



## The Impact of Organizational Commitment and Motivation on Turnover Intention with Job Satisfaction Asus a Variable Intervening at PT Bgr Logistics Indonesia Post-Merger

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**Abstract:** This study's objective was to investigate the connection between commitment organizations, and motivation and turnover intention at PT BGR Logistik Indonesia using job satisfaction as an intervening variable. There are 896 individuals living there in total. Using a random sampling technique, 277 persons were included in the sample. The research method in this study uses a quantitative approach and data analysis uses SMART-PLS. The research results prove that (1) organizational commitment has a negative and significant effect on turnover intention. (2) Job satisfaction has a negative and significant effect on turnover intention (3) Motivation has a not positive and significant impact on Turnover Intention (4) Organizational commitment has a positive and significant effect on job satisfaction (5) Motivation has a positive and significant effect on job (6) Job satisfaction has a negative and significant impact on the intention to leave the organization. (7) Motivation, acting as an intervening variable, has a detrimental and considerable impact on the desire to leave. Suggestions and input for PT. BGR Logistik Indonesia pays more attention to organizational commitment and work motivation.

**Keywords:** Commitment Organization, Motivation, Job Satisfaction, and Turnover Intention

### INTRODUCTION

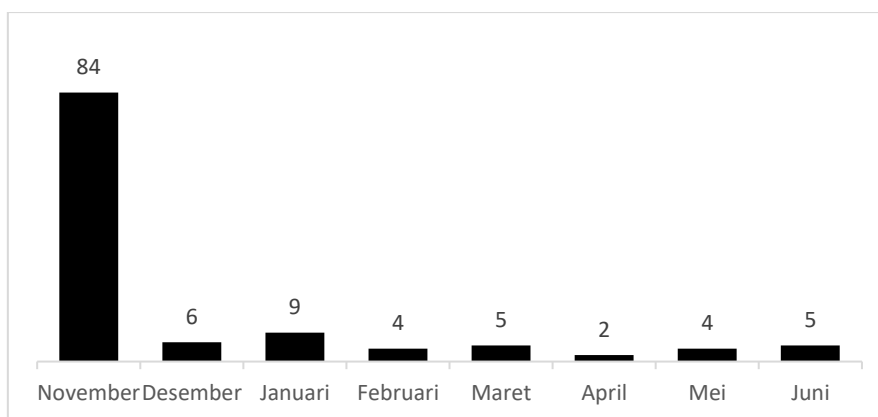
During 2021, several BUMN were restructured through mergers or acquisitions. Merger according to Untung (2019: 2) is defined as a diffusion process in which one of them remains standing with the name of the company, while the other disappears with all its name and wealth included in the standing company. The definition of merger or merger is then specifically contained in Government Regulation No. 27 of 1998 dated February 24, 1998, concerning Mergers, Consolidations and Acquisitions of Limited Liability Companies, the full text of which reads "A Merger is a legal action carried out by one company or more to merge with another existing company and then the company those who unite become disbanded."

Untung (2019: 8) stated that there were at least seven reasons why a merger was carried out. First, mergers and acquisitions are expected to increase business growth. Second, synergy to produce a further level of economies of scale. Third, the existence of mergers and acquisitions can increase funds, so that they can expand. If the merger is carried out in a company that has high liquidity, the company's capital will become stronger. Fourth, add management or technology. Some companies fail to thrive, due to inefficient management or technology. So that the merger is expected to streamline technology and management to be more effective. Fifth, tax considerations. The company suffered losses due to tax problems. With the merger, it is hoped that companies with large revenues can cover these losses. Sixth, increasing the liquidity of owners, mergers between companies allow companies to have greater liquidity. The stock market will become wider and shares will become easier to obtain so that they are liquid compared to smaller companies. Seventh, the reason for the merger is to protect oneself from a takeover. This occurs when a company becomes the target of a hostile takeover.

Merger steps carried out by BUMN to several companies under the Food Holding Group company which previously included: PT, Bhandha Ghara Reksa (Persero) and PT Indonesian Trading Company (Persero) became the entity PT Indonesian Trading Company based on PP No.97 law. in 2021, PT Sang Hyang Seri (Persero) and PT Pertani (Persero) will become PT Sang Hyang Seri, and finally, PT Perikanan Indonesia (Persero) and PT Perikanan Nusantara (Persero) will become PT Fisheries Indonesia entities on the legal basis of PP No. 99 in 2021.

