THE FACTORS SHAPING THE TURNOVER INTENTION OF *SEKAWAN MOTOR'S* EMPLOYEES

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ABSTRACT

Sekawan motor is a family business roomates engages in the automotive field, or more specifically, the sale and purchase of used cars in surabaya. This study is based on the problem that occurred in the adjacency of motor items, namely the annual increase is in both the number of employees and the employee turnover intention. The employees resigned for various s good. Therefore, this study wishes to examine the factors that shape the turnover intention of fraternal motorcycle's employees.

The purpose of this study is to determine whether job satisfaction, organizational commitment, job stress, promotion, salary, and organizational fairness affect the employees' decision to quit the company. The primary source of data for this study is the questionnaire, while the secondary is the internal data source for the data of the company. The independent variables in this research are job satisfaction, organizational commitment, job stress, promotion, salary, and organizational fairness. Meanwhile, the dependent variable is the employee turnover intention in sekawan motors. A total of 60 respondents are selected as study population and saturated samples using sampling or census. This research is a quantitative research with confirmatory factor analysis and smartpls 2.0 m3 software program. Research results indicate that job satisfaction, organizational commitment, job stress, promotion, salary, and organizational fairness affect the turnover intention of fraternal motorcycle's employees.

Keywords: factors, turnover intention, confirmatory factor analysis, quantitative

INTRODUCTION

Sekawan Motor is a family business which engages in the automotive field, specifically on sale and purchase of used cars in Surabaya. The Company was founded in April 2012 with the first

location, the showroom in Barata Jaya No. 28. Sekawan Motor has employees that are divided into 3 parts. There are the administration, salesman, and technician. In early April 2012, the company only had 8 employees. The Company continues to strive to expand the market by opening two new branches and increasing the number of employee. The increasing number of employees because of the opening of the new branch in DTC (Darmo Trade Center) on July 2013. The other branch opened in BG Junction on May 2015. Each branch minimally has 2 salesmen and 1 technician. Until now, May 2015 the number of employees Sekawan Motor is 10 employees.

Most employees who work in Sekawan Motor relative has a short working life, only a few months. It shows a high level of turnover intention in Sekawan Motor, especially on the salesman and technician. Employees that is Sekawan Motor hired increase from year to year, but the turnover also equally follow by that. There are various reasons of salesman and technician out from Sekawan Motor. The factors are such as job dissatisfaction, lack of organizational commitment, high work stress, lack of promotion opportunities, salary discrepancy and lack of justice related to the company's decision about turnover. Based on that reasons, the researcher feels to do a research on the factors that shaping the turnover intention of Sekawan Motor.

LITERATURE REVIEW
Turnover Intention
According to Waspodo, Hand and Paramita (2013: 101) turnover intention is the desire of employee to move consciously and deliberately from the company. So, turnover intention is employee's desire to leave the company and seek another jobs.

The Indication of Turnover Intention
According Sianipar and Haryanti (2014: 100) indication of turnover intention are:
1. Absent from work increased
   Employee who wants to leave the company is characterized by the presence of a high absent. Employee will often not come to work or missing while at work.
2. Getting lazy at work
   Employee who has a desire to leave the organization will begin to get lazy to work in his current job. That happens because of the assumption employees will soon leave from the company and go to the new workplace they dream of. Employees will begin to get late at the morning, and suspend theirs work.
3. Break the rules
   Employees will begin to break the rules that made by the company, such as leaving the workplace during working hours.
4. More complaint to boss
   Employees begin to make complaints or protests against the policies that company has established. They will complaints on anything that not suit with theirs wishes. Employees will do a demo on wages, working hours and Standard Operational Procedure (SOP) of the company.
5. Positive behaviors that are very different from the usual
   Employees will have greater responsibilities than the previous task given to him.

Factors related with Intention Turnover in Sekawan Motor
There are many factors related to turnover intention of employees in a company. Researcher will use 6 previous researches as reference to determine the factors related with employee

turnover intention in Sekawan Motor. Based on the 6 previous studies, factors that is often used by companies related with turnover intention are job satisfaction, organizational commitment, job stress, job promotion, salary and organizational justice. Conclusion of the comparison with the six previous studies, the researcher will do the research using these variables as factors related with employee turnover intention in Sekawan Motor.

Hipothesis
1. H_1: Job Satisfaction (X_1) shaping a turnover intention decision in Sekawan Motor (Y)
2. H_2: Organizational Commitment (X_2) shaping a turnover intention decision in Sekawan Motor (Y)
3. H_3: Work Stress (X_3) shaping a turnover intention decision in Sekawan Motor (Y)
4. H_4: Promotion (X_4) shaping a turnover intention decision in Sekawan Motor (Y)
5. H_5: Salary (X_5) shaping a turnover intention decision in Sekawan Motor (Y)
6. H_6: Organizational Justice (X_6) shaping a turnover intention decision in Sekawan Motor (Y)

RESEARCH METHODS
Approach
The method that used in this research is quantitative research with the second order confirmatory factor by using PLS program because the sample size is small. The second order confirmatory factor means level one of the latent variables is an indicator of the level two of latent variables.

