

Effect of Job Satisfaction, Compensation, Organizational Commitment and Profestic Leadership Style on Turnover Intention

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Abstract

The era of globalization, many employees are competing fiercely for seats in existing large companies. However, not a few are also willing to leave and move from one company to another for various reasons. The purpose of this study is to determine the effect of job satisfaction on turnover intention, the effect of compensation on turnover intention, the effect of organizational commitment on turnover intention, and the influence of prophetic leadership style on turnover intention. The method used is a quantitative method with data collection, namely distributing questionnaires to employees of PT. Pysil Lasibe Kasanea. The data were analyzed using WarpPLS 7.0. The results in this study indicate that job satisfaction has a positive effect on turnover intention, compensation has a positive effect on turnover intention, organizational commitment has a positive effect on turnover intention and prophetic leadership style has a positive effect on turnover intention.

A. INTRODUCTION

In the current era of globalization, many employees are competing fiercely to get seats in large companies. However, quite a few are willing to leave and move from one company to another for various reasons. This phenomenon is called turnover intention. Harnoto interprets that turnover intention is an employee's interest in leaving the company or moving from one company to another. Reported by CNN Indonesia, a human resources consulting firm called Mercer Indonesia has conducted a survey of 545 companies. From the survey results, it was found that 53% wanted to leave because their career path was unclear, and 47% wanted to leave because their salary was not competitive. This turnover intention phenomenon is also felt by startup companies, one of which is PT. Pysil Lasibe Kasanea. In order to maintain employee performance in order to achieve company goals, PT. Pysil Lasibe Kasanea must be able to provide work facilities and comfort to employees. Based on the

results of interviews with the founder of PT. Pysil Lasibe Kasanea, it was found that there was turnover at PT. Pysil Lasibe Kasanea. This can be seen in Table 1

Table 1. Employee Turnover of PT. Pysil Lasibe Kasanea (in person)

Month	Incoming Employees	Outgoing Employees	Total of Employees
January	1	2	57
February	-	1	56
March	-	-	56
April	-	3	53
May	1	2	52
June	4	-	56
July	-	-	-
August	-	-	-
September	-	5	51

Source: data processed

This is also the reason researchers chose PT employees. Pysil Lasibe Kasanea was a research participant because the annual turnover rate is relatively high. In the survey above, the reasons frequently expressed by respondents were wanting career advancement, better benefits, low commitment to the company, and an inappropriate leadership style.

The first reason is that employees want a career path, where this reason reflects that the employee is not satisfied with the job they have. Job satisfaction itself is the level when employees have positive feelings about the work offered by the company where they work. Brayfield et al., (1954) in Effendi & Sunani (2022). The second reason is the lack of compensation provided by the company to employees. Compensation itself is what employees receive as a reward for their work, either hourly wages or periodic salaries (Hasibuan, 2012) in (Effendi & Sunani, 2022). The third reason is low employee commitment to the organization or company where they work. With a high sense of commitment to the organization, employees can work optimally. Organizational commitment as employee loyalty and identity actively participates in organizational activities. The fourth reason is that the leadership style is not suitable for employees. The leadership style that will be studied is the prophetic leadership style, the prophetic leadership style itself is the ability of a leader

to influence his employees to achieve their goals as did the prophets and messengers (prophet) (Assyofa, 2016).

Research on the influence of job satisfaction, compensation, organizational commitment and prophetic leadership style on turnover intention is important because in previous research there were still differences of opinion. In previous research, Khaidir & Sugiati (2017) showed the results that job satisfaction had a positive effect on turnover intention. However, different statements according to Rismayanti et al., (2018) and Monica & Putra (2017) state that the job satisfaction variable has a negative effect on turnover intention. In previous research, Sartono et al., (2018) and Wiguna & Surya (2017) showed results that compensation had a negative effect on turnover intention. However, there is a different statement in Khaidir & Sugiati's (2017) research that compensation does not have a positive effect on turnover intention. In previous research, Sartono et al., (2018), Monica & Putra (2017), Sitorus & Kasmiruddin (2017) and Wiguna & Surya (2017) showed results that organizational commitment had a negative effect on turnover intention. However, in contrast to research conducted by Gayatri & Muttaqiyathun (2020) and Dewi (2019) in Effendi & Sunani (2022), organizational commitment has a positive effect on turnover intention (Robbins and Judge, 2015).