At first glance, the merger of these six companies did not have a significant impact, but it is different from the merger that occurred between PT Bhandha Ghara Reksa (Persero) and PT Indonesian Trading Company (Persero), where the two companies have the same customers and the nature of their business is single purpose. So this causes problems, PT Bhandha Ghara Reksa (Persero) or BGR is the stockholder of Pupuk Indonesia Holding Company, while PT Indonesian Trading Company is the distributor of Pupuk Indonesia Holding Company. To overcome this problem, steps were taken to form PT BGR Logistik Indonesia by changing its name and articles of association to become PT BGR Logistik Indonesia which was agreed at the Extraordinary General Meeting of Shareholders in October 2021, PPI's subsidiary, Tri Sari Verm, to become PT BGR Logistik Indonesia.

Another problem arose from the human resources side as a result of the merger between BGR and PPI. Ex employee PT Bhandha Ghara Reksa (Persero) was then given a placement assignment letter at PT BGR Logistik Indonesia, to carry out business processes at PT BGR Logistik Indonesia. During the initial period of the merger, it was recorded that at least 30 (thirty) employees had retired early, and from January to June 2022, 119 people had resigned.



Source: Company Data, 2022  
**Figure 1. Post-Merger Turnover Data**

## LITERATURE REVIEW

### Organization Commitment

Organizational commitment is described by Meyer & Allen in Mardiana & Syarief (2018: 28) as a psychological construct that is a feature of the relationship between members of an organization and its organization and has implications for individual decisions to keep participating in that organization.

Luthans, et al. (2021: 124) defines organizational commitment as follows (1) a strong desire to remain as a member of a particular organization (2) a desire to work hard according to the wishes of the organization, (3) a certain desire and acceptance of organizational values and goals.

### Motivation

Robbins & Judge (2021: 249) defines motivation as explaining the intensity, direction, and persistence of efforts to achieve goals. According to Mangkunegara in Fadillah, et al. (2013: 5), motivation is the encouragement of demands that employees have to satisfy in order to be able to adapt to their environment and achieve the objectives that have been set. According to Hasibuan (2020), motivation is the act of giving someone a boost to arouse their joy and inspire them to collaborate, perform well, and put all their energy into achieving their goals.

### Job Satisfaction

Robbins & Judge (2021: 115) defines job satisfaction as a positive feeling about work that results from evaluating its very broad characteristics. Hasibuan (2020: 202) states that job satisfaction is a pleasant attitude and loves his job.

### Turnover Intention

Mobley (1978) defined turnover intention as the propensity or intention of employees to leave their jobs freely or to change jobs at their discretion. turnover purpose Ronald & Milkha (2015) also state that "Turnover intention (want to change employment) is an individual's tendency or intensity to quit the organization for a variety of reasons, including the desire to obtain a better job."

### Hypothesis

H1: Turnover intention is negatively and significantly impacted by organizational commitment.

H2: Job satisfaction has a detrimental and considerable impact on the likelihood of leaving a job

H3 :Turnover intention is significantly and negatively impacted by motivation

H4: Job satisfaction is positively and significantly impacted by organizational commitment

H5: Motivation significantly and favorably influences the intention to turnover.

H6: The intention to depart is negatively and significantly impacted by motivation based on job satisfaction.

H7: Through job satisfaction, organizational commitment has a negative and significant impact on intention to leave

