

**THE INFLUENCE OF JOB SATISFACTION AND PERCEIVED AVAILABILITY OF
JOB ALTERNATIVE ON TURNOVER INTENTION
STUDY CASE AT PT. HASJRAT ABADI MANADO TENDEAN**

*PENGARUH KEPUASAN KERJA DAN PERSEPSI ETERSEDIAAN PEKERJAAN
ALTERNATIF PADA KEINGINAN KELUAR
(STUDI KASUS PADA PT.HASJRAT ABADI MANADO TENDEAN)*

by

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Abstract: One of the worker's behavior is turnover intentions that will culminate in a decision to leave his job. Turnover is a tendency of employee to quit their job. This research aims to analyze the job satisfaction and job alternative have influence on employee turnover partially and simultaneously. Type of this research is descriptive with quantitative approach and Multiple Regression used as the measurement tool. The sample size of this research is a total of 100 employee of PT. Hasjrat Abadi Manado and were distributed to respondent through questionnaire. The result for the research says that Job Satisfaction, Perceived availability of job alternative significant influence on Turnover Intention simultaneously, Job Satisfaction has no significant influence toward Turnover Intention in PT. Hasjrat Abadi Manado partially, and Perceived availability of job alternative behavior has significant influence toward Turnover Intention in PT. Hasjrat Abadi Manado partially. The suggestion that can be given from this study is that the company should provide the right prevention solution to prevent undesirable things that may be happened.

Keywords: *job satisfaction, job alternative, turnover intention*

Abstrak : *Salah satu perilaku pekerja adalah intensi turnover yang akan berujung pada keputusan untuk meninggalkan pekerjaannya. Perputaran adalah kecenderungan karyawan untuk berhenti bekerja. Penelitian ini bertujuan untuk menganalisis kepuasan kerja dan alternatif pekerjaan berpengaruh terhadap pergantian karyawan secara parsial dan simultan. Jenis penelitian ini adalah deskriptif dengan pendekatan kuantitatif dan Multiple Regression yang digunakan sebagai alat ukur. Ukuran sampel dari penelitian ini adalah total 100 karyawan PT. Hasjrat Abadi Manado dan dibagikan kepada responden melalui kuesioner. Hasil penelitian menunjukkan bahwa Kepuasan kerja, Persepsi ketersediaan alternatif pekerjaan berpengaruh signifikan terhadap Keinginan berpindah kerja secara simultan, Kepuasan Kerja tidak berpengaruh signifikan terhadap Keinginan berpindah kerja di PT. Hasjrat Abadi Manado secara parsial, dan Persepsi ketersediaan alternatif kerja berpengaruh signifikan terhadap Keinginan berpindah kerja di PT. Hasjrat Abadi Manado sebagian. Saran yang dapat diberikan dari penelitian ini adalah bahwa perusahaan harus memberikan solusi pencegahan yang tepat guna mencegah hal-hal yang tidak diinginkan terjadi.*

Kata Kunci: *kepuasan kerja, alternatif kerja, niat berbalik.*

INTRODUCTION

Research Background

Human resource is very important in a company. It aims to optimize human resources to obtain high level of development in order to increase organization's productivity. Productivity in a company is ability to create more work than before or something that must have progress, employee must have an ability to maintain the good work and evolve in order to make the company's performance increase. Thus, a performance of a company is determined by events and behavior of employees of the company. Therefore, a management of resources that includes a quality labor supply, to maintain the quality and rely on labor costs is needed.

In this globalization era, all the companies must have strategy to survive the global marketplace, emergence of new business and company currently make a tight competition for the companies and their strategy to maintain their position in the market. A successful company who survive in the global marketplace determined by how good their employee performance, qualified employee is needed in order to reach a high level of performance that the company wanted. Even if some company has a good performance because of their qualified labor, the company still has a challenge which is to keep the qualified employees still and will not be stolen by the other company, another good strategy is needed to maintain the qualified employees.

