

FACTORS THAT EFFECT TURNOVER INTENTION WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT FOOD AND BEVERAGES DISTRIBUTION COMPANIES IN BATAM

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Abstract

Nowadays workplace filled with Gen X and Y employee, it is stated that by 2025, the employment field will be filled by millennials. Human resources are an asset to a company, turnover intention emerge a big problem for company every year. This research will be aim to determine and analyze factors that affect turnover intention with job satisfaction as intervening variable. Questionnaires was distributed to 360 employee that work in food and beverages distribution companies in Batam. However, there is only 280 data that can be analyze due to incompleteness and some questionnaire that didn't return. The data is examined with SPSS to analyze the descriptive data and Smart PLS program to examine the relationship between independent to dependent variables while intervening through an intervening variable. The result of this study shown that there is a direct effect from salary, transformational leadership and job satisfaction toward turnover intentions. It also shows that there is an indirect effect from salary and transformational leadership towards turnover intention while it is mediating through job satisfaction. In other hand, it was found that work stress, emotional intelligence is not significant in giving effect towards turnover intention with or without the intervening from job satisfaction.

Keywords: Turnover Intention, Job Satisfaction, Millennial

Introduction

Along with the era development, human generations have also changed. Workplace currently dominated by workers in Y or millennial generations compared to the generation X. Each generations have its own characteristics therefore there is differences in each generation. Generation X tends to be individuals who are independent, determined, and are able to adapt to the work environment very well. In view of the fact that generation X is living in an era of modern industrial development where the parent or guardian of generation X tend to spend their time at work, therefore individuals of generation X have a strong independent nature. While generation Y is an enthusiastic, ambitious individuals, they prefer work in groups than individually. Considering that generation Y were born in the beginning of technology industry, where they tend to spend time in technology such as interacting with TVs, computers so they have more creatives and inspirational thoughts. Based on data from BPS 2020, the number of Indonesians who are gen X is 21.88%. millennial generation reaches 25.87%, gen Z is the most dominant population are 27.94% (BPS, 2020). In the study it also stated that by 2025 the employment will be filled with millennial generation workers (Gabriel et al., 2020).

Human resource (HR) is an important asset of the company. Companies that have good quality human resources will produce effective and consistent company performance in achieving company goals. The problem of employee turnover has become a big problem for companies every year, the consequences that arise from these problems can be financial (recruitment process, training costs) and non-financial (company image) (Boushey & Glynn, 2012). In a study conducted by The Deloitte Global Millennial Survey in 2019, which was conducted on 13,416 millennials in 42 countries, 43% of them stated that dissatisfaction with salary was the main reason for leaving the company. There are 35% of respondents who stated that the second reason for leaving the company was not having the opportunity to grow. In this study also found that 28% of millennials expect to stay in their workplace for five years, this shows that millennials still have the desire to stay at the same time that can also lead to the desire to move (Databoks, 2019). There are issues that have shown that there is a desire for employee turnover that appears in a company, and the generation that dominates this turnover intention are workers who came from generation Y/ Millennials. Based on news from Forbes, there are 34% of millennials who plan to quit their jobs after this covid pandemic occurs, the reason is that they feel that WFH is a difficult work system because they cannot interact directly with co-workers and even feel stressed when working alone at home. There are also several other employees who argue that the reason for the desire to change jobs is because they feel they cannot work well with the leadership. In previous research conducted by (Chen et al., 2014) resulted that the factors that influence employee turnover intention are work stress, compensation, and opportunities to work in other places. It is stated that transformational leadership has positive but not significant results on turnover intention (Hidayat et al., 2021). The results of the study (Lee et al., 2017) prove that there are 6 factors of job satisfaction that affect turnover intention, namely compensation and benefits, the work itself, leadership behavior, self-development, peer relations, and work competence.

Based on the above issues, it is necessary in conducting further research on the problem of turnover intention among Generation Y, entitled “Factors That Effect Turnover Intention with Job Satisfaction as an Intervening Variable at Food and Beverages Distribution Companies in Batam.”

Literature Review

Turnover intention is explained as a level at which employees join and leave an organization (Alam & Asim, 2019). Turnover intention is an opinion of someone who will leave an organization (Perera & Madagamage, 2018) also interpreted as thinking about looking for a job and considering job offers (Ariyabuddhiphongs & Kahn, 2017). Desire to leave the company can be described as an estimate of a worker leaving his current job in the near future (Ohunakin et al., 2019).