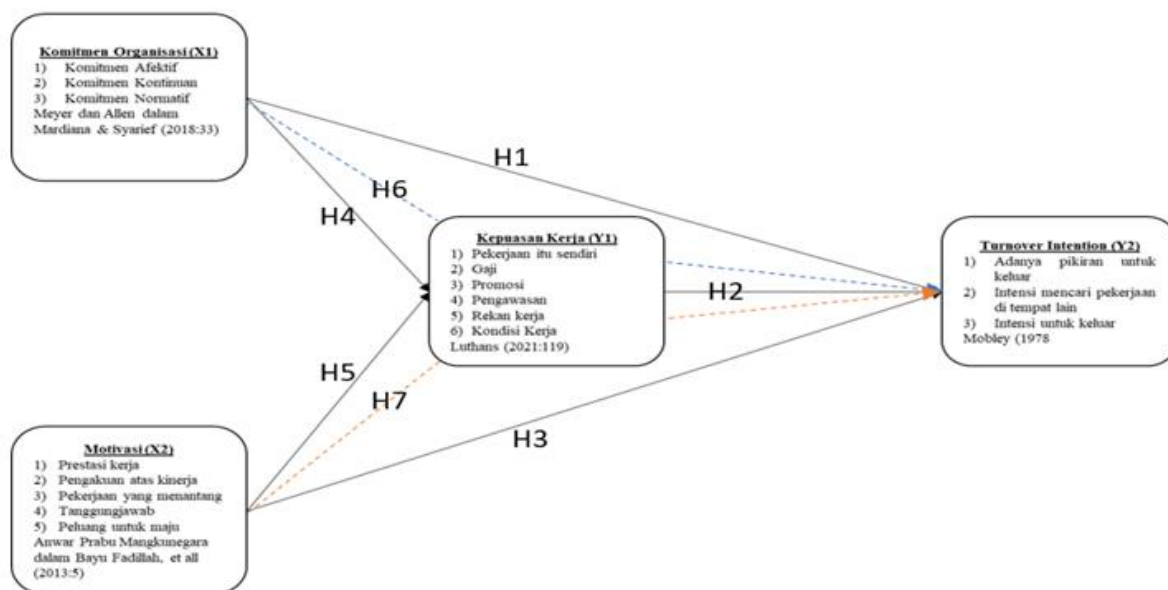


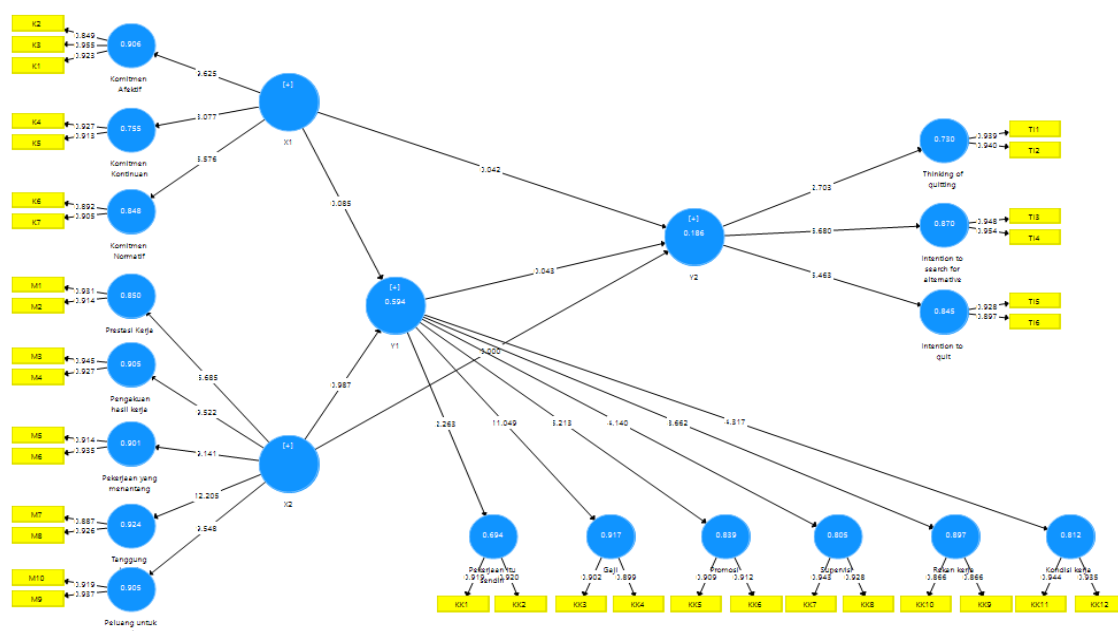
Figure 1: Framework Analysis

**METHODS**

The research method in this study is a quantitative research. Quantitative research, according to Sugiyono (2017), is a positivist-based methodology that considers certain populations and/or samples, research instruments for data collection, and analysis with quantitative or statistical characteristics to evaluate the put forth hypotheses. The population of this study at PT BGR Logistik Indonesia is 896 employees, while the sample is 277 employees. When employing probability sampling, which is a strategy, every individual or member of the population has an equal chance of being chosen as a sample (Sugiyono, 2013).