B. LITERATURE REVIEW

1. Job Satisfaction

According to Handoko (2014), job satisfaction is when employees feel happy or unpleasant emotional states at work. Job satisfaction is very important for companies and their employees. Robbins and Judge (2011) define Job Satisfaction as a positive feeling about a job, which is the impact/result of evaluation of various aspects of the job. Meanwhile, according to Wood et al., (1998) job satisfaction is the extent to which an individual feels positive or negative about work, which is an emotional response to one's duties as well as physical and social conditions in the workplace. In simple terms, job satisfaction can be summed up as what makes people want and enjoy work because they feel happy doing their work.

2. Compensation

According to Riana et al., (2017) stated that compensation is everything that employees receive as compensation for their work. Compensation is very important for companies to implement because compensation will greatly influence the performance and achievements of the company's employees and the welfare of the employees. According to Rivai (2005: 375), quoted by Kadarisman (2012), compensation is something that employees receive as a substitute for their service contribution to the company or organization. According to Hasibuan (2012) in Effendi & Sunani (2022) compensation is income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company.

3. Organizational Commitment

Organizational commitment as a psychological construct is a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their membership in organizations (Allen and Meyer, 2013: 6) in (Istianan & Manurung, 2018). According to Colquit, Lepine, and Wesson (2011:69), organizational commitment is the desire of some workers to remain members of the organization. Dimensions of organizational commitment based on the theory of Allen and Meyer (1997) in Istiana & Manurung (2018), include: 1) Affective Commitment, concerning workers' emotional attachment to identification with and involvement in the organization. 2) Continuance Commitment, regarding commitment based on the costs associated with employees leaving the organization. This may be due to loss of seniority for promotion or benefits. 3) Normative Commitment, concerns workers' feelings of obligation to stay with the organization because that is the best thing to do as well as feelings of indebtedness to superiors, colleagues or a larger company.

4. Prophetic Leadership Style

The term prophetic is a derivation from the word prophet. In the Big Indonesian Dictionary, prophetic means prophetic. Prophetic leadership or prophetic leadership is a person's ability to influence other people to achieve goals as the prophets and messengers

(prophet) did Assyofa (2016). Based on research conducted by Elsintania & Archianti (2016), prophetic social science proposes changes based on certain ethical and prophetic ideals (in this case Islamic ethics), which reorients epistemology, namely reorientation towards the mode of thought and mode of inquiry that the source science is not only from reason and empirical, but also from revelation.

5. Herzberg's Motivation Theory

The theory put forward by Herzberg et al., (1966) in Effendi & Sunani (2022), there are two types of factors that encourage someone to try to achieve satisfaction and distance themselves from dissatisfaction. These two factors are hygiene factors or external factors and motivator factors or internal factors. Hygiene factors or external factors motivate a person to get out of dissatisfaction, including relationships between people, rewards, environmental conditions, and so on, while motivator factors or internal factors are factors that motivate a person to try to achieve satisfaction, which includes achievement, recognition, progress in life level, etc.

Research Hypothesis

Based on the research framework that has been designed, the research hypothesis is as follows:

Hypothesis 1: Job satisfaction has a positive effect on turnover intention.

Hypothesis 2: Compensation has a positive effect on turnover intention.

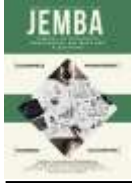
Hypothesis 3: Organizational commitment has a positive effect on turnover intention.

Hypothesis 4: Prophetic Leadership Style has a positive effect on turnover intention.

C. METHOD

This research includes descriptive quantitative research which is used to describe, explain, or summarize various conditions, situations, phenomena, or various research variables according to events as they exist which can be photographed, interviewed, observed, and which can be revealed through documentary materials. The limitation of the research is that it only uses 1 year of research, namely 2018.

Operational Definition and Variable Measurement



1. Turnover Intention

a. There are thoughts of leaving the organization (thinking of quitting). Reflects individuals thinking about leaving work or remaining in the work environment. Starting with job dissatisfaction felt by employees, then employees begin to think about leaving their current place of work.

b. Intention to look for work elsewhere (intention to search for alternatives). Reflects the individual's desire to look for work in another organization. If employees start to frequently think about leaving their jobs, employees will try to look for jobs outside their company that they feel are better.

c. Intention to leave the company (intention to quit). Reflects individuals who intend to leave. Employees intend to leave when they get a better job and this will end with the employee's decision to stay or leave their job.

