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## DETERMINANTS OF ORGANIZATIONAL COMMITMENT AND ITS IMPLICATION ON TURNOVER INTENTION AT THE FOODHALL IN DKI JAKARTA PROVINCE

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**Abstract:** The purpose of this study was to determine the effect of organizational culture, career development, compensation and organizational commitment partially or simultaneously on employee turnover intention. The population in this study amounted to 1,982 employees at twenty-five outlets of The Foodhall in DKI Jakarta Province, with a total sample of 355 respondents. The research method used in this research is descriptive and explanatory survey methods. The sampling method is probability sampling with proportional random sampling technique, and the data analysis method used is SEM (Structural Equation Modeling) with data analysis tools Lisrel 8.80. Based on the research results obtained the following findings: organizational culture, career development, and compensation partially and simultaneously have a significant effect on organizational commitment with a contribution of 58%. Partially career development which is reflected in career doubt has a positive and dominant effect on organizational commitment. Organizational culture, career development, compensation and organizational commitment either partially or simultaneously have a significant effect on employee turnover intention with a contribution of 81%. Partially, organizational commitment has the most dominant influence on employee turnover intentions. The results also show that organizational commitment is a fully mediating variable on the influence of organizational culture, career development, and compensation on employee turnover intention. The managerial implication of this research is that the turnover intention of The Foodhall's employees in Jakarta, which is reflected in the dimension of stopping work, will decrease if The Foodhall in Jakarta is able to increase organizational commitment which is reflected in sustainable commitment, while organizational commitment will increase if The Foodhalls in Jakarta can improve career development. employees who are reflected in career doubts which are supported by an increase in organizational culture which is reflected in the dimensions of results orientation and also supported by an increase in compensation given to employees which is reflected in the high level of indirect compensation.

**Keywords:** Organizational Culture, Career Development, Compensation, Organizational Commitment, Turnover Intention

## INTRODUCTION

As the most populous city in Indonesia, Jakarta provides great business opportunities. One of them is a supermarket or supermarket business. In Jakarta, supermarkets are almost never empty of visitors. For this reason, the retail business is growing rapidly from time to time. At the beginning of its establishment in 1990, a supermarket changed its brand in 2005, this supermarket changed its name to TheFoodHall. In accordance with the motto of freshness, quality and service. The Food Hall promotes freshness and quality of ingredients, as well as excellent service. Since January 2014, TheFoodHall has had several subsidiaries such as Daily Foodall, Daily Kitchen, The Market, The Foodhall Kitchen, and The Foodhall Gourmet which you can find in several areas in DKI Jakarta. Based on data from the Indonesian Retail Entrepreneurs Association (Aprindo, 2016) in the DKI Jakarta area there are already 25 foodhall outlets spread across the DKI Jakarta area.

The mushrooming of Thefoodhall outlets in DKI Jakarta, based on data from the Indonesian Retail Entrepreneurs Association (2016), the level of foodhall sales in DKI Jakarta shows a lower level of profit margin compared to retailers with various sales products (FMCG, fashion, equipment and accessories and others. ), where the data shows that the sales growth rate of home care products shows high sales growth or reaches 10.7% (YoY), followed by sales growth of personal care products reaching 10.6% (YoY) while the lowest sales growth occurred in food products, which only achieved sales growth of 8.4% (YoY).

Some of the factors causing the low sales growth rate of Thefoodhall in DKI Jakarta are the people's purchasing power, the equipment and technology used, and the human resources (HR) they have. Thefoodhall Retail is a very unique industry, so there are several important things that distinguish Thefoodhall Human Resources (HR) retail from other human resources. First is the number of employees who are large and scattered. This certainly has an impact on human resource management which requires special handling. Starting from the problem of recruitment, development, to employee administration. Second, about working hours. Employees at this retail will usually be asked to enter on holidays. One thing that requires proper shifting arrangements, as well as adequate incentive management so that employees remain enthusiastic about working even on holidays. The third is the high employee turnover rate, as stated in The FoodHall data in DKI Jakarta (2016), it can be concluded that the number of foodhall employees in DKI Jakarta who came and went from 2011 to 2016 fluctuated with a relatively high employee turnover percentage. In 2011 the percentage of employee turn over was 25.90% per year, in 2013 the percentage of employee turn over increased to 24.6% compared to 2011 or reached 28.36%. In 2016 the percentage of employee turnover decreased by 4.03% compared to the previous three years (2013) or only reached 24.33%. However, the data also shows that the relatively high employee turnover

rate of Thefoodhall in DKI Jakarta reaches 26.17%, meaning that if a foodhall has 100 employees, 26 to 27 employees will leave in a year. The high average annual employee turnover at Thefoodhall exceeds the turnover rate of employees at other retailers such as home care, personal care and pharmaceutical outlets which only achieve an average employee turnover of 24.00% per year or 2.00% per month (Aprindo, 2016 ).

