

The influence of job characteristics and job satisfaction on intention to leave

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ABSTRACT

This research aimed to test and analyze the effects of job characteristics to intention to leave. The researchers exerted a quantitative method in this research., while the data sampling was the technique of saturated sampling. The sample in this research was taken from all employees in CV. Wangun Unggas Perkasa with a minimum of a work period of a year and a total of 55 respondents. The data analysis in this research was the method of *Software Statistical Product and Service Solution (SPSS) 23.0 for windows*. The result showed that job characteristics did affect significantly to the intention to leave. Meanwhile, the job Satisfaction affected significantly to the intention to leave.

Keywords: Job Characteristics, Organizational Commitment, Alternative Job Opportunities, Intention to Leave.

1. Introduction

The business in planning service and construction supervision field is nowadays developed, therefore, the employee opportunity to move from one organization of planning service and construction supervision to another one is very huge, especially the employee who have certain skills. The competition in the sphere of construction business encourages the businessman or entrepreneur to create innovation and idea which can build the product and service to deliver plus value to the customers. The accuracy of businessman becomes a determinant factor of business success (Coff & Raffiee, 2015). Thus, quality organizations can compete and dominate the market. The attempt to improve the quality of an organization can be employed through investment within the managerial practice of Human Resource. Human Resource means a significant factor within the organization. Next, recruitment, training, development, maintenance, and defense on employees are adjusted into the organization's needs (Jenter & Kanaan, 2015). Therefore, the organization must maintain and defend the best employee to be able to overcome all kinds of challenges within the dynamic growth of the economy (Yang and Wittenberg, 2016).

Job characteristics on the employee is closely related to the intention to leave (Yücel, 2012). The job characteristics on the employee is influenced by several demographic variables (as gender, age, and educational degree), variables relating to the work (level of skill, experience, and mastery), organizational variables (organization size, industry, work contract, and work environment), and personality variables (wage scale, work safety, payment, and work engagement). When the employee is satisfied with the work, they will not have the intention to leave the organization (Peterson, 2009). On the other hand, when the level of discharacteristics of employees is high, their intention to leave the organization will raise as well, which will finally impact employee turnover. The job characteristics of employees is very crucial for the organization because it functions to value positive responses from the employee towards the work (Lu & Gursoy, 2016), which is then referred as a guideline to develop organizational commitment on the employee (Wagner, 2007). Yulianto et al (2016) has also found that the stronger level of job characteristics would affect to the increase of organizational commitment on employees. Prabowo et al (2016) has also found that positive significant effect between nurse and midwife job characteristics on organizational commitment. This research also proves that job characteristics had a strong influence on organizational commitment. Positive significance has a mean when the nurse and midwife have satisfied on the job, it will impact their commitment better to the hospital.

Alternative job opportunities are strongly related to the intention to leave in either directly or other possible factors (Hundley, 2001). The intention to leave is based on the perception of movement availability which can turn an individual to leave from the organization, since the condition of the labor market which affects the low alternative job opportunities (Brand, 2015). Morley et al. (2007) have also found that the perception of alternative job opportunities affected negatively the intention to leave on 2015 fulltime employees in the United States of America. Peltokorpi et al. (2015) has researched 643 fulltime employees in Japan, which exerted demographic factor of age and gender as the control variable. This research found that 45% of the variance of employee turnover was related to the intention to leave from the organization. Moreover, the intention to leave reflects and indicates the employee’s intention to leave the organization, and refers to a response of employees towards the surrounding condition concerning the job and organization. Those are the reasons beyond the fact that employee characteristics on their work becomes antecedent from the intention to leave which is affected by the perception of alternative job opportunities

Based on the results of preliminary interviews with employees at the CV. Wangun Unggas Perkasa, there is a tendency that employees do the same job, are simple, and tend to be repetitive. This condition will obviously cause a sense of boredom. In addition there are also indications that the cooperative management does not fully give freedom to its employees to handle complex and varied tasks, so that employees cannot demonstrate initiative and independence in completing their work. Based on information from the Cooperative Supervisory Board of CV. Wangun Unggas Perkasa, the cooperative turnover of employees is still very high, especially for staff level positions because the salary received by cooperative employees is still very far compared to the Kuningan City regional minimum wage.