However, sometimes company policy is not in accordance with the needs and expectations of employees will have an adverse impact on employee's attitudes and behavior. A phenomenon that often happens is that the behavior of employees who have been so nice can be tampered with, either directly or indirectly, by various actors' worker who is difficult to prevent. One of the worker's behavior is turnover intentions that will culminate in a decision to leave his job. Turnover is a tendency of employee to quit their job. The high level of turnover in the company will increasingly cause various potential costs, both the cost of training, the level of performance that must be sacrificed, as well as recruitment and retraining costs. The current high turnover intention has become a serious problem for many companies. Even some of the personnel manager got a frustration when he learned that the recruitment process that managed to capture workers who can be trusted and qualified become useless because the newly recruited employee has chosen a job at another company.

Nonetheless, employee turnover sometimes has a positive impact for the company, especially for reducing employees who have a low performance. However, most of it occurred in negative impact, both in terms of cost and losing time to take advantage of the opportunities that exist within a company. Thus, there are few companies want to shorten recruitment time and cost savings, but would like to get a quality workforce, lately many companies use outsourcing services. This is done in order to minimize losses due to the company's turnover.

There are some factors that affect the turnover intention. one of them is job satisfaction. Job satisfaction is the level of pleasant feeling obtained from a person's job ratings or work experience. In other words, job satisfaction is a reflection of our feeling when doing our job, satisfied employees are more loyal towards their organizations compared to dissatisfied employees. If job satisfaction of an employee is low, they tend to seek new jobs, or change their current job and careers. When job satisfaction increases the loyalty pattern of employees tend to progress in a positive direction.

Job satisfaction may affect the loyalty of the employee to the company, and nowadays a lot of companies makes a recruitment for employees because a lot of new business are open in case to fulfill the demand of customers, they compete to get a good quality employee so there are so many available job alternatives that employee could choose, so it will be a dangerous situation when in a company there are a lot of employees that not have a job satisfaction and they aware of the availability of job alternative, it can generate an intention to leave the company.

Due to more availability of alternative job opportunities, employees are not going to agree on anything less what they expect and what is being offered them from competitors. The competitive edge of any organization can easily be lost if the employees decide to explore the opportunities outside the organization.

The employee has no good analysis about job alternative, they just thing that they will have a good job when they move to the other alternative job, they do not thing that in new position that they choose as job alternative, they will still start from the beginning even the description of the job is a similar job title, it still a lot of thing that new employee should learn, when they came in to the company, a good company let those employee to have a product knowledge first, before the employee deploy to do their job, and a lot of thing that new employee should learn, but we could say that, like Indonesian always said "neighbor's lawn is more attractive", it means that no one would satisfied in what they already have. Employee will always look for the better job, better salary and better workplace, so when the opportunity comes and in the great time the employee will take it. It was not a problem for the company to lose their employee, it is good actually, it is will be good if

the employee that resign and move to the other company, it is not a good worker or underperform employee, it going to be the problem when a “talent” of the company resign from the job.

Turnover intention become more serious nowadays, it must be prevented to reduce cost especially in big company like PT. Hasjrat Abadi Indonesia, in this case in branch Manado Tendea where this thesis will be conducted. Recruitment, training, and development was a big cost to expand from the company, and it became a big problem when it going to be un normal. Intention on the employee Turnover at PT. Hasjrat Abadi is a good factor that maybe could reduce the expanding cost. PT. Hasjrat Abadi is the exclusive distributor of Toyota and Yamaha vehicles in five territories in Eastern Indonesia, The Head Office is located in Jakarta and its branches located in North Sulawesi, Gorontalo, Central Sulawesi, Maluku, and Papua. In North Sulawesi especially Manado it-self, PT. Hasjrat Abadi is famous enough. With their branches that located in around, is very easy for peoples to know about this company. approximately over 700 employees are involved in the day to day operations in PT. Hasjrat Abadi and there are 300 employees who works in all North Sulawesi Branches, with that number of workers of course will be many variations on each worker job satisfaction level and availability of job alternatives which is so wide open will be a challenge for PT. Hasjrat Abadi to prevent turnover in order to prevent loss. Therefore, this study aims to determine issues above with title: “The influence of Job Satisfaction and perceived availability of Job alternatives on Turnover Intention”.

Research Objective

1. To examine the significant influence of Job Satisfaction and Job Alternatives to Employee Turnover Intention simultaneously.
2. To examine the significant influence of Job satisfaction to Employee Turnover partially.
3. To examine the significant influence of Job Alternatives to Employee Turnover partially.