According to Bandhanpreet Kaur, Mohindru and Pankaj (2013), through the results of their research, it can be concluded that turnover intention is a driving factor for employee turnover. So according to Bandhanpreet Kaur, Mohindru and Pankaj (2013), the most important thing for an organization is to design a strategy to improve the above factors so that employee performance and efficiency can be improved which in turn can reduce turnover intention. Based on this statement, the high average turnover of Thefoodhall employees in DKI Jakarta is more due to the relatively high intention of Thefoodhall employee turnover in DKI Jakarta, which is based on data from the Indonesian Retail Employers Association (2016) which states that on average Thefoodhall employees have never dreamed of becoming SPG. or servants. Some of them only work at Thefoodhall while waiting for other opportunities to arise, either continuing their education, looking for other jobs, or even just waiting for a mate. The high turnover of Thefoodhall employees in DKI Jakarta is also shown based on data from the researchers' initial survey (2017) at several Thefoodhall in DKI Jakarta which shows that the turnover intention of Thefoodhall employees in DKI Jakarta is generally relatively high. Some of the employee turnover intentions are still relatively high based on the results of the initial survey the researchers are in a better position and in a better job. Meanwhile, the relatively low intention of employee turnover is to quit. The higher the employee's position the better, most of the employees have a desire to get a better position and the desire to get a better salary / income reaches a score of 430, which is below the standard score of 420. Then the high turnover intention of Thefoodhall employees in DKI Jakarta also shows a desire. employees to leave the workplace more because of the desire to get a better job or a better job that reaches a score of 535 is still above the standard score of 525. This shows that the majority of employees show a desire to get a more challenging job, wanting a distance from the workplace who are relatively closer, and want a job with relatively easy transportation.

According to Rohani Salleh, Mishaliny Sivadahasan Nair, and Haryanni Harun (2012), through the results of their research on retail employees in Malaysia, they concluded that the aspects of satisfaction and organizational commitment have a negative and significant relationship with employee turnover intentions. Likewise, the results of research conducted by Linyi Song (2016) concluded that there was a statistically significant relationship with stress, experience, salary, leadership support, job satisfaction, organizational commitment and desire to move. Based on the

above statement, the high turnover intention of Thefoodhall employees in DKI Jakarta is allegedly due to the relatively low organizational commitment. This is shown based on research data from the initial survey (2017) at several Thefoodhall in DKI Jakarta which shows that the level of organizational commitment to Thefoodhall employees in DKI Jakarta is generally still low. Organizational commitment that is still classified as low based on the results of the researcher's initial survey is affective commitment, ongoing commitment and normative commitment. The low level of affective commitment of Thefoodhall employees in DKI Jakarta is that employees are still relatively happy to choose another company as a place to work which only scores 300 below the standard score of 315. Then the low organizational commitment is also seen continuously. The commitment of the company's employees which only reached a score of 275 is still below the standard score of 315. This shows that in general the employees of Thefoodhall company in DKI Jakarta still feel a lack of conformity with company policies and employees and a lack of loyalty to the company. And the low organizational commitment can be seen in the normative commitment which only reaches 310, which is still below the standard score of 315. This shows that in general the employees of Thefoodhall company in DKI Jakarta still feel that they are not in accordance with company norms.

Ramesh Kumar, Charles Ramendran, and Peter Yacob (2012), through their research results stated that organizational culture and organizational commitment, appropriate people organizations have an impact on employee turnover intentions in the fast food industry. Likewise, the research results of Seçil Bal Taştan (2012) which state that aspects of organizational culture have a positive effect on performance behavior in roles and have a negative impact on employee intention to leave. Based on the statements above, the low organizational commitment and the high intention of Thefoodhall employee turnover in DKI Jakarta are thought to be caused by the relatively low organizational culture. This is based on a statement from the Indonesian Retail Entrepreneurs Association (Aprindo, 2016) that one way to reduce the intention of Thefoodhall employee turnover requires the role and function of Human Resources Development, how to build a conducive organizational culture so that employees feel they have a future career in the retail industry, so that employee turnover can be reduced so that it is not too high. The low organizational commitment and the high intention of Thefoodhall employee turnover in DKI Jakarta are also indicated based on data from the research's initial survey (2017) at several Thefoodhall in DKI Jakarta which shows that the organizational culture of Thefoodhall employees in DKI Jakarta is generally relatively low. Some organizational cultures are still low based on the results of the initial survey by researchers, especially on innovation and risk taking, team orientation, aggressiveness, and stability. The low level of innovation and risk taking at Thefoodhall in DKI Jakarta such as the lack of innovative and

creative ideas and the lack of new innovations which only score 310 below the standard score of 315. Then the low organizational culture is also seen in the orientation of the company's employee team which only achieved a score 290 is still below the standard score of 315. This shows that in general the team orientation at Thefoodhall in DKI Jakarta is less able to collaborate with colleagues, lack of team problem solving, and is still low on teamwork orientation. And the low organizational culture can be seen in the aggressiveness which only reaches a score of 295, which is still below the standard score of 315 and the stability dimension which only reaches a score of 190 is still below the standard score of 210. This shows that in general the aggressiveness at Thefoodhall in DKI Jakarta is still not paying attention employees work, they are less aggressive in supervising, and less in encouraging them to work properly and quickly. Likewise, in general the stability of Thefoodhall in DKI Jakarta is still lacking in maintaining good job stability and is still lacking in enforcing regulations on employees.