Salary is a source of income for an employee in a company. Chandra et al., (2021) explained that job satisfaction is not significantly affected by the salary earned by employees. This is because the nominal salary obtained has been included in the work contract that has been made previously. The company has a periodic employee performance appraisal system so that the salary earned will be adjusted to the employee's work performance. However, regardless of generation the salary earned will affect the employee's view of his work because the salary earned is the result of the employee's time and effort in doing a job (Frye et al., 2020).

Job stress did not affect job satisfaction, employees agree that with the emergence of work stress on work, it will result in physical and mental instability which will have an impact on the emotions and way of thinking of an employee (Ramlawati et al., 2021). However, work stress was experienced by the medical workers in China (Liu et al., 2019). Work stress arises because of the expectation of the best service provided by the medical staff to patients in rural locations where medical equipment and supplies are limited. Lahat & Marthanti (2021) conducted research on Gojek drivers in Jakarta and found that Gojek drivers did not experience work stress because they were not limited by working time and also direct orders from superiors.

Individuals who have high emotional intelligence tend to be more optimistic than people who have low emotional intelligence. Employees of customer service positions at banks in Saudi Arabia, it was found that emotional intelligence has a positive effect on job satisfaction and organizational commitment (Alsughayir, 2021). In this study, it was found that the higher the emotional intelligence of a CS employee, the higher the ability to work and feel self-talent in this job so that job satisfaction also increases. Domestic research on 100 generation Z respondents in Surabaya, found that emotional intelligence has a positive effect on employee engagement, but does not affect job satisfaction (Nurjanah & Indawati, 2021). The higher the emotional intelligence level of an employee will produce a sense of sympathy, in this study, those who examined generation Z tend to want to see the results of work directly or instantly, if the work is done in a hurry, the results will be not optimal.

Transformational leadership has a close relationship with subordinates because it has a leadership style that involves direct interaction when the leader motivates subordinates to do their work. This leadership style will produce leaders who provide space for subordinates to develop and increase job satisfaction. Transformational leadership during the COVID19 pandemic plays an important role for an organization, with leaders who are able to lead, motivate employees to improve company performance. This is proven in research (Hidayat et al., 2021) towards the banking sector and states that transformational leadership has an effect on job satisfaction. Likewise, it was found that by exerting a positive influence, inspiring employees in the form of motivation, and intellectual stimulation which is part of transformational leadership can affect the level of employee job satisfaction (Ohunakin et al., 2019).

Research on the effect of job satisfaction on turnover intention in Generation Y is proven to have a negative effect, with high job satisfaction minimizing the desire to move, but if job satisfaction is low it does not have a significant effect on the intention to move a worker (Perera & Madagamage, 2018). Alam & Asim (2019) in their study of 400 nurses working in several hospitals in Karachi, found that satisfaction in task clarity had a positive effect on turnover intention.

Turnover intention is a sensitive topic and will have a negative impact on the human resources of a company. Turnover intention will affect the company's recruitment, selection, training and development processes. New employees will go through a process of introduction and adaptation in working in a company and this all takes a long time in order to increase company productivity (Na-Nan et al., 2020). Turnover intention is explained as a level at which employees join and leave an organization (Alam & Asim, 2019). Turnover intention is an opinion of someone who will leave an organization (Perera & Madagamage, 2018) also interpreted as thinking about finding a job and considering job offers (Ariyabuddhiphongs & Kahn, 2017). Desire to leave the company can be described as an estimate of a worker leaving his current job in the near future (Ohunakin et al., 2019). A high desire to change jobs can cause employee turnover in the company to occur significantly. If this intention or desire arises in workers who have high performance and are talented, it will be fatal in terms of the quality of human resources in the company. To reduce the employee turnover rate, a company must pay more attention to the factors that affect the emergence of an employee's turnover intention (Nazir et al., 2016).

Conceptual Framework

Based on the explanation that has been explained on the background and the relationship between the variables and the dependent, the research model can be described as follows:



Figure 1. Conceptual Framework

Research Hypothesis

- H1 : There is a significant effect between Salary and Job Satisfaction.
 H2 : There is a significant effect between Work Stress and Job Satisfaction.
 H3 : There is a significant influence between Emotional Intelligence and Job Satisfaction.
 H4 : There is a significant effect between Transformational Leadership and Job Satisfaction.
 H5 : There is a significant effect between Salary on Turnover Intention with Job Satisfaction mediation.
 H6 : There is a significant effect between Work Stress on Turnover Intention by mediating Job Satisfaction.
 H7 : There is a significant influence between Emotional Intelligence on Turnover intention and Job Satisfaction as mediation.
 H8 : There is a significant effect between Transformational Leadership on Turnover Intention with Job Satisfaction as mediation.
 H9 : There is a significant effect between Job Satisfaction and Turnover Intention.