2. Job Satisfaction

a. Working Conditions

Working conditions are all things or environmental factors in the place where work takes place. Good working conditions can improve company performance and productivity so that the company can more easily achieve its goals.

b. Appropriate Salary or Wages

A reasonable salary or wage is the provision of financial payments to employees as compensation for services that are in accordance with the law, internal company regulations, or community norms.

c. Supportive Coworkers

Supportive colleagues are people who work in a company who can work together and motivate each other.

3. Compensation

a. Wages

Salary is a financial payment given to employees as compensation for the work they have done and also as motivation for carrying out activities in the future.

b. Insurance

Insurance is a protection mechanism for the insured party if they experience risks in the future where the insured party will pay a premium to obtain compensation from the insurer.

c. Office Facilities

Office facilities are everything in the company that is occupied and enjoyed by employees, both in direct contact and for the smooth running of work.

d. Allowance

Benefits are an amount of money given to employees. For employees themselves, allowances are additional to the salary provided by the company on a regular and periodic basis. Benefit payments generally coincide with salary payments as compensation for work performed.

4. Organizational Commitment

a. Affective Commitment

Affective Commitment is a commitment that refers to a member's emotional relationship with the organization. People want to continue working for the organization because they agree with the organization's goals and values. People with high levels of affective commitment have a desire to remain in the organization because they support the goals of the organization and are willing to help to achieve those goals.

b. Continuance Commitment

Continuance Commitment is a commitment that refers to an employee's desire to remain in the organization because of a calculation or analysis of profits and losses where the perceived economic value of remaining in an organization is compared to leaving the organization. The longer employees stay with their organization, the more they fear losing what they have invested in the organization over the years.

c. Normative Commitment

Normative Commitment: This commitment refers to employees' feelings that they are obliged to remain in their organization because of pressure from others. Employees who have a high level of normative commitment will be very concerned about what others say

about them if they leave the organization. They don't want to disappoint their boss and worry that their coworkers will think badly of them because of the resignation.

5. Prophetic Leadership Style

a. Sidiq, meaning honest or truthful, is another obligatory characteristic of the apostles that Muslims need to emulate.

b. Trustworthy, meaning honest, trustworthy, and never breaking a promise.

c. Tabligh, means conveying all the truth (God's revelation) that has been received to his people.

d. Fatanah, meaning intelligent, clever and wise.

Population, Sample and Research Data

The population in this study were employees who worked at PT. Pysil Lasibe Kasanea. This research uses a convenience sampling method, where the sample is taken based on the willingness of volunteer members of the population met by the researcher and who are willing to become respondents to be used as samples. . The type of primary data used in this research is a questionnaire. This questionnaire was given to employees who work at PT. Pysil Lasibe Kasanea. The data collection method used by researchers is a questionnaire which contains a list of questions for respondents to then give a value or score.

Data analysis technique

The analysis technique used in this research is Partial Least Square (PLS) in the WarpPLS 7.0 program which consists of descriptive analysis and inferential analysis. Inferential analysis is divided into two, namely evaluation of the measurement model (Outer Model) and evaluation of the inner model (Structural Model).

D. RESULTS and DISCUSSION

Descriptive Analysis

1. Respondent Characteristics

Male respondents in this study dominated 97 people filling out the questionnaire (95.1 percent). Respondents aged 20 to 30 years in this study dominated 35 people (34.3 percent) filling out the questionnaire. Respondents whose work period was 1 to 3 years in

this study dominated 51 people (50 percent) in filling out the questionnaire. Respondents who worked in the Surabaya branch office in this study dominated 59 people (57.8 percent) filling out the questionnaire.

2. Description of Research Variables

The average value of respondents' responses to the job satisfaction variable is 4.388 which is included in the strongly agree category. The highest mean value is found in the working conditions indicator with an average mean value of 4.450, which shows that respondents strongly agree that working conditions can prevent high levels of turnover intention. The average value of respondents' responses to the compensation variable is 4.333 which is included in the strongly agree category. The highest mean value is found in the Insurance indicator with an average mean of 4.450, which shows that respondents strongly agree that the existence of health insurance can minimize the level of turnover intention.

The average value of respondents' responses to the compensation variable is 4.436 which is included in the strongly agree category. The highest mean value is found in the Affective Commitment indicator with an average mean of 4.519, which shows that respondents strongly agree that problems that occur at work are a problem too. The average value of respondents' responses to the prophetic leadership style variable is 4.365 which is included in the strongly agree category. The highest mean value is found in the Sidiq indicator with an average mean of 4.441, which shows that leaders who uphold honesty can minimize turnover intention. The total average (mean) of respondents' responses to the turnover intention variable statement was 4.336, which is included in the strongly agree category. The highest mean value is found in the Thinking of quitting indicator, namely 4.372, which shows that respondents strongly agree that respondents have never thought about leaving their current job.