**RESULTS AND DISCUSSION**

**Test Results for Data Quality  
 A Measurement (outer) Model Evaluation**



SmartPLS 3.0 is used with Inter Value Model Research Model Constructs and Dimensions

### Discriminant Validity of Test Results

**Table 1. Test Results Discriminant Validity Table 1 (Cross loadings)**

|      | Organizational Commitment | Motivation | Job Satisfaction | Turnover Intention |
|------|---------------------------|------------|------------------|--------------------|
| K1   | 0,830                     | 0,369      | 0,445            | -0,291             |
| K2   | 0,865                     | 0,367      | 0,392            | -0,280             |
| K3   | 0,896                     | 0,341      | 0,438            | -0,362             |
| K4   | 0,831                     | 0,231      | 0,360            | -0,294             |
| K5   | 0,765                     | 0,204      | 0,296            | -0,278             |
| K6   | 0,801                     | 0,198      | 0,259            | -0,204             |
| K7   | 0,851                     | 0,359      | 0,368            | -0,257             |
| MO1  | 0,322                     | 0,893      | 0,565            | -0,224             |
| MO2  | 0,258                     | 0,805      | 0,596            | -0,272             |
| MO3  | 0,323                     | 0,949      | 0,689            | -0,224             |
| MO4  | 0,385                     | 0,825      | 0,672            | -0,266             |
| MO5  | 0,353                     | 0,815      | 0,629            | -0,290             |
| MO6  | 0,280                     | 0,933      | 0,697            | -0,277             |
| MO7  | 0,365                     | 0,777      | 0,618            | -0,349             |
| MO8  | 0,286                     | 0,952      | 0,700            | -0,207             |
| MO9  | 0,304                     | 0,935      | 0,680            | -0,220             |
| MO10 | 0,243                     | 0,825      | 0,682            | -0,333             |
| KK1  | 0,321                     | 0,647      | 0,763            | -0,258             |
| KK2  | 0,300                     | 0,513      | 0,768            | -0,240             |
| KK3  | 0,337                     | 0,613      | 0,870            | -0,383             |
| KK4  | 0,402                     | 0,647      | 0,855            | -0,342             |
| KK5  | 0,384                     | 0,712      | 0,827            | -0,199             |
| KK6  | 0,363                     | 0,548      | 0,841            | -0,335             |
| KK7  | 0,384                     | 0,692      | 0,886            | -0,414             |
| KK8  | 0,329                     | 0,609      | 0,789            | -0,349             |
| KK9  | 0,331                     | 0,622      | 0,820            | -0,331             |
| KK10 | 0,376                     | 0,596      | 0,820            | -0,288             |
| KK11 | 0,393                     | 0,632      | 0,875            | -0,384             |
| KK12 | 0,439                     | 0,597      | 0,815            | -0,335             |
| TI1  | -0,369                    | -0,265     | -0,318           | 0,800              |
| TI2  | -0,401                    | -0,229     | -0,332           | 0,806              |
| TI3  | -0,239                    | -0,278     | -0,360           | 0,859              |
| TI4  | -0,220                    | -0,237     | -0,307           | 0,914              |
| TI5  | -0,207                    | -0,261     | -0,309           | 0,906              |
| TI6  | -0,292                    | -0,258     | -0,355           | 0,762              |

### AVE Test Result

Examining the square root of the average variance extracted (AVE) value for each configuration and the connections between the configurations in the model and other configurations are two more methods for confirming discriminant validity. Discriminant validity is stated to have a high value.