According to Mariyam Imna and Zubair Hassan (2015), through the results of their research, it is stated that three human resource practices, namely career development, recognition and recognition, and health and safety have a negative and significant effect on employee retention. Likewise, research conducted by Muhammad Shahid Nawaz and Faizuniah Pangil (2016) concluded that care care has been found to be one of the most important predictors of employee turnover intentions. This implies that, if employees care deeply about their careers (i.e. their career development) they are likely to leave their current organization, especially if prospects for advancing their careers are unclear or non-existent. Based on the above statement, the low level of organizational commitment and the high intention of Thefoodhall employee turnover in DKI Jakarta are allegedly due to the relatively low level of career development. This is based on a statement from the Indonesian Retail Entrepreneurs Association (Aprindo, 2016) that in the retail industry the term 'retail is detail' is known. Starting from the aspect of lighting, temperature in the shop, to shop cleanliness. The details referred to in this case also include visual merchandising which must be managed in such a way that the products being sold can attract consumers. So a comprehensive employee development is needed so that since the employees join the company they have received proper provisioning. Then the low level of organizational commitment and the intention of Thefoodhall employee turnover in DKI Jakarta is also indicated based on research data at several Thefoodhall in DKI Jakarta which shows that the career development of The Foodhall employees in DKI Jakarta is generally relatively low. Some career development is still low based on the results of the initial survey of researchers, especially on career certainty, career exploration, career doubts, and career planning. The low career certainty of The Foodhall employees in DKI Jakarta, such as the lack of clarity about the employee's career path and the lack of clarity on the future of employees

who only score 305 with a standard score of 315. Then the low career development is also seen in the career exploration of employees who only score 304 is still below standard score of 315. This shows that in general the career exploration of The Foodhall employees in DKI Jakarta still lacks awareness and self-understanding of the careers they are taking, lacks the ability to pursue careers, and still lacks interest in continuing their careers. And the low career development can be seen in career doubts which only score 300 is still below the standard score of 315 and in the career planning dimension which only reaches 310 is still below the standard score of 315. This shows that in general the career doubts of employees at The Foodhall DKI Jakarta still has an unclear career and still has career concerns. Likewise, the career planning of The Foodhall employees in DKI Jakarta generally does not have a thorough career planning and still does not understand career paths.

According to Alexandro Beato and Gergana Velkova (2017), through the results of their research, it is stated that leadership that supports reducing employee turnover, managing personnel scheduling reduces employee turnover, and competitive compensation reduces employee turnover. Likewise, research conducted by Mariyam Imna and Zubair Hassan (2015) concluded that three human resource practices such as career development, recognition and recognition, as well as health and safety have a negative and significant effect on employee retention. Based on the above statement, the low organizational commitment and the high intention of Thefoodhall employee turnover in DKI Jakarta are thought to be caused by relatively low compensation. This is based on data from the Central Statistics Agency (2017) regarding the Average Salary of Employees in the Sector in Indonesia which states that the electricity, gas and water sector with an average wage in this sector reaches IDR 4.43 million per month. Then the mining sector with an average salary of Rp. 4.42 million per month, the financial sector with an average salary of Rp. 3.72 million per month, and the smallest average salary for employees is in the retail sector with an average employee wage of Rp. . 3.18 million. Employee salaries at retail TheFoodhall in DKI Jakarta based on TheFoodhall data (2017) show that the lowest average salary of TheFoodHall retail employees is Rp. 3.18 million is still below the average salary in the mining sector (IDR 4.42 million) and the financial sector (IDR 3.72 million).

The low compensation for Thefoodhall employees in DKI Jakarta is also shown based on the research's initial survey data (2017) at several Thefoodhall in DKI Jakarta which shows that the compensation for The foodhall employees in DKI Jakarta is generally still low. Compensation is still relatively low based on the results of the initial survey researchers, especially on indirect compensation. The low indirect compensation for employees of The Foodhall in DKI Jakarta is indicated by the lack of conformity with the amount of health benefits, pension benefits, holiday

allowances, annual leave allowances, recreation, and the level of appreciation from the leadership / organization with the expectation that employees who only reach a score of 690 are below standard score of 735. Then direct compensation shows the same average score as the standard score of 735, but there are still several indicators of direct compensation that are still relatively low or not in accordance with employee expectations, namely the level of salary that is in line with employee expectations and the level of salary / wages be accepted.

## **LITERATURE REVIEW**

### **Turnover Intention**

According to Bluedorn in Grant et. al., (2001: 101) employee turnover intention is an attitude tendency or the degree to which an employee has the possibility to leave the organization or voluntarily resign from his job. Robbins and Judge (2011: 215) define employee turnover intention as a permanent employee dismissal from the company, whether done by the employee himself (voluntarily) or by the company. Meyer et al, (1993) in Meyer and A lien (1997) in Syauta et. Al. (2012: 71) the higher job satisfaction and organizational commitment are expected to reduce the intentions and goals of employees to leave the organization. In addition, employees who are dissatisfied with aspects of their work and not committed to their organization are more likely to seek work in other organizations. Mobley, Horner and Hollingsworth, 1999 in Grant et al. (2001: 102) the desire to move can be used as an early symptom of turnover in a company. Employee turnover intention can also be interpreted as a movement out of work and organization. Turnover intention can be in the form of resignation, transfer from an organizational unit, dismissal or death of a member of the organization. Furthermore, Mobley (2011: 150) argues, there are three indicators used to measure turnover intention, namely the mind to stop reflects the individual thinking about leaving work or remaining in the work environment; a desire to find a better job position that reflects the individual getting a job with a better job position in another organization; and the desire to find a better job that reflects the individual intending to leave. The employee's intention to leave when he gets a better job will sooner or later end with the employee's decision to stay or leave the job.