THEORETICAL FRAMEWORK

Human Resource Management

According Byars and Rue (2006), human resource is defined as a system of activity and strategies that focus on successful managing employees at all levels of an organization to achieve organizational goals. Employees are the human resource of an organization and its most valuable asset. To be successful, an organization must make employees productivity major goal. Human resource planning refers to the evaluation and identification of human resource requirements of the activities that are planned in order to meet socioeconomic goals of the society (Anyadike, 2013)

Job Satisfaction

Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. Luthans (2011) stated that job satisfaction has some characteristics of a job about which employees have affective responses.

1. The work itself. It means extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.
2. Pay. Money not only helps people attain their basic needs but is also role in providing the upper-level needs. Employees often see pay as a reflection of how management views their contribution to the organization.
3. Promotion opportunities. They mean chances for advancement in the organization. Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take different forms and have a variety of accompanying rewards.
4. Supervision. It refers to the abilities of supervisor to provide technical assistance and behavioral support. It is measured by the degree to which a supervisor takes a personal interest and cares about the employee such as monitoring how well the employees, providing advice and assistance to the individual, and communicating with the associate on a personal.
5. Coworkers. They are the degree to which fellow workers are technically proficient and have good social environment.

Job satisfaction is an attitude or behavior that is pleasant or unpleasant from their works. It is a result of their perception about the work that is closely related to rewards that they believed they would receive after accomplishes the job.

Perceived Availability of Job Alternatives

The availability of job itself become goal for some people, perceived availability refers to the how easy it is to move from one job to another job. Some authors are of the view point that job search and alternative job opportunity is an intermediate step between job dissatisfaction by Mobley (1977) theorized a model where he included some critical variables which assess the employee perception of alternative job opportunities and interaction with the external environment. Perceived alternative job opportunities have direct and indirect impact on intention to quit via job dissatisfaction according to Griffeth and Hom (1988).

Employee Turnover Intention

Turnover intention is a planned and conscious determination to quit the organization. Turnover intention is different with turnover, while turnover means the employee already quit from the company, while turnover intention means that employee still working in the company, but have desire to leave the company to get another job (Yulianto in Sidharta and Margaretha, 2011). Farkas and Tetrick in Ahmed and Nawaz (2015), claim the intention of turnover is the direct antecedent of turnover behavior and shows an amalgamation of relevant quitting attitudes. Thus, turnover intention is a desire of employees as a result of the condition inside the organization they work in.

Previous Research

Rabbi, Kimiya, and Farrukh (2015) study about The Impact of Job Satisfaction, Perceived Availability of Job Alternative on Turnover Intention, and result shows that job satisfaction and perceived availability of job alternative have an impact on turnover intention.

Dardar, Jusoh and Rasli (2012) study about The Impact of Job Training, job satisfaction and Alternative Job and reveals that there is no significant evidence of relationship between training and job turn over, and shows that job satisfaction is negatively associated with turnover, and third result of their study is the analysis suggested a positive relationship between alternative job and job turnover.

Conceptual Framework

In this framework shows influence between variables. Job Satisfaction as variable X_1 , Perceived Availability of Job Alternative as variable X_2 and Turnover Intention as variable Y .