Methods

In conducting this research, using quantitative research methods. The sampling technique in this study is simple random sampling. This technique is carried out by taking samples from the population randomly (Dominikus Dolet Unaradjan, 2019). This research is carried out using the comparative causal method or what is meant by the relationship between cause and effect of a variable. The population and sample are millennial employees who work in the field of food and beverage distributors in Batam. Questionnaires were distributed to companies based on the book "Batam Industrial Estate" (Badan Pengusahaan (BP) Batam, 2020).

In the data collection process, there are some companies that are unwilling to share the number of employees, hence in this study will be collecting data with the (Hair et al., 2017) method to determine the number of samples. Where the total number of respondents required is the number of questionnaires multiplied by 10. In this study, the authors used 28 questionnaires as indicators to test this research. So that the total minimum respondents that the authors need in this study are as many as 280 respondents. Quantitative data of this research is from a questionnaire that is distributes via google form to employees who work at a food and beverage distribution company in Batam and it is measured in Likert scale. The secondary data that is used in this research are data that are acquire through journals, government websites, news, and others.

Descriptive analysis is a method of analyzing data by providing a description or descriptive of data seen from the average, maximum, minimum, standard deviation values (Ghozali, 2018). Descriptive analysis is used as of the indicators of gender, age, last education, length of service, and income of the respondents and being analyze with SPSS statistics software while in quantitative analysis, the data is process through software application name SEM-Partial Least Squares (PLS). The purpose of using PLS is to determine whether job satisfaction will mediate the independent variable on employee turnover intentions.

Result and Discusssion

Descriptive Statistics

The number of questionnaires that have been distributed is 360 questionnaires. However, only 319 respondents filled out the research questionnaire, of which 41 were not returned. 39 of them are questionnaires that are not used because they fill in with the same numbers or there are parts that are not filled in. So that the total respondents obtained are 280 questionnaires that can be tested. A total of 280 questionnaires were studied, there were 48,2% respondents who were male and 51,8% female respondents. Based on the data that has been processed, it can be seen that female respondents are slightly more dominant than male respondents. This is because in distribution companies there are many staff who work on administration, receiving orders, and internal staff who work in offices are mostly women, while men work

more in the field, more specifically in the distribution of food and beverage products. It was stated that among 280 respondents, of which there were 39,3% aged 18-25 years, 57,9% aged 26-41 years, 2,8% people aged 42-57 years. Where the respondents who get the majority are generations Y and Z in accordance with the statement discussed in Chapter I, where the active workers are generations Y and Z. Based on the data obtained, it can be seen that the dominant respondent's length of service is for a period of 1 to 3 years as many as 52,2%. there are 28,9% or equivalent who have worked for more than 3 years. It can be seen that there are also 18,9% who have worked for less than 1 year. From the result in quantitative research also shown that the emit can be seen that respondents who participated in filling out the questionnaire with the latest education S1 dominated with a total of 44,0% followed by high school graduates as many as 42,1%. Next is diploma 13,9%. Qualifications to work for a distributor company for certain positions do not require high education but stamina and strong physical condition. However, there are several sections that require special qualifications, such as employees in accounting, HR, and so on. In salary category, it was found that there are 10,0% employee that receives below Rp 3,000,000 each month, while there are 48,6% receives at range Rp 3,000,000 – Rp 4,900,000 each month. 31,4% employee receives Rp 5,000,000-Rp 6,900,000 each month and lastly there are 10,0% of the respondents that receives more than Rp 7,000,000 each month. The salary varies came from different position of respondents in this research.

Validity Test and Reliability Test

The results of data processing using PLS software show that there are two valid emotional intelligence indicators with an AVE of 0,705. There are four valid indicators of job satisfaction with an AVE of 0,572. There are four valid salary variables and have an AVE of 0,558, transformational leadership and work stress variables, each of which five indicators are valid, with an AVE of 0,535 and 0,532, respectively. There are three indicators that examine turnover intention and it is result to be valid with an AVE of 0,632.