Table 1 Cooperative employee turnover rate at CV. Wangun Unggas Perkasa

Years	Job Level					
	Manager			Staff		
	In	Out	Percentage	In	Out	Percentage
2020	2	1	50%	5	15	33%

2021	2	3	67%	5	10	50%
2022	2	2	50%	3	17	18%
2023	3	2	67%	10	15	67%

The low job characteristics and satisfaction can certainly have a negative impact, such as suspended cooperatives, slow completion of work and high turnover of employees. Even though cooperatives with more satisfied employees tend to be more effective than cooperatives with unsatisfied employees. Therefore, the company is important to pay attention to and maintain the level of employee satisfaction to get attention to leave.

This research aims to test and analyze the effects of job characteristics to the intention to leave, test and analyze the role of organizational commitment as a mediation of the effect of job characteristics to the intention to leave, test and analyze the role of alternative job opportunities as a moderation of the effect of job characteristics to the intention to leave.

2. Literature Review

2.1 Job Characteristics

Job characteristics are attributes employee duties and includes a number of responsibilities, various tasks, and to what extent the job has characteristics that can make employees feel satisfaction (Stoner and Wankel, 1986:423). J. Richard Hackman and Greg Oldham (1975) developed a Model Job Characteristics (JCM Job Characteristic Model) which explains that each job can be described in five dimensions core jobs, namely: various skills (skills variation), task identity, task significance (task significance), autonomy (autonomy) and feedback (feedback).

According to Robbins (2007) job characteristics are one of the factors that can affect intention to leave. Job characteristics determine the suitability of a person with a particular field of work and enable a person to be more successful in the field of his work. Hackman and Oldham (1980) job characteristics have five factors: variety skills, task identity, task significance, autonomy and feedback.

like research from Nelwan (2008) with the title "The influence of job characteristics, transformational leadership, and promotional opportunities on job satisfaction, organizational commitment and turnover intention.

H1: Job characteristics affected negatively and significantly to intention to leave

2.2 Job Satisfaction

Robbins and Judge (2008:99) describe job satisfaction as a positive feeling about a person's job which is the result of an evaluation of its characteristics. Factors that can influence job satisfaction are (1) the job itself: where the job is interesting, the opportunity to learn and the opportunity to accept responsibility; (2) salary: the amount of remuneration received and the level at which this can be seen as appropriate compared to others in the organization; (3) promotion: opportunity to advance within the organization; (4) supervision: the supervisor's ability to provide technical assistance and behavioral support; (5) coworkers: colleagues in the organization who are technically savvy and socially supportive (Luthans, 2005:243).

There are several studies resulting from previous research that take the variables of job characteristics, job satisfaction and organizational commitment and other variables as variables

that can influence the intention to quit variable. Research from Shore and Martin (1989) entitled "Job satisfaction in relation to work performance and turnover intentions". This research shows Job Satisfaction has a significant influence in determining employees' desire to stay.

H2: Job Satisfaction affected positively and significantly to intention to leave

2.3 Intention to Leave

Fishbein and Ajzen (1975) put forward the theory of planned behavior which provides a deeper understanding of a person's intentions. According to this theory, intention is the main key to a person's behavior. The stronger a person's intention to show a certain behavior, the greater the possibility for him to show the intended behavior. Although some behaviors can fulfill this condition by

well, performance will depend on non-motivational factors due to opportunities and resources (eg time, money, skills, collaboration with other people). To the extent that a person has the necessary opportunities and resources, and intends to demonstrate the behavior, he will certainly succeed in doing so. There are three determinants that really determine a person's intentions, namely attitudes towards behavior, subjective norms and perceived behavioral control.

Tzafrir (2015) has defined intention to leave as an individual intention to leave the organization voluntarily. Moreover, the intention to leave is measured through two indicators, as the intention to work in other workspaces and intention to leave from the organization as soon.