Outer Model Analysis

1. Outer Loading

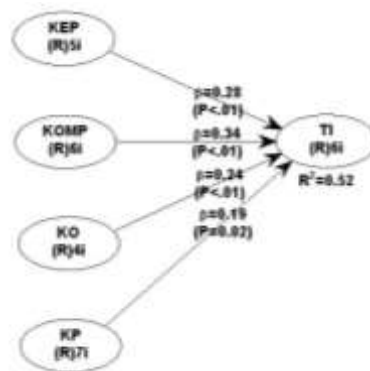


Figure 2. Outer Model

Figure 2 is an outer model construct formed from research latent variables consisting of Job Satisfaction, Compensation, Organizational Commitment, Prophetic Leadership Style, and Turnover Intention. In the figure, it is known that each independent variable has a coefficient value that is smaller than 0.5 on the dependent variable.

Table 2. Result of Outer Loading

Variable	Indicator	Loading Factor					AVE	CA	CR
		KEP	KOMP	KO	KP	TI			
KEP	X1.1	0,825	0,082	-0,174	0,375	-0,277	0,512	0,759	0,839
	X1.2	0,740	0,421	-0,144	-0,173	0,411			
	X1.3	0,691	-0,026	-0,288	0,265	-0,248			
	X1.4	0,617	-0,350	-0,075	-0,021	0,090			
	X1.5	0,689	-0,212	0,718	-0,509	0,059			
KOMP	X2.1	0,158	0,628	-0,218	-0,055	0,445	0,535	0,820	0,871
	X2.2	-0,183	0,725	-0,015	-0,177	-0,086			
	X2.3	-0,073	0,565	-0,470	0,630	0,416			
	X2.4	0,077	0,873	0,183	-0,235	-0,131			
	X2.5	0,089	0,818	0,559	-0,307	-0,219			
	X2.6	-0,088	0,732	-0,279	0,359	-0,217			
KO	X3.1	-0,057	0,070	0,784	0,125	-0,091	0,621	0,796	0,867
	X3.2	-0,216	0,146	0,793	0,291	0,207			

	X3.3	0,376	-0,345	0,780	-0,324	-0,033			
	X3.4	-0,098	0,124	0,795	-0,095	-0,085			
	X4.1	-0,125	0,322	0,531	0,704	-0,098	0,613	0,890	0,916
	X4.2	-0,073	0,259	-0,470	0,541	0,416			
	X4.3	0,069	-0,116	0,103	0,820	0,063			
KP	X4.4	-0,020	-0,122	0,008	0,873	0,145			
	X4.5	-0,017	-0,078	-0,140	0,778	-0,083			
	X4.6	0,033	0,018	0,111	0,870	0,120			
	X4.7	0,086	-0,144	-0,036	0,840	-0,195			
TI	Y1.1	-0,204	0,526	0,209	-0,336	0,818	0,671	0,902	0,924
	Y1.2	0,321	- 0,284	-0,107	0,051	0,803			
	Y1.3	-0,053	- 0,132	-0,006	-0,019	0,795			
	Y1.4	0,137	0,118	-0,012	-0,019	0,844			
	Y1.5	-0,150	- 0,026	-0,173	-0,093	0,823			
	Y1.6	-0,049	-0,212	0,087	0,206	0,831			

Source: data processed

Based on the results of the validity and reliability tests in Table 2, it can be concluded that the sample variables of job satisfaction, compensation, organizational commitment, prophetic leadership style and turnover intention are valid because the loading factor value of each statement is above 0.5 and the composite value reliability has met the reliable criteria with a value above 0.7.