Table 1. Outer Loadings and AVE result

Indicator	Loading Factor	AVE	Conclusion
EI1	0,915	0,705	<i>Valid</i>
EI3	0,756		
JS1	0,827		
JS2	0,756		
JS3	0,795	0,572	<i>Valid</i>
JS5	0,633		
S1	0,752		
S2	0,772		
S4	0,709	0,558	<i>Valid</i>
S5	0,755		
TI1	0,897		
TI2	0,769		
TI3	0,707	0,632	<i>Valid</i>
TL1	0,607		
TL2	0,737		
TL3	0,786		
TL4	0,774	0,535	<i>Valid</i>
TL5	0,741		
WS1	0,791		
WS2	0,696		
WS3	0,814	0,532	<i>Valid</i>
WS4	0,600		
WS5	0,725		

The results of the reliability test of each variable will be recognized if the value of Cronbach's alpha and composite reliability > 0.6. Based on table 2, it can be seen that the value of each research variable exceeds the requirements so that the answers from respondents are considered reliable.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
EI	0,600	0,825	<i>Reliable</i>
JS	0,751	0,841	<i>Reliable</i>
S	0,739	0,835	<i>Reliable</i>
TL	0,780	0,851	<i>Reliable</i>
TI	0,748	0,836	<i>Reliable</i>
WS	0,792	0,849	<i>Reliable</i>

Inner Model

In the direct and indirect effect test between variables, it can be measured by looking at the T-statistics value to determine whether the relationship between two variables is significantly or not significant effect. If the T-statistics value shows more than 1,96 it is concluded as significant. Furthermore, P values indicate whether the tested variables significantly influence or not significantly affect. It can be seen if the P values < 0.005 then it is significant if > 0.005 then it is not significant (Hair et al., 2017).

Table 3. Direct Effect

Variable Direct Effect	T-statistics	P-values	Conclusion
S -> JS	4,323	0,000	H1: Significant
WS -> JS	0,596	0,551	H2: Not Significant
EI -> JS	1,419	0,157	H3: Not Significant
TL -> JS	7,660	0,000	H4: Significant
JS -> TI	2,485	0,013	H9: Significant

Table 4. Indirect Effect

Variable Direct Effect	T-statistics	P-values	Conclusion
S -> JS -> TI	2,105	0,036	H5: Significant
WS -> JS -> TI	0,463	0,643	H6: Not Significant
EI -> JS -> TI	1,097	0,273	H7: Not Significant
TL -> JS -> TI	2,356	0,019	H8: Significant

Hypothesis 1

In table 3 it can be seen that the results of H1 have a P value of 0,000 where this value is smaller than 0,005 so that H1 can be valid in this study. This study has similar results with previous studies from research (Kristanti et al., 2021) and (Lee et al., 2017). Heimerl et al. (2020) conducted research on workers in the hotel sector in mountainous areas in western countries, in this study it showed that salary was in the last rank in influencing job satisfaction.

Hypothesis 2

Work stress has a P value of 0,551 where this number is greater than 0,005 and T-statistics 0,596 which is below 1,96 so that in this study it is stated that it does not have a significant influence between the relationship between work stress and job satisfaction. Based on the results obtained, it can be interpreted that for employees who work in the field of food and beverage distributors in Batam, job satisfaction is not influenced by work stress such as the length of working hours, the pressure felt in doing their work. These results support the previous research conducted by (Ramlawati et al., 2021).

Hypothesis 3

The results of the H3 test are declared insignificant, this statement is proven by the p value of 0,157 and T-statistics 1,419. This implies that with emotional intelligence such as respecting the opinions of colleagues, negative emotions at work do not affect employee job satisfaction. This statement contradicts previous research conducted (Gholipour Soleimani & Einolahzadeh, 2017) that the relationship between job satisfaction and emotional intelligence is directly proportional, emotional intelligence increases workers' attitudes towards job satisfaction. The results obtained have similarities with previous research conducted by (Nurjanah & Indawati, 2021) which stated that there was no effect of emotional intelligence on job satisfaction.

Hypothesis 4

In table 3 it can be seen that there is a significant effect between transformational leadership on job satisfaction. This can be seen from the P values which show 0,000 and T-statistics 7,660. Hence, it can be concluded that transformational leadership can increase job satisfaction. With a leader who is able to master the work and lead subordinates can increase the sense of acceptance of employees. The character of a leader who has an attitude of encouraging enthusiasm, motivation towards employees increases job satisfaction experienced by employees. These results have similarities with previous research conducted by (Eliyana et al., 2019) which found that employees will increase job satisfaction with motivation and encouragement from leaders, this statement is also supported by (Sagara, 2019) and (Luu & Phan, 2020).

Hypothesis 5

Hypothesis 5 was stated to be significant. This statement can be seen from table 4 which shows the P value of 0,036 and T-statistics 2,105, therefore the effect of salary with job satisfaction mediation on turnover intention is significant. This statement has the same results as research (Liu et al., 2019) which found that job satisfaction as a mediation affects turnover intention. It states that, however, it is contradict to previous

research by (Nugroho & Tanuwijaya, 2022) found that the relationship between mediated salary and job satisfaction on turnover intention was not significant.