### **Organizational Culture**

Wood et al., (2004: 435) organizational culture is an understanding of the values and beliefs developed in the organization or sub-unit, which directs the behavior of organizational members. Furthermore, according to Wood et al., (2004: 448) argues that organizational culture describes the correct way to prepare, think and feel in relation to a social system. Greenberg (2011: 511) states

organizational culture as a cognitive framework consisting of attitudes, values, behavioral norms, and expectations shared by organizational members. Kreitner and Kinicki (2001: 68) suggest that organizational culture is an understanding of values and beliefs as corporate identity. Ivancevich et al. (2008: 33) argues that organizational culture is the total number of beliefs, rituals, regulations, customs, artifacts and institutions that characterize the nation's population. Meanwhile, Robbins and Judge (2009: 585) state that organizational culture is a system of shared meanings of primary values embraced and valued by the organization, which serves to create clear differences between one organization and another, creating a sense of identity for members. organizations, facilitate the emergence of collective commitment to the organization, increase social system stability, and create meaning and control mechanisms that guide the attitudes and behavior of organizational members. According to Robbins and Judge (2009: 585-586), there are seven main characteristics that together can explain the nature and culture of an organization, namely 1) Innovation and risk taking, the extent to which employees are encouraged to be innovative and take risks. ; 2) Attention to details, the extent to which employees are expected to demonstrate accuracy, analysis and attention to detail; 3) Results orientation, the extent to which management focuses on results, not on the techniques and processes used to achieve these results; 4) People orientation, the extent to which management decisions take into account the effect of results on people in the organization; 5) Team orientation, the degree to which work activities are organized around a team rather than individuals; 6) Aggressiveness, the extent to which people are aggressive and competitive rather than relaxed; 7) Stability, the extent to which organizational activities emphasize maintaining the status quo rather than growth.

### **Career Development**

Dessler (2003: 353) career development is the feedback provided by the company on employee performance in the form of employee development plans and providing access to employees to training related to employee job competencies. Dubrin (2005: 214) states that career development is the most important aspect for individuals to develop every ability they have. In addition, it also helps individuals / employees to plan their future careers so that they can develop themselves optimally. Ivancevich (2008: 143) career development is a formal effort carried out continuously by an organization that focuses on the development and use of organizational human resources in order to meet the needs of both parties between employees and the organization. Meanwhile, Bernardin and Russell (2010: 294) say that career development is an interaction between individual career planning and company management planning. Individual success includes individual beliefs about his or her abilities in a certain environment, the expected results have an impact on behavior and the

goals of the intention to engage in behavior so that the expected results will be better in the future. (Wright et. Al, 2008: 223). Then according to Salter (2008: 7) suggests that career development is an effort to develop skills and competencies needed for various career fields, provide degrees or certifications, and provide guidance and counseling. Salter (2008: 15) suggests that career development includes dimensions, namely: 1) career certainty, namely the level of certainty that a person feels that he has made decisions about his career; 2) Career decisions, are the individual's confidence to successfully carry out tasks related to career making; 3) Self-efficacy career decision making, is a career that involves a person's confidence in his or her own ability to make successful career decisions and planning; 4) Career exploration, is an activity that aims to increase knowledge about oneself and the environment that occurs continuously throughout the career development process; 5) Career doubts, namely career doubts so that a person feels uncertain about his career; 6) Career planning is career planning that involves involvement in career exploration activities.

