisfaction prevents competent employees from leaving the organisation as this could have adverse effects on performance and service delivery (Mousa & Ayubi, 2019). Moreover, Talent management is, today, the critical factor for organizational performance, and, according to this, the corporate sector is increasingly applying talent

management programs and practices in their day-to-day management (Almaaitah et al., 2020). Affective commitment is considered the most effective approach to reducing employee turnover (Alves, et al., 2020). Based on the previous studies above, this study proposed:

- H1a: Talent management has significant impact on job satisfaction of PT Kalimantan Sawit Kusuma Pontianak
- H1b: Talent management has significant impact on employee commitment of PT Kalimantan Sawit Kusuma Pontianak
- H1c: Talent management has significant and negative impact on employee turnover of PT Kalimantan Sawit Kusuma Pontianak

#### *Job satisfaction*

Job satisfaction is an evaluation that describes a person on the achievement of work goals, work performance, realization, targets, and welfare (Perera & John, 2020). According to Mawardi, (2022) job satisfaction is the level of a worker's positive affection for work and work situations. Job satisfaction provides positive reinforcement for work, orientation, target, completion, benefits and rewards and provide a very strong or significant contribution to performance (Tampubolon & Sagala, 2020). Turnover intention has been widely shown to be an important, practical antecedent variable of turnover and is the best predictor of actual turnover behaviour (Li et al., 2019). Based on the previous studies above, this study proposed:

- H2: Job satisfaction has significant and negative impact on employee turnover of PT Kalimantan Sawit Kusuma Pontianak

#### *Employee commitment*

Castellano, et al. (2021) state that organizational commitment can be achieved to the extent that employees have trust and can understand organizational goals and desire to stay with the organization. Schwepker & Dimitriou, (2021) who say that commitment that arises is not only in the form of passive loyalty, but also involves an active relationship with the organization and other employees who have the aim of giving all efforts for the success of the organization concerned. According to Tajeddini et al., (2020) organizational commitment has a strong relationship between attitudes towards attachment to their organization. Alqudah et al., (2022) show that employees who have high commitment have high attendance rates and have longer tenure and tend to work harder and show better performance. Therefore, based on the previous studies above, this study proposed:

- H3: Employee commitment has significant and negative impact on employee turnover of PT Kalimantan Sawit Kusuma Pontianak

#### *The mediating effects*

The relation between organizational commitment, job satisfaction and turnover intention has been confirmed in various studies, but its strength varies (Loan, 2020). Job satisfaction and organizational commitment have a significant effect on employee turnover (Hendri, 2019). Moreover, Alqudah et al., (2022) indicated that employees will have high job satisfaction and commitment will contribute more on firm performance. Jawaad et al., (2019) conducted the study in the public sector in Shkoder municipality where their findings suggested that the pay satisfaction, work satisfaction and the quality of supervision satisfaction has positive impact on the turnover intention. Therefore, based on the previous studies above, this study proposed:

- H4a: The mediating effect of job satisfaction has significant and negative impact on employee turnover of PT Kalimantan Sawit Kusuma Pontianak.
- H4b: Employee commitment has significant and negative impact on employee turnover of PT Kalimantan Sawit Kusuma Pontianak.

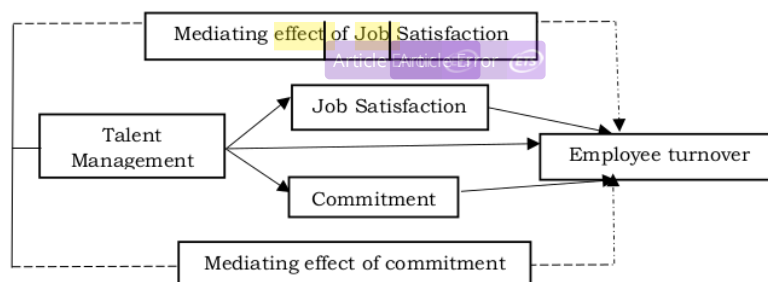


Figure 1. Research Model

### 3. Methodology Approach

#### 3.1 Design approach

This research uses a quantitative approach to determine whether there is a mediating influence the mediating effect job satisfaction and organizational commitment on the relationship between talent management and turnover intention. Primary data was collected 105 of permanent employees of PT Kalimantan Sawit Kusuma Pontianak. The questionnaire was distributed to respondents through HRD PT Kalimantan Sawit Kusuma Pontianak and interview to some participants in this study. The questionnaire used closed questionnaire where respondents will only answer the questions that have been given with a five-point scale (1= strongly disagree to 5= strongly agree). Path analysis was utilized the test data analysis using SPSS 24.