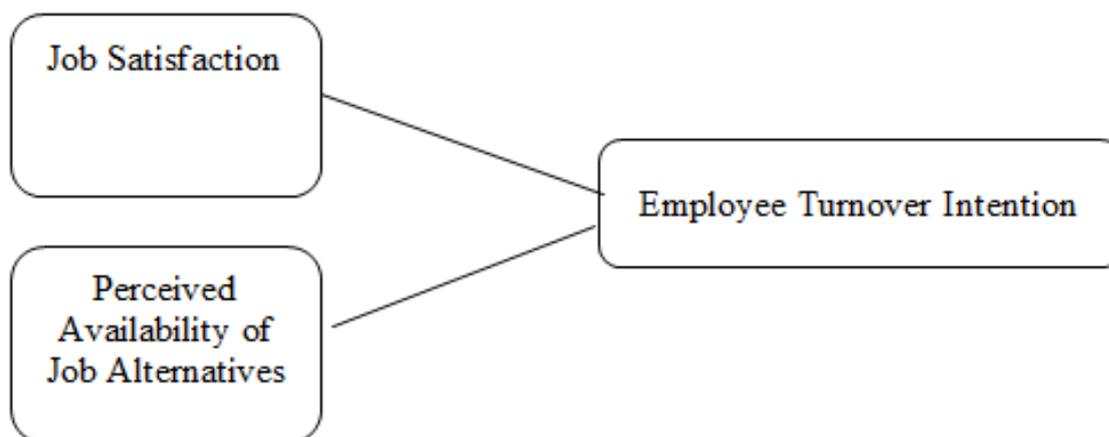


Figure 1. Conceptual Framework

RESEARCH METHOD

Type of Research

This research used causal study within quantitative research method, and this research in field of Human Resource Management will investigate the analysis of turnover caused in PT. Hasrat Abadi Manado

Place and Time of Research

This research will be conducted in Manado and the time of research is about 2 (two) months from November until December 2017.

Population and Sample

Population is all members of a defined group that possess some common characteristic defined by the sampling criteria established by the researcher. The population in this research is the employee of PT. Hasrat Abadi Indonesia Manado Tendea. The sample size of this research is 100 and used convenience sampling.

Data Collection Method

Primary data is the data obtained directly from the original source, specifically the primary data collected by researchers to answer the research questions. The primary data of this study gets from the results of questionnaires. The questionnaires are distributed to respondents so they can respond directly on the questionnaires. There were two sections in the questionnaires that should be filled in by respondents. The first section asked about respondents' identities and the second section asked about things that related with the variables.

Operational Definition of Research Variable

1. Job Satisfaction
level of pleasant feeling that obtained from the employee work experience, In this case is the employees of PT. Hasrat Abadi Manado. An employees that have "Job Satisfaction" is the one who happy with their job and tend to takes positive action in the future
2. Perceived Availability of Job Alternatives
opportunities that employees have to switch their job or move from one job to another job outside the company, in this case is the employees of PT. Hasrat Abadi Manado.
3. Turnover Intention
intention to leave the company which is PT. Hasrat Abadi Manado

Data Analysis Method

Descriptive analysis was employed to describe characteristics of respondents based on factors of age, education and work duration. Validity test was conducted to analyse of whether all questions used for variables in the questionnaire were valid or not, based on correlation between each question to the total questions. Pearson Product Moment was used for this test. A question was categorized as valid question if the value of Pearson correlation was positive and the significance value below 0.05 to the total questions of variables. Reliability test was established by testing for both consistency and stability of the answers of questions. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2009: 162). A variable is categorized as reliable valuable if value of Cronbach's Alpha is above 0.60.

Classical Assumption Test

Four assumptions including normality, no multicollinearity, homoscedasticity and no auto-correlation were analysed to make multiple linear regression. Normality was checked by plotting residual values on a histogram with a fitted normal curve. No multicollinearity was tested by the Variance Inflation Factor (VIF) statistic. Another way to think of co-linearity is "co-dependence" of variable (Schreiber-Gregory and Jackson, 2017). Intellectus Statistics plot the standardized residuals verses the predicted Y' values can show whether points are equally distributed across all values of the independent variables or not. According to Sekaran (2005: 268), homoscedasticity occurs if the one residual observation to other observation is fixed, otherwise it is called heteroscedasticity. The multiple linear regression model was checked for autocorrelation with the Durbin Watson test.

Multiple Linear Regression

In this research, multiple regression analysis was employed to analyse the effect of job satisfaction and perceived availability on job alternatives on turnover intention. In general, the equation of multiple linear regression is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, X1, X2, X3, are independent variables and Y is dependent variable. To test simultaneous effect of independent variables (job satisfaction and job alternatives) to dependent variable (turnover intention), Ftest was used. A Ftest as any statistical test in which the test statistical has an F-distribution if the null hypothesis is true. If Fcount is greater than Ftable, H0 is rejected and H1 is accepted. Accepting H1 means that all consumption values has an effect on consumer purchase decision at certain significant level used. To test partial effect of each independent variable ttest was used (5 %, $\alpha = 0.05$). Statistically, this test has a t distribution if the null hypothesis is true. In this test, t count is compared to t table. If t count is greater than t table H0 is rejected and H1 is accepted. Accepting H1 means that a single independent variable has an effect on dependent variable. Goodness of Fit Test through Coefficient of Correlation (R) and Coefficient of Determination (R2) was applied in this research. "Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation". Meanwhile, "Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)" (Newbold and Thorne, 2003). The following considerations are used to classify the strength of correlation: > 0.70 (very strong positive correlation), 0.50 – 0.69 (substantial positive correlation), 0.30 to 0.49 (moderate positive correlation), 0.10 to 0.29 (low positive correlation), 0.00 (no correlation), - 0.01 to - 0.09 (means a negligible negative correlation), - 0.10 to - 0.29 (low negative correlation), - 0.30 to - 0.49 (moderate negative Correlation), - 0.50 to - 0.69 (substantial negative correlation), < - 0.70 (very strong negative correlation).