### **Compensation**

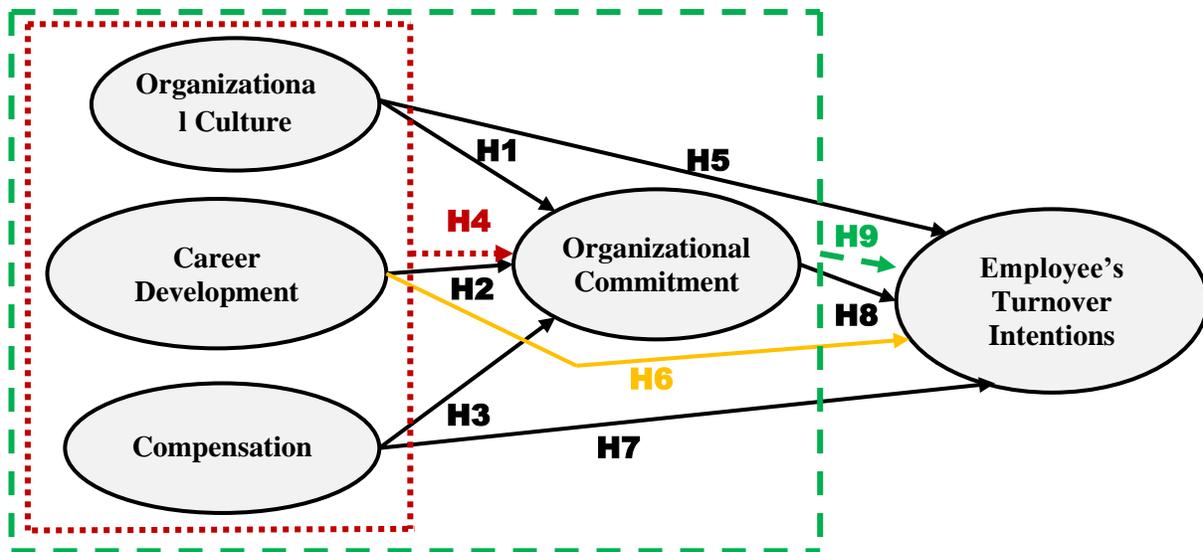
Dessler (2005: 378) defines compensation as any form of payment or award given to employees who arise and their work. So compensation is one of the basic reasons for employees to find work. According to Beard (1986) in Khan and Mufti (2012: 617) compensation can be divided into three classifications, namely fixed payments, flexible payments and allowances. Meanwhile, according to Taylor (1991) still in Khan and Mufti (2012: 617) compensation is divided into two classifications, namely performance-based salaries and non-performance-based salaries. Another classification of compensation as stated by Bernardin and Russell (2003: 445) is that direct compensation consists of wages and salaries and other payments based on performance. Indirect compensation includes programs such as health insurance, payment of wages when not working and other forms and benefits. Likewise according to Mathis and Jackson (2006: 119) that compensation can be grouped into two, namely direct compensation and indirect compensation. Direct compensation consists of salary and variable salary. Meanwhile, indirect compensation is in the form of benefits. The basic salary is the basic compensation received by an employee, usually in the form of a salary or salary which is called the basic salary. Salary is a financial reward that is paid to employees on a regular basis, such as annually, quarterly, monthly or weekly. Wages are financial rewards paid directly to workers based on hours worked, the number of goods produced, or the number of services provided. While other types and direct salaries are variable salaries, where compensation is directly related to performance achievement. The most common types and salaries of this type of salary for employees are bonus and incentive payment programs. Many organizations provide a number of extracurricular awards in an indirect form. With this indirect compensation,

employees receive measurable value and rewards without actually receiving them in cash. Indirect compensation such as medical insurance, leave or pension provided to employees as part of their membership in the organization.

### **Organizational Commitment**

Mathis, Robert Land Jackson, Johan H (2010: 142) organizational commitment is the extent to which employees believe and accept organizational goals and desire to remain with the organization. Luthan, Fred (2011: 324) states that organizational commitment is a strong desire to become a member of a certain organization, a strong desire to try to adapt to the organization, and certain beliefs, and to accept the values and goals of the organization. Meanwhile, Sopiiah (2008: 45) organizational commitment is the psychological bond of employees to the organization which is characterized by a strong belief and acceptance of the goals and values of the organization, the desire to achieve organizational goals, and a strong desire to maintain their position. as a member of the organization. Silverthome (2004: 592-593) states that organizational commitment determines the level of conformity between employees and organizations, because the suitability between employees and organizations affects employee commitment. Rashid et al, (2003: 713) see organizational commitment as the willingness of social beings to provide energy and loyalty to the organization. The statement shows that organizational commitment is the willingness of employees to exert a high level of effort within the organization, a strong desire to stay with the organization, and acceptance of the organization's goals, mission, and values. Meanwhile, Miller and Lee (2001) define organizational commitment as a condition in which organizational members are bound by actions and beliefs that support their activities and involvement in the organization. The concept of organizational commitment is defined and measured in a number of different ways. Meyer and Mien in Coetzee (2005) state that there are three dimensions of organizational commitment, namely: 1) Affective commitment, which relates to the desire to be attached to the organization or an employee's emotional attachment, identification and involvement in the organization occurs when employees want to be part of the organization because the existence of an informal relationship or feeling the same values as the organization; 2) Continuous commitment, namely awareness of the costs to be borne (financial losses or other losses) associated with the dismissal of employees from the organization; 3) Normative commitment, namely a feeling of obligation and employees to remain in an organization because of a sense of debt to the organization.

### **Framework**



**Figure 1. Design of the Research Model**

## RESEARCH METHOD

The method used in this research is a survey method with descriptive and associative explanatory techniques. Descriptive and associative explanatory techniques are used to obtain information about the determinants of organizational commitment consisting of organizational culture, career development and compensation and their implications for employee turnover intentions. In this study, two survey methods were used, namely the descriptive survey and the explanatory survey. The unit of analysis in this study is the employees at 25 outlets of The Foodhall in DKI Jakarta. The time horizon in this study is cross-sectional, where the research is carried out simultaneously. To get the respondent's perception of the data regarding the research variables, each variable was compiled from dimensions which were then operationalized against the indicator. The research operational variables are as follows:

- 1) Organizational Culture, measured using seven dimensions with 19 indicators.
- 2) Career Development, measured using six dimensions with 17 indicators.
- 3) Compensation, measured using two dimensions with 14 indicators.
- 4) Organizational Commitment, measured using three dimensions with 9 indicators.
- 5) Turnover Intention, measured using three dimensions with 12 indicators.