#### 3.2 Measurement

In this study, the data analysis technique used is the path analysis technique with testing validity and reliability, normality assumption, heteroscedasticity, autocorrelation, multicollinearity (Sugiono, 2020). The path analysis method or technique for analysing research hypotheses to test the mediating influence of job satisfaction and commitment on the relationship between talent management and employee turnover. To measure talent management, nine items were adopted from Aljunaibi (2014) six items of job satisfaction adopted from Edison, (2018), seven items of employee commitment adopted from Edison, (2018) and employee turnover with seven items were adopted from (Robbins, 2001).

### 4. Result Findings

#### 4.1 Demographic Characteristics

Table 1 showed that male participants were dominant with 80% than female 20% in this investigation. Most of the respondents in this survey were 20 to 30 years old (52%), 31 to 40 years old (24%), 40 to 50 years old (19%), and 5% above 50 years old. The permanent employees in this study graduated from bachelor degree with 45%, 23% followed by senior high school graduates, 20% of Junior high school, 9.5% graduated from Primary school and

3% of master degree graduates. 32% of the participants of this study were single (61%), married (32%) and 7% were widow.

**Table 1.** Demographic Characteristics

	n	%		n	%
<i>Gender</i>			<i>Education</i>		
Male	84	80.	Primary school	10	9.5
Female	21	20.	Senior High School	24	23
<b>Total</b>	<b>105</b>	<b>100</b>	Junior High School	21	20
<i>Age</i>			Bachelor degree	47	45
20-30 years old	55	52	Master Degree	3	3
31-40 years old	25	24	<b>Total</b>	<b>100</b>	<b>100</b>
41-50 years old	20	19	<i>Marital status</i>		
<50 years old	5	5	Married	34	32
<b>Total</b>	<b>105</b>	<b>100</b>	Single	64	61
			Widow	7	7
			<b>Total</b>	<b>100</b>	<b>100</b>

#### 4.2 Validity and Reliability

The measurement model of a research is conducted by testing validity and reliability. According to Sugiono (2020) that validity is the degree of accuracy or feasibility of the instrument used to measure what will be measured and the extent to which the instrument carries out its measuring function. While reliability is defined by consistency when the test is tested many times the results are relatively the same, meaning that after the first test results with the next test are correlated which is significant. Based on the statistic finding, the validity and reliability of all research variables showed that all data items have an  $r$ -count >  $r$ -table value of 0.19 with a significant value < 0.05 and a reliable value greater than 0.6. Invalid data has been eliminated to obtain valid data results for further analysis. Moreover, the finding of the analysis was free from the normality assumption, heteroscedasticity, autocorrelation, multicollinearity.

#### 4.3. Path analysis

The results of the path analysis model tabulated in Table 2 reveal that the causal relationship between TM and JS ( $\beta=0.561$  and  $p$ -value=0.000), and the relationship between TM and EC ( $\beta=0.565$  and  $p$ -value=0.000) was statistically significant. Meanwhile, the causal relationship between JS and ET ( $\beta=-0.557$  and  $p$ -value=0.010) was negative and statistically significant effect, and the relationship between EM and ET ( $\beta=-0.352$  and  $p$ -value=0.000) was negative and statistically significant impact. Similarly, the relationship between TM to ET ( $\beta=-0.344$ ). This statistic findings of this study showed that job satisfaction ( $\beta=-0.196$  and  $p$ -value=0.000); employee commitment ( $\beta=-0.199$  and  $p$ -value=0.000) have a negative and significant on employee turnover.