**Table 2. Results of AVE Tests**

| Variabel                  | AVE   |
|---------------------------|-------|
| Organizational Commitment | 0,698 |
| Motivation                | 0,762 |
| Job Satisfaction          | 0,685 |
| Turnover Intention        | 0,710 |

Source: Decision-making and outcomes 3.0 SmartPLS

**Table 3. Discriminant Validity of Test Results ( Fornell Lacker Criterion)**

|                           | Organizational Commitment | Motivation   | Job Satisfaction | Turnover Intention |
|---------------------------|---------------------------|--------------|------------------|--------------------|
| Organizational Commitment | <b>0,836</b>              |              |                  |                    |
| Motivation                | 0,356                     | <b>0,873</b> |                  |                    |
| Job Satisfaction          | 0,440                     | 0,748        | <b>0,828</b>     |                    |
| Turnover Intention        | -0,337                    | -0,302       | -0,390           | <b>0,843</b>       |

Source: Results and processing SmartPLS 3.0

### Composite Reliability of Cronbach's Alpha and Test Results

**Table 4. Cronbach's Alpha & Composite Reliability Test Results**

| Variable                  | Composite Reliability | Cronbach's Alpha | Information |
|---------------------------|-----------------------|------------------|-------------|
| Organizational Commitment | 0,941                 | 0,927            | Reliable    |
| Motivation                | 0,969                 | 0,927            | Reliable    |
| Job Satisfaction          | 0,963                 | 0,964            | Reliable    |
| Turnover Intention        | 0,936                 | 0,917            | Reliable    |

SmartPLS 3.0 results and processing

### Testing hypotheses using an internal model or a structural model

#### Results of the test R-square value

**Table 5. Endogenous determinants (R value2)**

| Endogenous Variables | R-square |
|----------------------|----------|
| Job Satisfaction     | 0,593    |
| Turnover Intention   | 0,186    |

Source: Results and processing SmartPLS 3.0

### Results of the Goodness of Fit Model Testing

To evaluate the structural Goodness of Fit Model on the inner model, relevance prediction value (Q2) is employed.  $Q2 > 0$  denotes predictive relevance for the model. The following calculation, where the value associated to the prediction is supplied by Equation, shows the R-squared value for each endogenous variable

$$Q^2 = 1 - (1 - R1) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0,593)(1 - 0,186)$$

$$Q^2 = 1 - (0,407)(0,814)$$

$$Q^2 = 0,669$$



**Conclusions from a hypothesis test (Estimated Path Coefficient)**

**Table 6. Results of the Hypotesis Test**

|  | Original Sample | Standard Deviasi | T Statistics | P Values |
|--|-----------------|------------------|--------------|----------|
| Job Satisfaction -> <i>Turnover Intention</i>      | -0,288          | 0,095            | 3,011        | 0,002    |
| Organizational Commitment -> Job Satisfaction      | 0,199           | 0,04             | 4,884        | 0,000    |
| Organizational Commitm-> <i>Turnover Intention</i> | -0,225          | 0,072            | 3,121        | 0,001    |
| Motivation -> Job Satisfaction                     | 0,681           | 0,038            | 16,38        | 0,000    |
| Motivation -> <i>Turnover Intention</i>            | -0,008          | 0,089            | 0,1          | 0,919    |

**Tabel 7. Value of Indirect Effect**

|  | Original Sample | Standard Deviasi | T Statistics | P Values |
|--|-----------------|------------------|--------------|----------|
| Organizational Commitment -> Job Satisfaction -> <i>Turnover Intention</i> | -0,057          | 0,020            | 2,796        | 0,005    |
| Motivation -> Job Satisfaction -> <i>Turnover Intention</i>                | -0,196          | 0,065            | 2,996        | 0,002    |