The population in this study (analysis unit) is the employees of The Foodhall company in DKI Jakarta. The population in this study based on Aprindo (2016) data was 1982 employees from twenty-five companies The Foodhall in DKI Jakarta. Regarding the rule of thumb in SEM, Hair et. Al. (2010) stated that in determining the sample size there is a minimum ratio of 5 respondents for

each parameter in the study, or 10 respondents for every 1 parameter, or 15 respondents for every 1 parameter. Based on the rule of thumb in SEM, this study uses a 5: 1 ratio. This study has 71 parameters (indicators), so the minimum sample size is 355 respondents. The sampling method used in this study is to use probability sampling with a propoportate random sampling technique. The method of analysis and hypothesis testing in this study is in accordance with the research objectives, namely to measure the influence of the independent variables (organizational culture, career development and compensation) on the dependent variable (employee turnover intention) which involves the mediating variable (Organizational Commitment). The modeling approach and solution techniques used are the Structural Equation Model (SEM) method and the data processing analysis tool uses the Lisrel 8.70 application program.

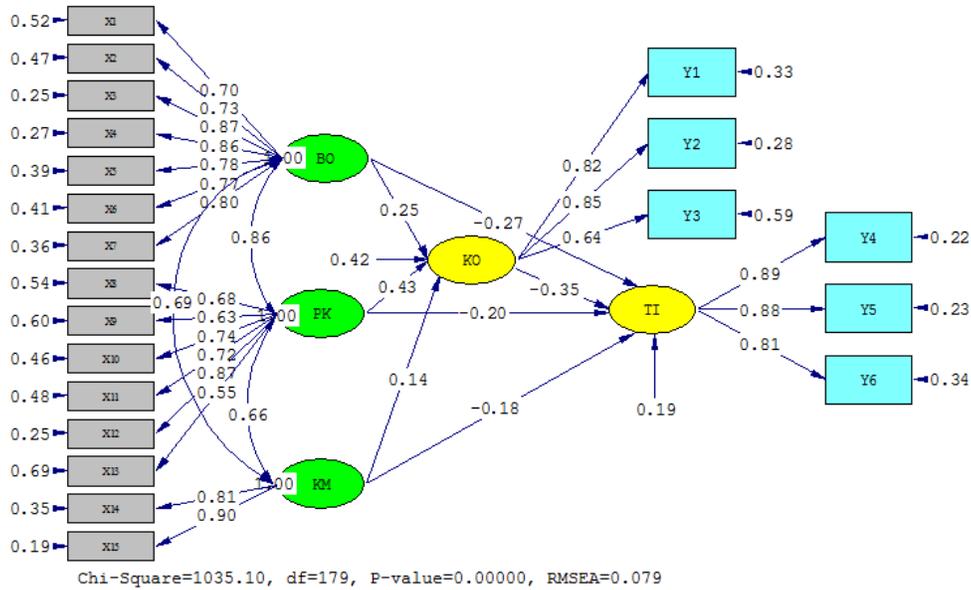
## RESULT AND DISCUSSION

**Table 1. The Size of Suitability of the Overall Model (Hybrid Model) SEM**

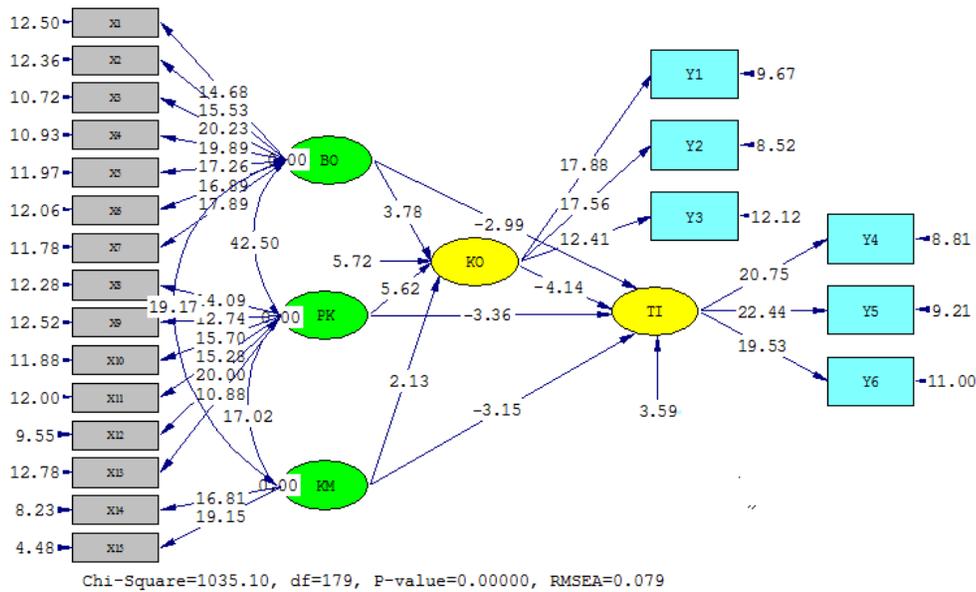
<b>GOF Indicators</b>	<b>Expected size</b>	<b>Estimation results</b>	<b>Conclusion</b>
<b>Absolute Fit Size</b>			
GFI	GFI > 0,90	0,88	MarginalFit
RMSEA	RMSEA < 0,08	0,079	Good Fit
<b>Incremental Fit Size</b>			
NNFI	NNFI > 0,90	0,94	Good Fit
NFI	NFI > 0,90	0,94	Good Fit
AGFI	AGFI > 0,90	0,82	Marginal Fit
RFI	RFI > 0,90	0,93	Good Fit
IFI	IFI > 0,90	0,95	Good Fit
CFI	CFI > 0,90	0,95	Good Fit