Analyze of Inner Model

1. Path Coefficient and P-Values

Table 3. Path Coefficient and P-values

Correlations	Path Coefficient	P-Values	Conclusion
KEP → TI	0.284	<0,01	Significant Positive Influence
KOMP → TI	0.338	<0,01	Significant Positive Influence
KO → TI	0.238	<0,01	Significant Positive Influence
KP → TI	0.191	0.02	Significant Positive Influence

Source: data processed

The path coefficient is path coefficient value or the relationship between the influence of the construct and the latent variable. The test results in this study obtained a P-value between the exogenous variables influencing the endogenous variable turnover intention (Y), where job satisfaction (X1) with a coefficient of 0.284 with p-values less than 0.010, it can be explained that the variable X1 has a significant positive effect, then the exogenous variable compensation (X2) on the endogenous variable turnover intention (Y) with a coefficient value of 0.338 with a P-value of less than 0.010, it can be explained that the variable X2 has a significant positive effect on Y, then for the exogenous variable organizational commitment (X3) on the endogenous variable turnover intention (Y) with a coefficient value of 0.238 with a p-value of less than 0.010, it can be explained that the variable X3 on Y has a significant positive influence, then for the exogenous variable prophetic leadership (X4) on the variable turnover intention (Y) with a coefficient value of 0.191 with a p-value of less than 0.010, it can be explained that the variable X4 on Y has a significant positive influence

2. Determinant coefficient

Table 4. Determinant coefficient

	X1	X2	X3	X4	Y
R-squared					0,520
Cronbach Alpha	0,759	0,820	0,796	0,890	0,902
Full Collin. VIF	1,894	2,638	2,779	3,171	1,546
Q-squared					0,385

Source: data processed

Based on Table 4, it shows that the R-square value is 0.520 or means that job satisfaction, compensation, organizational commitment and prophetic leadership style have a 52% influence on turnover intention and the remaining 48% is influenced by other variables outside the research.

The Q-squared value of the dependent variable, namely turnover intention, is 0.385, so it can be concluded that the value of predictive validity is more than 0, then the research data that has been distributed has been well constructed and has a predictive relationship.

Research with the Cronbach alpha test on the independent variable job satisfaction (X1) is 0.759, on the independent variable compensation (X2) with a value of 0.820, on the independent variable organizational commitment (X3) with a value of 0.796, on the independent variable prophetic leadership style (X3) with a value of 0.890 and turnover intention (Y) with a value of 0.902, the test results above are declared free from collinearity because they are less than the composite reliability value.

Discussion

1. The Influence of Job Satisfaction on Turnover Intention

The results of testing the inner model of the first hypothesis show that job satisfaction has a significant positive effect on turnover intention. This means that H1 is accepted and H0 is rejected. The results of the descriptive analysis of job satisfaction show indicators with high mean values, which means that respondents strongly agree that cleanliness in the work space is very important to minimize turnover intention. This shows that in general employees of PT Pysil Lasibe Kasanea, especially respondents who are dominated by employees aged 20 to 30 years, agree that cleanliness in the work space, employee salaries are in accordance with applicable standards, have a supportive work space, and complete work equipment. to help carry out their duties adequately will make employees feel satisfied and there will be no desire to leave the company.

The results of this research are in line with Herzberg's motivation theory. The influence of job satisfaction on turnover intention can be explained through one of the factors

in this theory, namely internal factors, where job satisfaction has 3 aspects that can measure the level of job satisfaction itself, namely supportive working conditions, appropriate salary or wages and supportive colleagues. These 3 aspects will trigger the level of job satisfaction felt by each individual, and will ultimately result in satisfaction. The results of this research are also in line with the results of research conducted by Rismayanti et al., (2018); Monica & Putra (2017); Khaidir & Sugiati (2017) show the results that the job satisfaction variable influences turnover intention. So that job satisfaction influences employees' attitudes towards work and all aspects of their work, job satisfaction experiences personal influences which cause emotional reactions which influence turnover intention.

2. The Effect of Compensation on Turnover Intention

The results of testing the inner model of the second hypothesis show that compensation has a significant positive effect on turnover intention. This means that H2 is accepted and H0 is rejected. The results of the descriptive analysis of compensation show that the indicators with a high mean value mean that respondents strongly agree that they receive a basic salary commensurate with the work they do, feel safe with the insurance provided, obtain health insurance that guarantees health and medical costs, and receive appropriate work equipment. adequate, as well as allowances provided according to position so that employees do not want to leave the company.

The results of this research are in line with Herzberg's motivation theory. Compensation itself can be categorized into external factors. The greater the reward or feedback provided by the company financially or non-financially, the greater the consideration for an employee to move. The results of this research are also in line with the results of research conducted by Sartono et al., (2018) and Wiguna & Surya (2017) which show that compensation has a significant effect on turnover intention. Financial compensation is a reward for services provided by a company to its employees. So if the financial compensation provided by the company is good, it will influence the employee's intention to leave the company.