RESULT AND DISCUSSION

Result

The data used of this research is collected by distributing questionnaires to the company which is PT. Hasjrat Abadi Manado. The following is description about the characteristic of the respondents consists of characteristic based on age, salary and education.

Characteristic of Respondents

Based on age shows the largest number of sampled respondents 64% comes from age 21-30 years and then followed by age 31-40 years (30%), and the last is >40 years are 6% of respondents. Many of respondents are in age 21-30 years. Based on salary shows tha the largest number of sampled respondents respondent are 76% of respondent have salary around 3- 5 Million Rupiahs, and then followed 22% of respondent have salary around 6 – 10 Million Rupiah, and 1 of respondent have salary above 10 Million Rupiahs. Based on respondents' educational level is Senior High School with percentage 8%, 12 respondents' educational level is Diploma with percentage 24%, 28 respondents' educational level is Undergraduate with percentage 56% and 0 respondents' educational level is postgraduate with percentage 1%.

Validity Test

Table 1. Validity Test Result

		avr_impr	avr_perf	avr_impr_perf
Job Satisfaction	Pearson Correlation	1	.381**	.724**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Job Availability	Pearson Correlation	.381**	1	.914**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Turnover	Pearson Correlation	.724**	.914**	1

Intention	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2017

Table 1. Shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test

Table 2. Reliability Test Result

Cronbach's Alpha	N of Items
.833	3

Source: SPSS Output, 2017

Table 2. Shows that Alpha Cronbach is 0.833 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Multiple Regression Analysis

In this research analysis of multiple linear regression was employed to analyze the effect of leadership, work environment, and discipline on employees' productivity simultaneously and partially. Results of analysis are presented in the following explanations.

Table 3. Multiple Linear Analysis Output

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	23.021	4.083		5.639	.000
Job Satisfaction	-.047	.065	-.103	-.722	.474
Perceived Availability of job alternative	.413	.131	.451	3.158	.003

Source: Data processed, 2017

The equation is as follow:

$$Y = 4.940 + 0.020X_1 + -0.002 X_2 + 0.137X_3 + .303 X_4 + .108 X_5$$

The interpretation of the equation is :

Constant 23.021 shows the influence of Job Satisfaction (X_1) and Perceived Availability of Job Alternative (X_2), to the Turnover Intention (Y). Constant 23.021 shows the influence of Job Satisfaction (X_1) and Perceived Availability of Job Alternative (X_2), to the Turnover Intention (Y). It means that, in a condition where all independent variables are constant (zero), Turnover Intention (Y) as dependent variable is predict to be 23.021. -0.047 is the slope of Job Satisfaction (X_1) meaning if there is one unit increasing in X_1 , while other variables are constant then Y is predicted to increase by -0.047. 0.413 is the slope of Perceived Availability of Job Alternative (X_2) means that if there is one unit increasing in X_2 , while other variable are constant then Y is predicted to increase by 0.413.

Discussion

From the equation of multiple regressions, each coefficient of b (indicator of influencing the program) shows a result, independent variable X_1 , X_2 decrease than dependent variable Y, but independent variable X increase than dependent variable Y.