**RESULT DISCUSSION**

1. The influence of organizational commitment on intention to leave. Using the study's hypothesis test as a guide, the original sample value was -0,225 , the T-statistic value was 3,121, and the P value was 0,000002. The original sample value displays a negative score, the T-statistic value is more than the T-table value, 1,96 and the P Values value displays an insufficient value of 0.05. This result suggests that Organizational Commitment has a negative and significant impact on turnover intention. As confirmed by Sartono, et al (2018) claim that organizational commitment has a negative and significant effect on turnover intention.
2. The intention to leave a job is influenced by job satisfaction. As a consequence of the calculations, the quantity T-statistic = 3,011 > 1, 96 and the P value was. 0,0028 < 0, 05 so H<sub>2</sub> is accepted, the coefficient value is -0,288, thus Turnover Intention has a negative and significant effect on Job Satisfaction of PT. Intikom. This result is in line with the results of Djamil, M, et al (2018). where job satisfaction has a negative and significant effect on turnover intention.
3. The intention to leave the company is not much impacted by motivation. the T-statistics value for the outcomes of the hypothesis test was 0.100 (< 1.96). P-values worth 0.919 (> 0.05), the value is not significant. The results of the analysis of factor loading obtained a value of -0.008 for the variable job satisfaction which indicates a negative relationship between motivation and turnover intention. According to Nurdiansyah, el al. (2021, where motivation does not positive significantly influence turnover intention.
4. The effect of organizational commitment on job satisfaction Initially, the sample value of 0,1994, the T-statistic value of 4,88, and the P-value of 0,000002 were determined by this study's hypothesis testing. The T-statistic value is greater than the T-table value of 1.96, the original sample value suggests a positive score, and the P Values value indicates that it is not enough to meet 0.05. It has been confirmed by several studies that there is a

- significant positive association between income and job happiness. Lauren, J. (2017)'s conclusion that compensation has a positive and significant impact on job happiness.
5. The Effect of Motivation on Job Satisfaction Based on the results of the hypothesis testing in this study, the original sample value of 0,681, the T-statistic value of 16,380, and the P value of 0.000 were determined. The T-statistic value, which is 1.96, is higher than the T-table value, and the P Values value, which is 0.05, is insufficient. The original sample value shows a negative score. This finding demonstrates that job satisfaction is positively and significantly impacted by motivation. This study supports Susanto, A., Djamil, & Saluy's (2020) findings that motivation is positively and significantly impacted by job satisfaction.
  6. Through job satisfaction, organizational commitment influences turnover intention. According to the study's findings, T-statistics = 2,796 ( $> 1.96$ ), P Values of 0,005 (0.05), and H6 is acceptable. Its coefficient value of 0,057 indicates that organizational commitment at PT BGR Logistik Indonesia influences turnover intention through job satisfaction. positively and greatly intikom. According to study by Aydogdu, S. and Asikgil, B. (2011), organizational commitment affects employee happiness, which in turn affects the intention to leave the company.
  7. Through job satisfaction, motivation influences the intention to leave a job. From this study's findings, it can be concluded that H7 is accepted because the T-statistic is greater than 1.96 and the P value is 0,00298 (0.05). This finding demonstrates that motivation through job satisfaction has a favorable and considerable impact on turnover intention, with a coefficient value of 3,487. According to Susanto, A., Djamil, & Saluy (2020), motivation has a negative and significant impact on the intention to leave the company through work satisfaction as an intervention. This conclusion is consistent with their findings.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

1. Organizational commitment has a negative and considerable impact on PT BGR Logistik Indonesia's intention to turnover. This implies that employee turnover is decreased in direct proportion to organizational commitment.
2. Job satisfaction has a detrimental and significant effect on the intention to depart at PT BGR Logistik Indonesia. According to this, having a high level of job satisfaction may help people feel less the need to change occupations.
3. At PT BGR Logistik Indonesia, motivation has a negative and considerable impact on turnover intention. Therefore, increased motivation won't always result in lower turnover intentions.
4. Job satisfaction at PT BGR Logistik Indonesia is positively and significantly impacted by organizational commitment. This implies that job satisfaction increases as organizational commitment levels increase.
5. At PT BGR Logistik Indonesia, the motivation has a positive and considerable impact on job satisfaction. The higher the motivation, the higher the job satisfaction.
6. At PT BGR Logistik Indonesia, organizational commitment through job satisfaction has a negative and significant impact on the desire to leave. i.e., the more organizational commitment, the greater job satisfaction, and the lesser inclination to leave the company.
7. At PT BGR Logistik Indonesia, job satisfaction has a negative and considerable impact on motivation. i.e., the stronger the motivation, the greater the level of job satisfaction, and the lower the intention to leave the job.



## Recommendations

1. This thesis can be used as a reference for similar characteristics, but the content needs to be reevaluated because it's extremely conceivable that some of the statements are inaccurate or inappropriate. Other researchers may create additional factors and indicators.
2. Further research can be conducted on a wider population, but with a more specific sample considering that various factors can influence the results of the study

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