Source: Processing Results with LISREL 8.70

Based on Table 1 above, the six suitability obtained has a suitability index of a good fit measurement model, namely RMSEA, NNFI, NFI, RFI, IFI and CFI. While the other two conformity measures have a suitability index for marginal fit measurement models, namely GFI and AGFI. Thus it can be continued on the next hybrid model measurement analysis. Hybrid models (Full SEM) using Lisrel 8.80 are as shown in Figure 2 and Figure 3.



**Figure 2. Hybrid Model (Full Model) Standardized**



**Figure 3. Hybrid Model (Full Model) t-value**

Based on Figure 2 and Figure 3 above, it can be seen that all sub-variables (dimensions) have Standardized Loading Factor (SLF)  $\geq 0.50$  and a critical value of ,1.96 (at  $\alpha = 0.05$ ) (Wijanto, 2008: 407), then all sub-variables (dimensions) forming latent variables (exogenous and endogenous) are significant, in other words it can be said that the dimensions are meaningful and significant in forming latent variables. So that all sub-variables (dimensions) in this study can be further analyzed, because they can form the latent variables.

**Table 2. Structural Equation**

Structural Equations					
<b>KO = 0.25*BO + 0.43*PK + 0.14*KM, Errorvar.= 0.42 , R<sup>2</sup> = 0.58</b>					
	(0.066)	(0.076)	(0.065)	(0.073)	(0.004)
	3.78	5.62	2.13	5.72	161.35
<b>TI = -0.35*KO - 0.27*BO - 0.20*PK - 0.18*KM, Errorvar.= 0.19 , R<sup>2</sup> = 0.81</b>					
	(0.084)	(0.090)	(0.059)	(0.057)	(0.053)
	-4.14	-2.99	-3.36	-3.15	3.59
					298.32
Correlation Matrix of Independent Variables					
	<b>BO</b>	<b>PK</b>	<b>KM</b>		
	-----	-----	-----		
<b>BO</b>	1.00				
<b>PK</b>	0.86	1.00			
	(0.02)				
	42.50				
<b>KM</b>	0.69	0.66	1.00		
	(0.04)	(0.04)			
	19.17	17.02			

Source: LISREL Data Processing Results 8.70, 2017

Based on Figure 2 and Figure 3 and the structural equation model, the hypothesis testing is as follows.

**Table 3. Hypothesis Test Results**

Hipotesys	Coeff. Path/R <sup>2</sup>	t <sub>value</sub> / F <sub>value</sub>	t <sub>critical</sub> / F <sub>criteria</sub>	Conclusion Statistics
H1 Organizational culture affects Organizational commitment	0,25	3,78	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted organizational culture has a positive and significant impact on organizational commitment
H2 Career development affects Organizational commitment	0,43	5,62	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted career development has a positive and significant impact on organizational commitment
H3 Compensation affects Organizational commitment	0,14	2,13	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted compensation has a positive and significant impact on organizational commitment
H4 Organizational culture, Career development and Compensation jointly affect the Organizational commitment	0,58	161,35	3,84	H <sub>0</sub> rejected and H <sub>a</sub> accepted organizational culture, career development and compensation together have a positive and significant impact on organizational

Hipotesys		Coeff. Path/R <sup>2</sup>	t <sub>value</sub> / F <sub>value</sub>	t <sub>criteria</sub> / F <sub>criteria</sub>	Conclusion Statistics
					commitment
H5	Organizational culture affects Employee turnover intention	-0,27	-2,99	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted organizational culture negatively and significantly influence to employee turnover intention
H6	Career development has an effect on Employee turnover intention	-0,20	-3,36	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted career development have a positive and significant impact on employee turnover intention
H7	Compensation affects Employee turnover intention	-0,18	-3,15	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted compensation has a positive and significant impact on employee turnover intention
H8	Organizational commitment affects Employee turnover intention	-0,35	-4,14	1,96	H <sub>0</sub> rejected and H <sub>a</sub> accepted organizational commitment have a positive and significant impact on employee turnover intention
H9	Organizational culture, Career development, Compensation and Organizational commitment jointly affect Employee turnover intention	0,81	298,32	3,84	H <sub>0</sub> rejected and H <sub>a</sub> accepted organizational culture, career development, compensation and organizational commitment together have a positive and significant impact on employee turnover intention

Source: Processing Results with LISREL 8.70

Based on Figure 2 and Figure 3 and the results table of the above hypothesis testing, the direct and indirect effects of organizational culture, career development, and compensation for turnover intention through organizational commitment are as follows:

**Table 4. Direct and Indirect Effects on Turnover Intentions**

Effect	Direct (D)	Indirect (ID) through Organizational Commitment	Kesimpulan
Organizational culture → Employee turnover intention	$(-0,27)^2 = 0,0729$	$(0,25 \times -0,35) = -0,0875$	D < ID