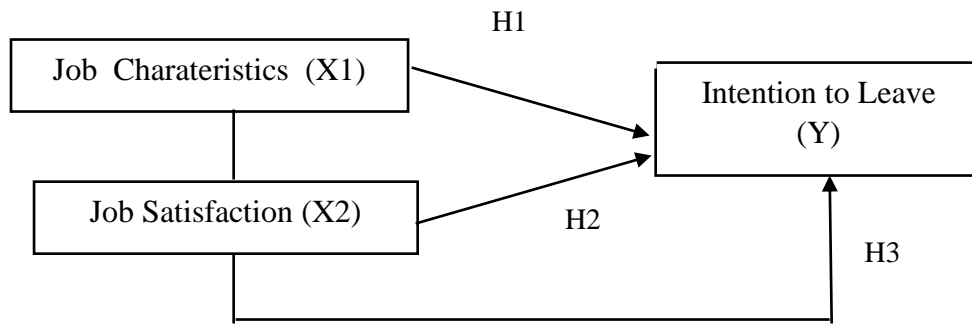
H3: Job Characteristics and Job Satisfaction affected positively and significantly to intention to leave

3. Research Methodology

This study uses a human resource management science approach. This study was designed with the aim of analyzing the relationships between variables. The design of this study includes correlational research, namely research conducted with the intention of analyzing the relationships between variables. The variables used are job characteristics, job satisfaction, and intention to leave with an approach using quantitative methods.

Quantitative research is an approach for testing the relationships among variables. These variables, in turn, can be measured, typically on instruments, numbered data can be analyzed using statistical procedures (Creswell, 2014). Collecting data obtained from this study is by observing, recording and collecting various information and data found in the field through case studies and surveys. To collect various information needed in this case, the questionnaire used in the direct visit to the research location at the CV. Wangun Unggas Perkasa.

The conceptual framework was developed in this research :



4. Results

Analysis of the description of the data taken for this study is a questionnaire given to employees of the CV. Wangun Unggas Perkasa with a total of 55 samples are as follows:

Table 2 Description of Research Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Job Characteristics	55	1	5	0.77020	0.19875
Job Satisfaction	55	1	5	0.06356	0.02539
Intention to Leave	55	1	5	0.68396 1	0.19340

Based on the table above it can be seen that during the observation period the job characteristics variable shows an average value of 0.77020 with a standard deviation of 0.19875 so that the standard deviation is smaller than the average. This indicates that the average distribution of data will be the respondent's answer to the good variable. Job satisfaction has an average value of 0.06356 and a standard deviation of 0.02539 so that the standard deviation is smaller than the average. This indicates that the average distribution of respondents' answers to the variables is good. Based on the above table it can be seen that during the observation period the Intention to leave variable shows an average value of 0.683961 with a standard deviation of 0.19340 so that the standard deviation is smaller than the average. This indicates that the average distribution of data will be the respondent's answer to the good variable.

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability (Ghozali,2008). Convergent validity of the measurement model with reflexive indicators was assessed based on the correlation between the item score / component score estimated by PLS software. Individual reflexive measures are said to be high if they correlate more than 0.70 with the construct measured.

Table 3 Outer Loadings (Measurement Model)

Matrix	Intention to leave	Job Characteristics	Job Satisfaction
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X1.1		0.857	
X1.2		0.869	
X1.3		0.761	
X1.4		0.746	
X1.5		0.791	
X2.1			0.815
X2.2			0.718
X2.3			0.791
X2.4			0.780
Matrix	Intention to leave	Job Characteristics	Job Satisfaction
Y1.1	0.828		
Y1.2	0.860		
Y1.3	0.775		

The results of processing with smartPLS can be seen in table 3 shows that all loading factors have values above 0.70, so that the construct for all variables is no longer eliminated from the model. Furthermore, it is calculated that the value of Discriminant Validity. Discriminant validity is done to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value with other loading values against other latent variables. The discriminant validity test results are obtained as follows:

Table 4 Nilai Discriminat Validity (Cross Loading)

	Intention to leave	Job Characteristics	Job Satisfaction
X1.1	0.495	0.857	0.661
X1.2	0.466	0.869	0.598
X1.3	0.525	0.761	0.513
X1.4	0.512	0.746	0.641
X1.5	0.439	0.791	0.677
X2.1	0.508	0.803	0.815
X2.2	0.559	0.567	0.718
X2.3	0.666	0.514	0.791
X2.4	0.585	0.477	0.780
Y1.1	0.828	0.514	0.614
Y1.2	0.860	0.502	0.691
Y1.3	0.775	0.477	0.507

From table 4 it can be seen that several loading factor values for each indicator of each latent variable have a loading factor value which is the most large compared to the loading value if it is associated with other latent variables. This means that each latent variable has good discriminant validity where some latent variables still have a gauge that is highly correlated with other constructs.