Hypothesis 6

The results of the relationship test for hypothesis 6 in table 4 is concluded not significant with the number of p value 0,953 and T-statistics 0,463. This statement states that if mediated by job satisfaction, work stress has no effect on employee turnover intentions. The results of this study are also affected by worsening economic factors due to the covid-19 pandemic, where employees themselves feel that work stress does not affect their desire to quit because they need this job so that mediating job satisfaction also does not affect their desire to quit in terms of work stress. Partially, in the study (Suswati, 2020) it was found that the effect of work stress on turnover intention was not significant. The result is consistent with study that is conducted on employees of working in a Bank, it was found that partially work stress did not affect job satisfaction and turnover intention (Ramlawati et al., 2021).

Hypothesis 7

In table 4 it can be seen that the test results are not significant, it can be seen from the p value of 0,273. These results state that there is no influence between emotional intelligence and turnover intention mediated by job satisfaction. With the results obtained, it can be seen that the emotional intelligence of employees of food and beverage distributors in Batam does not affect turnover intention.

Hypothesis 8

In this study, H8 was accepted because the test results produced significant results. From this statement, it can be seen that the p value is 0,019. The effect of transformational leadership through job satisfaction on turnover intention is stated to be significant. This study has the same results as previous research (Abouria & Othman, 2017) on employees who work in banking.

Hypothesis 9

In table 3 shows the results of testing the data obtained is a p value of 0,013 so that this hypothesis is accepted. This statement shows that the level of employee job satisfaction affects employee turnover intention. This result contradicts the previous research by (Surbakti et al., 2021)(Wong et al., 2021).

Goodness of Fit Model

The results of the R square adjusted test aim to test how much influence the tested variables have on the dependent variable. In H1 to H4 the dependent variable is job satisfaction. Based on the results of the R squared adjusted test shown in table 5, it can be seen that the percentage of correlation between variables is 0.411 which means that salary, work stress, emotional intelligence, transformational leadership can affect job satisfaction. On the other hand, the hypothesis that has been tested from H5 to H9 does not show a significant direct or indirect relationship to employee turnover intentions. This conclusion can be seen from the test results that produce an R square adjusted value of 0.018 which also states that there is only a very small effect of the variables that have been tested on the desire to switch employees who work in food and beverage distribution companies in Batam.

Table 5. R Squared Adjusted

Variabel	R Square Adjusted	Kesimpulan
JS	0,411	Moderate
TI	0,018	Weak

Table 6 shows the results of the quality index test which got a GoF value of 0,361 where the value is > 0.36, thus proving that the accuracy of the model in this study is stated to be strong.

Table 6. Quality Index Result

Communalities	R Square	GoF	Kesimpulan
0,589	0,221	0,361	Strong

Conclusion and Recommendation

Based on the results of research tests conducted on millennial generation workers in companies engaged in food and beverage distributors, it is concluded that:

1. Salary has a significant effect on job satisfaction, this statement can be interpreted that the suitability of the amount of salary received, the opportunity for a salary increase affects the job satisfaction of employees who work in food and beverage distributor companies.

2. Work stress does not significantly affect job satisfaction, in this case it shows the length of working hours and the need for support from colleagues, does not affect the job satisfaction experienced by employees who work in food and beverage distributor companies.
3. Emotional intelligence has no significant effect on job satisfaction. Shows that understanding other people's opinions, ability to cope with negative emotions does not affect job satisfaction.
4. Transformational leadership has a significant effect on job satisfaction. It can be interpreted that with a leader who controls the work and can provide support, motivation for subordinates can also increase job satisfaction.
5. If it is mediating by job satisfaction, salary has an effect on turnover intention. This shows that the level of salary satisfaction received by employees affects the emergence of switching intentions.
6. Work stress intervening by job satisfaction does not affect turnover intention. The results show that satisfaction on the work stress scale does not affect the emergence of turnover intentions.
7. Emotional intelligence with job satisfaction as an intervening variable does not affect turnover intention. These results prove that satisfaction with the ability to control emotions does not affect the emergence of an employee's intention to move.
8. If mediated by job satisfaction, transformational leadership affects turnover intention. This shows that there is a significant relationship in the satisfaction of the leader's ability to lead a work team that can affect an employee's intention to quit.
9. High job satisfaction can lead to an increased desire to move, it can be seen that even though employees feel satisfied with their work, it will still lead to an intention to move an employee.

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