Perceived availability of job alternative (X_2) has a significant influence to the Turnover Intention of PT. Hasjrat Abadi Manado Tendeand. This characteristic gives a big influence to the PT. Hasjrat Abadi Manado Tendeand of the Perceived availability of job alternative, and be evaluation for PT. Hasjrat Abadi Manado Tendeand for more concern about the variable that will affect the turn over that caused by availability of job alternative, the services and other variable that will made the employee do not take a way to resign should to be improving. Another characteristic included in Job Satisfaction does not significant influence to the Turnover Intention in PT. Hasjrat Abadi Manado Tendeand, because the result of data processing, all the characteristics that are used to measure the influence of Job Satisfaction to Turnover Intention of employees in PT. Hasjrat Abadi Manado are not match.

Turnover Intention in PT Hasrat Abadi Manado Tendeand indicates that there are many factors influencing the turnover intention, such as the Perceived availability of job alternative which is typical characteristics that include the Comparison of benefits, number of job offer, or need new environment, about Perceived Availability of Job Alternativeness,. Result indicates that Perceived availability of job alternative gives strong relationship to Turnover Intention, because it gives more impact to the employee directly.

When the result indicates that Perceived availability of job alternative has the strongest significant influence, it does not mean that job satisfaction do not give any influence. Job Satisfaction also gives influence toward Turnover Intention in PT Hasrat Abadi Manado Tendeand, but not as much as Perceived availability of job alternative. That value is from the test result by using SPSS 24.

Job Satisfaction and Turnover Intention

It shows that variable Job Satisfaction does not influence Turnover Intention PT. Hasjrat Abadi Manado Tendeand. In this research, it is represented by the situation in workplace, the promotion that being given by office, and situation within co-workers.

The result indicates that job satisfaction does not influence turnover intention toward the employee because employee of PT. Hasjrat Abadi Manado still feels happy and great working there, so the turnover intention of the employees is because of something else outside the satisfaction that they feels while working on PT. Hasjrat Abadi.

It obviously shows that job satisfaction is negatively associated with turnover. Practically, the ideal scenario would result in a significant negative relationship between job satisfaction and job turnover, but the outcome of the data presented the trend, which is vice versa.

Job Availability and Turnover Intention

It shows that variable Perceived Availability of Job Alternatives does influence Turnover Intention of PT. Hasjrat Abadi Manado Tendeand. In this research, it is represented by the comparison of benefit that they will get on other workplace, the number of job offer, and new environment.

The result defined that when there are availability to have an alternative, employee will consider it and it makes influence to the turnover intention for PT. Hasjrat Abadi Manado. When an employee feel that they can getmore on other workplace, they will turn back at their old job and challenge themselves into a new one.

CONCLUSION AND RECOMMENDATION

Conclusion

There are three conclusions based on the result of this research conducted to analyze the influence of Job Satisfaction, and Perceived availability of job alternative toward Turnover Intention in PT. Hasjrat Abadi Manado Tendeand.

1. Job Satisfaction, Perceived availability of job alternative significant influence on Turnover Intention simultaneously.
2. Job Satisfaction has no significant influence toward Turnover Intention in PT. Hasjrat Abadi Manado Tendeand partially.
3. Perceived availability of job alternative behavior has significant influence toward Turnover Intention in PT. Hasjrat Abadi Manado Tendeand partially.

Recommendation

Based on the analysis and conclusions from overall result in this research regarding effect of Job Satisfaction and Perceived Availability of Job Alternatives towards Employee Turnover Intention. The researcher makes the following recommendations for PT. Hasjrat Abadi Manado:

1. Every company has its own way of maintaining its employees, it is good when the turnover is controlled but it becomes danger when an organization does not make continuous changes to its employees. The organization like PT. Hasjrat Abadi Manado Tendea has a need for marketing personnel who are always fresh and able to achieve the target in accordance with the wishes of the company. That is why turnover in PT. Hasjrat Abadi Indonesia Manado should be more controlled. According to the research, the employee do not have a problem with satisfaction. It is not the variable that affect the turn over, but in the other side of job availability in other place that make turnover increase. It indicates that the employee believe that other place have more benefits for them.
2. The second one is the other company should concern about three of sub-variable in this research, which is Benefit include fix salary, incentive and others, Number of Job Offer included job availability in other company , or New Environment means the employee need to refresh their own place or position.
3. And the last recommendation based on the analysis and conclusion on this study is other research maybe could research about, why employee in PT. Hasjrat Abadi Manado Tendea have a satisfaction of their job, why it not be a variable that affect the turnover, or maybe this variable could be tested in other company to do a research.

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