Criteria for validity and reliability can also be seen from the reliability value of a construct and the value of Average Variance Extracted (AVE) from each construct. The construct is said to have high reliability if the value is 0.70 and AVE is above 0.50 (Creswell,2014). In table 4, the values of Composite Reliability and AVE will be presented for all variables.

Table 5 Composite Reliability dan Average Variance Extracted

	Composite Reliability	Average Variance Extracted
Intention to leave	0.862	0.675
Job Characteristics	0.903	0.650
Job Satisfaction	0.859	0.603

Based on table 5 it can be concluded that all constructs meet reliable criteria. This is indicated by the composite reliability value above 0.70 and Average variance extracted above 0.50 as recommended criteria. In assessing the model with PLS begins by looking at R-square for each dependent latent variable. Table 6 is the result of R-square estimation using SmartPLS.

Table 6 R-Square Point

Var	R- Square
Job Satisfaction	0.555
Job Characteristics	0.555
Intention to leave	0.594

Table 6 shows the R-square value for the variable job Charateristics obtained at 0.555, for the performance variable obtained is 0.594. These results indicate that 55.5% of the variables of job Charateristics can be influenced by the variables of job satisfaction and 59.4% of intention to leave variables can affect job characteristics and performance

5. Discussion

The analysis of the data collected for this study involved a questionnaire administered to employees of CV. Wangun Unggas Perkasa, with a total of 55 respondents. The research variables examined included Job Characteristics, Job Satisfaction, and Intention to Leave. The descriptive statistics presented in Table 2 indicate that the respondents generally rated these variables positively, with average values above 0.5 and relatively small standard deviations. This suggests

that during the observation period, employees tended to perceive good job characteristics, job satisfaction, and a lower intention to leave the company.

The analysis also assessed the measurement model's validity and reliability using SPSS. The results in Table 3 demonstrate that all loading factors for the measurement indicators exceeded the recommended threshold of 0.70, indicating that all variables were retained in the model. Discriminant validity, as shown in Table 4, revealed that each latent variable had a loading factor with the highest value when compared to loading values with other latent variables, confirming good discriminant validity.

Furthermore, the reliability of the constructs was evaluated, and all constructs met the reliability criteria, with composite reliability values above 0.70 and Average Variance Extracted (AVE) values above 0.50. These results suggest that the measurement model is reliable.

Finally, the R-square values in Table 6 indicate that a significant portion of the variance in the dependent variables (Job Characteristics, Job Satisfaction, and Intention to Leave) can be explained by the independent variables. Specifically, 55.5% of the variance in Job Characteristics can be attributed to the variables of Job Satisfaction and Intention to Leave, while 59.4% of the variance in Intention to Leave can be explained by the variables of Job Characteristics and Job Satisfaction.

In summary, the analysis of the data using SPSS suggests that the measurement model for this study is robust and that the variables under investigation are reliable and valid. Additionally, the results provide valuable insights into the relationships between job characteristics, job satisfaction, and intention to leave among employees at CV. Wangun Unggas Perkasa.

6. Conclusion

In conclusion, the analysis of the data collected from employees of CV. Wangun Unggas Perkasa provides valuable insights into the dynamics of job characteristics, job satisfaction, and intention to leave within the organization. The descriptive statistics indicated that, during the observation period, employees generally perceived their job characteristics positively, reported a high level of job satisfaction, and had a relatively low intention to leave the company. These findings suggest a generally favorable work environment within the organization.

The SPSS analysis further confirmed the reliability and validity of the measurement model used in this study. All constructs met the criteria for reliability, with composite reliability values exceeding 0.70, and they demonstrated good discriminant validity. The R-square values highlighted the substantial influence of job satisfaction and intention to leave on job characteristics, illustrating the interconnectedness of these variables within the organizational context.

Overall, the study's results shed light on the factors influencing employee retention and satisfaction at CV. Wangun Unggas Perkasa, emphasizing the importance of fostering positive job characteristics and job satisfaction to reduce the intention to leave. These insights can serve as a foundation for HR strategies aimed at enhancing the work environment and ultimately improving employee well-being and retention within the company.

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