3. The Influence of Organizational Commitment on Turnover Intention

The results of testing the inner model of the third hypothesis show that organizational commitment has a significant positive effect on turnover intention. This means that H3 is accepted and H0 is rejected. The results of the descriptive analysis of organizational commitment show that the indicator with a high mean value means that respondents strongly agree that organizational commitment is needed by employees so that employees can feel part of the family in the company, and that it would be too detrimental for employees to leave the company, as well as respondents feel that the company deserves their loyalty which makes employees not want to leave the company.

The results of this research are in line with Herzberg's motivation theory. In this theory, organizational commitment can be categorized into internal factors. In organizational commitment, there are 3 aspects that are triggers for measuring an employee's organizational commitment to the company, namely Affective Commitment, Continuance Commitment, and Normative Commitment. These three aspects are related to feelings, emotional attachment and also an employee's commitment to the company, so it can be concluded that organizational commitment influences employees' intentions to move or leave the company. The results of this research are also in line with the results of research conducted by Sartono et al., (2018); Wiguna & Surya (2017); Monica & Putra (2017); Sitorus & Kasmiruddin (2017); Khaidir & Sugiati (2017); Gayatri & Muttaqiyathun (2020); and Dewi (2019) in Effendi & Sunani (2022) which shows the results that organizational commitment has a significant effect on turnover intention.

4. The Influence of Prophetic Leadership Style on Turnover Intention

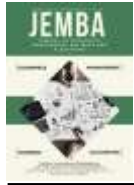
The results of testing the inner model of the fourth hypothesis show that the prophetic leadership style has a significant positive effect on turnover intention. This means that H4 is accepted and H0 is rejected. The results of the descriptive analysis of prophetic leadership style show that the indicators with a high mean value mean that respondents strongly agree that leaders who apply a prophetic leadership style are those who uphold honesty, their attitudes and words are always in line or in harmony, always act fairly towards employees, have a sense of responsibility. high level of responsibility, quick and responsive

in decision making, always provides motivation and encouragement to employees to excel at work, likes to share knowledge with employees, thus making the prophetic leadership style variable needed to minimize turnover intention.

The results of this research are in line with Herzberg's motivation theory. The prophetic leadership style in this theory is included in the category of external factors where in this prophetic leadership there are several aspects. It can be concluded that this type of leader is not an authoritarian type of leader but a leader who likes to motivate and inspire his subordinates to innovate and achieve goals as has been done by the prophets. so that a prophetic leadership style can influence employees' intentions to leave company. The results of research related to prophetic leadership style are research conducted by Elsintania & Archianti (2016) and Assyofa (2016).

E. Conclusion

The research conclusion informs that job satisfaction has a significant positive effect on turnover intention. This shows that employees who feel satisfied with the salary given, receive sufficient support from co-workers, and receive complete work equipment will have an influence on their commitment to the organization so that they do not want to leave the company. Compensation has a significant positive effect on turnover intention. This shows that when employees are satisfied with the compensation provided by the company, the employee does not intend to leave the company. Organizational Commitment has a significant positive effect on turnover intention. This shows that high commitment to the company (organization) is needed by employees so that employees can feel part of the family in the company, and it would be too detrimental for employees to leave the company, and feel that the company deserves loyalty from those who make employees not a desire arises to leave the company. Prophetic Leadership Style has a significant positive effect on turnover intention. This shows that leaders who apply a prophetic leadership style are those who uphold honesty, their attitudes and words are always in line or in harmony, always act fairly towards employees, have a high sense of responsibility, are quick and responsive in decision making, always provide motivation and encouragement to employees. employees to excel at

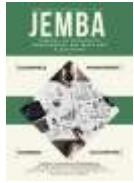


work, and like to share knowledge with their employees so that employees will feel like they have one goal with the leader, and feel comfortable so that they do not have the desire to leave the company.

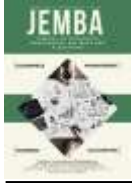
The limitation of this research is that this research was conducted during the Covid-19 pandemic, so the distribution of research questionnaires could only be done via Google form, so the researcher could not provide instructions or explanations if there was a possibility that there were respondents who did not understand the statements to be filled in. There were several respondents who refused to fill out the questionnaire because of the statement items which included privacy matters. Suggestions for future research: companies need to pay attention to employee job satisfaction, compensation given to employees, employee commitment to the company and also a leadership style that makes employees comfortable and feel aligned in order to minimize the level of turnover intention in the company.

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