Effect	Direct (D)	Indirect (ID) through Organizational Commitment	Kesimpulan
Career development → Employee turnover intention	$(-0,20)^2 = 0,0400$	$(0,43 \times -0,35) = -0,1505$	D < ID
Compensation → Employee turnover intention	$(-0,18)^2 = 0,0324$	$(0,14 \times -0,35) = -0,0490$	D < ID

Source: Processing Results with LISREL 8.70

### 1) Direct and indirect influence of Organizational Culture on Turnover Intention through Organizational Commitment

The direct influence of organizational culture on turnover intention is 0.0729, while the indirect influence of organizational culture on turnover intention through organizational commitment is equal to -0.0875 |. This shows that organizational culture can reduce turnover intention both directly and indirectly through organizational commitment, but **indirect influence is more dominant**. So that the turnover intention of The Foodhall employees in Jakarta **will decrease** if the organizational culture of The Foodhall employees in DKI Jakarta is able to increase organizational commitment. So that the influence of organizational culture on intelligence turnover, organizational commitment variables are **mediating variables**.

### 2) Direct and indirect influence of Career Development on Turnover Intention through Organizational Commitment

The direct influence of career development on turnover intention is 0.0400, while the indirect influence of career development on turnover intention through organizational commitment is equal to -0.0700 |. This shows that career development can reduce turnover intention both directly and indirectly through organizational commitment, but **indirect influence is more dominant**. So the turnover intention of The Foodhall employees in DKI Jakarta **will decrease** if career development is owned by employees of The Foodhall in DKI Jakarta is able to increase organizational commitment. So that the effect of career development on turnover intention, organizational commitment variables are **mediating variables**.

### 3) Direct and indirect effects of compensation for turnover intentions through organizational commitment

The direct effect of compensation on turnover intentions is 0.0324, while the indirect effect of compensation on turnover intention through organizational commitment is equal to -0.0490 |. This shows that compensation can reduce turnover intention both directly and indirectly through organizational commitment, but indirect influence is more dominant. Thus, the turnover intention of The Foodhall employees in DKI Jakarta will decrease if compensation from The Foodhal employees can increase organizational commitment. . So that the

compensatory effect on turnover intention, organizational commitment variable is a mediating variable.

Referring to the third result of the above analysis, the organizational commitment variable in this study is a full mediating variable on the influence of organizational culture, career development, compensation for employee turnover intention of The Foodhall in DKI Jakarta.

The findings of the study show the novelty of the research on The Foodhall with the main problem of this study is the high intention of employees to leave work, especially because the work environment is less conducive to The FoodHall in DKI Jakarta, so to reduce employee turnover intention is by

1. Improve employee career development by reducing or minimizing career indecision, which eliminates the anxiety that employees have about their career in the company (The FoodHall).
2. Increase employee compensation by increasing indirect compensation given to employees, namely by giving or increasing annual leave allowances.
3. Increase organizational commitment by increasing continuous commitment to employees, by increasing the loyalty of employees in the company (The FoodHall).

## CONCLUSIONS

Based on the results of the above research, the theoretical implication is that the turnover intention of The Foodhall employees in DKI Jakarta, especially in the Quitting dimension will be able to be lowered if The Foodhall in DKI Jakarta Province is able to increase organizational commitment especially in the dimensions of continuous commitment, where organizational commitment to employees will increase if The Foodhall in DKI Jakarta Province is able to improve employee career development, especially in the career indecision dimension, which is supported by improving organizational culture, especially on the dimensions of outcome orientation and supported by increase compensation given to employees especially in the dimension of indirect compensation.

The results showed that if the organizational culture with outcome orientation, career development with career indecision and compensation with indirect compensation to the employees of The Foodhall in DKI Jakarta Province were able to be united and synergized, it would be able to provide a positive and significant influence on increasing organizational commitment, especially in continuous commitment. to The Foodhall employees in DKI Jakarta Province. Based on these findings, managerial implications can be applied to optimize organizational commitment through increased career development by paying attention to the most dominant dimensions of career indecision dimensions, so that The Foodhall company in DKI Jakarta Province must be able to

improve the career clarity of employees in the company where they work, convincing employees of his career in the company, and trust in the commitment to his career.

The results showed that if the organizational culture with outcome orientation, career development with career indecision, compensation with indirect compensation, and organizational commitment with the dimensions of continuous commitment that employees have is able to be united and synergized it will be able to provide a positive and significant influence on the **decline** in turnover intention, especially in **decreasing** employee quitting at Foodhall in DKI Jakarta Province. Based on these findings, managerial implications can be applied by The Foodhall in DKI Jakarta Province to reduce employee turnover intention by **increasing** organizational commitment to employees by paying attention to the most dominant dimension, namely the dimension of continuous commitment, so that The Foodhall in DKI Jakarta Province must be able to **increase** organizational commitment especially in conformity with company policies regarding employees and loyalty to the company. In addition to continuous commitment, organizational commitment that must be improved is like conformity with company norms, the company is the best as a workplace, willing to accept all types of work, and happy to choose the company as a place to work.

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