**Table 2.** Path analysis statistic results

Hypo	Coefficients	Nilai < 0.05	Standardized Coefficients Beta	Decision
H1a	Talent management → Job Satisfaction	0.000	0.569	Supported
H1b	Talent management → Employee commitment	0.000	0.565	Supported
H1c	Talent management → Employee turnover	0.047	-0.344	Supported
H2	Job Satisfaction → Employee turnover	0.010	-0.557	Supported
H3	Employee commitment → Employee turnover	0.000	-0.352	Supported
<i>Mediating effects</i>				
H4a	Talent management → Job Satisfaction → Employee turnover	0.000	0.569X(-0.344) = -0.196	Supported
H4b	Talent management → Employee commitment → Employee turnover	0.000	0.565X(-0.352) = -0.199	Supported

Source: Author compilation, 2023

## 5. Discussion

An initial objective of the project was to identify the influence of mediating effect job satisfaction and employee commitment between link talent management and employee turnover. This study applied RBV to explain the employee behaviour in this study. This study found that talent management has a significant impact on job satisfaction (H1a). This finding was also reported by Loan et al, (2020) which stated that job satisfaction is important element to create worker's positive affection for work situations. RBV explains that talent management and job satisfaction is a person's attitude and capability toward his work that reflects pleasant and unpleasant experiences in his work and his expectations of future experiences. it is also proven that talent management has a positive and significant effect on employee commitment (H1b). This finding broadly supports the work of other studies in this area linking talent management with employee commitment. Alqudah et al., (2022) illustrated that employees who have high commitment will gain their performance and credibility on work and their job performance to decrease the turnover intention. Moreover, this study showed there was a negative relationship between talent management on employee turnover (H1c). This finding argued that an employee has high talent management and capability, they will be able to achieve a better job satisfaction and commitment.

This study found that job satisfaction and employee commitment have a negative and significant relationship with employee turnover (H2 and H3). meaning that the better job satisfaction and employee commitment, the level of employee turnover will decrease. This finding is consistent with Mawardi, (2021) which states that the implementation of employee commitment must be the totality of exploration in providing performance in every work activity carried out by employees by continuing to pay attention to and develop their talent management. as a potential, employees can show their satisfaction in carrying out their main duties and functions through a decreased employee turnover rate. Instilling a strong commitment to each employee in facing work challenges so that they are happy, feel, think, emotionally bound, worried, have a sense of belonging, few choices, alternatives, sacrifices, loyal, obligations, loyal, work, one organization, wise, can feel comfortable in improving better performance (Hendri, 2019). Therefore, every employee is required to always develop their talent management in the form of knowledge, skills, mastery, work experience and professionalism at work.

The finding of this study also revealed that the mediating effect of job satisfaction and employee commitment play crucial effect on employee turnover intention (H4a, H4b). The results agree with those obtained by Alqudah et al, (2022) indicated that employees with job satisfaction and high commitment enable the organisation to gain the profit and reduce turnover intention. Moreover, Jawaad et al., (2019) claimed that job satisfaction and commitment are two essential factors to decrease the number of turnover intentions. RBV also provide a better understanding positive employees' behaviour can improve their work performance and even achieved competitive environment in a company.

## 5. Conclusion

The purpose of this study is to determine the mediating effect of job satisfaction and commitment between the link talent management in PT Kalimantan Sawit Kusuma Pontianak. This study found that talent management has a significant and positive effect on job

satisfaction. In addition, talent management has a significant and positive effect on organizational commitment. This shows that the higher talent management that exists in the employee's work, the higher the level of organizational commitment will also be achieved. However, Job satisfaction and organizational commitment have a significant and negative effect on employee turnover. The present study found that job satisfaction has an influence on employee turnover at PT Kalimantan Sawit Kusuma Pontianak. This indicates that the higher the job satisfaction and organizational commitment that exist in the employees at PT Kalimantan Sawit Kusuma Pontianak, the level of employee turnover will also decrease. The mediating role of employee satisfaction and organizational commitment have a partial mediating impact in this research model, then the mediating role of employee satisfaction and organizational commitment on the relationship between talent management and employee turnover at PT Kalimantan Sawit Kusuma Pontianak. Based on the conclusion, the research cannot be separated from the limitations of the study. Therefore, this study suggests future studies need to obtain more generalizable results with the different context of study and participants. Moreover, compensation and employee engagement can be tested the effect on employee turnover and job performance.

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