Sampling Method
Population and Sample
The population in this study are 60 respondents. The number of employees owned by Sekawan Motor is 10 people, so researcher will use extra employee from another car company located in Surabaya. Sekawan Motor has a community consists of 10 companies used cars. Researcher will take the employees of four companies that join in the same community with Sekawan Motor, has the same typical sell-price range of cars between 100-300 million rupiah and also has a similar turnover rate as Sekawan Motor. Four companies that will be used by researcher is Harris Motor, Rudy Motor, Cahaya Motor, and Sumber Rezeki. The sampling method in this study was saturated sampling. According Sugiyono (2015: 64) saturated sampling is a technique when all members of the population used as a sample. This method is used often when the population is relative small.

Collecting Data Method
The Data collection technique in this study is using a questionnaire. This study will collect data through questionnaires to be filled out by respondents who have been determined.

Operational Definition
Operational definitions are used to facilitate understanding the measurement in each variable.

Table 1. Operational Definition

Variables	Definition	Indicator	Source
Job Satisfaction	Job satisfaction is a positive emotion from one of the results of the evaluation work experience. (Lim, Mathis and Jackson, 2010: 78)	• Have a personal achievement ($X_{1.1}$) • Love the job ($X_{1.2}$) • Satisfied with the work ($X_{1.3}$)	Kaswan (2015: 196)
Organizational Commitment	Organizational commitment is one's loyalty to the organization. (Schermerhorn, 2012: 63)	• Have a loyalty and commitment to the organization ($X_{2.1}$) • Proud with the organization they work for($X_{2.2}$) • Have an emotional attachment to the organization ($X_{2.3}$)	Kaswan (2015: 196)
Work Stress	Work stress is a state of mental tension, emotional or other tension resulting from adverse circumstances the employee and the organization. (Kaur, Mohindru, and Pankaj, 2013: 1222)	• Delaying the work ($X_{3.1}$) • Less Productivity ($X_{3.2}$) • More crime ($X_{3.3}$)	Umam (2012: 216)
Promotion	Promotion is a process of moving employees from one position to another position higher, because the employee has a good performance for the organization. (Permatasari, 2013: 125)	• Communicative ($X_{4.1}$) • More discipline ($X_{4.2}$) • More proficiency ($X_{4.3}$)	Hasibuan (2012: 111)
Salary	Salary is a form of compensation that is both financially and foremost of existing forms of compensation for employees. (Permatasari, 2013: 125)	• Needs Fulfilled ($X_{5.1}$) • There is no too much salary gap with other companies ($X_{5.2}$) • Get paid according the rules and on time ($X_{5.3}$)	Marzolina and Fitri (2013: 9)
Organizational Justice	Organizational Justice is justice that happens in organization and how employees perceive it. (Kaur, Mohindru and Pankaj, 2013: 1221)	• Effort and gain should be equal ($X_{6.1}$) • A same opportunity for employees to express their opinions ($X_{6.2}$) • Same way of act from superior to each subordinate ($X_{6.3}$)	Kristanto (2015: 87)

Data Analysis
Evaluation Measurement Model
Testing of confirmatory factor analysis for second order in this study will be conducted in two phases, namely the analysis is performed on the latent dimensions to its indicators and analysis is performed from latent constructs to its construct dimensions. The measurement model is using reflective first-order as indicator and formative second-order as latent constructs. According to Latan and Ghozali (2012: 119) approach to analyze second order CFA is via repeated indicators approach or also called hierarchical component models. Second order constructs of decision turnover intention will be measured by the 6 latent constructs (job satisfaction, organizational commitment, stress employment, promotion, salary and organizational justice) that has three indicators for each latent constructs. By using a repeated approach indicator, each indicator of latent constructs will be used as an indicator of second order constructs.

Testing the First Phase
Testing of the first phase will be carried out on reflective of first-order indicator using convergent validity test (loading factor, AVE, and communality), the validity discrimination, reliability (Cronbach's alpha and composite reliability) and reflective hypothesis indicator testing by using outer loadings in determining feasible models used in this study. Evaluation of this measurement method can be seen in Table 2.

Table 2. Evaluation Measurement Model Reflective Indicators

The reliability and validity	Parameter	*Rule of Thumb*
Convergent validity	Loading Factor	≥ 0.7
	Average Variance Extracted (AVE)	≥ 0.5
	Communality	≥ 0.5
Discriminant validity	Cross Loading	≥ 0.7
Reliability	Cronbach's Alpha	≥ 0.7
	Composite Reliability	≥ 0.7

Testing Phase Two
Second phase of testing will be conducted on the formative second-order latent constructs using t-statistics through the method of resampling (bootstrapping), bootstrapping is a method based on resampling a sample data with a condition that the return of the data is completing the statistical size of a sample and the expectation represents the population data.

Table 3. Indicators Formative Evaluation Measurement Model

Criteria	*Rule of Thumb*
Significance Weight	> 1.65 (significance level = 10%)
	> 1.96 (significance level = 5%)
	> 2.58 (significance level = 1%)

Table 3 shows the evaluation of formative indicator measurement model. This study uses a significance level of 5% which is the value of t-statistics > 1.96. Hypothesis test is done by using t-statistics. The value of t-statistics is used to determine the level of dominance or influence among construct model. These variables showed significant influence on other variables. If the hypothesis test on a significant measurement model showed that indicators can be used as a measuring instrument latent variables. If the value of t-statistics > 1.96, then the

first order constructs expressed a significant effect on second order construct. This means that the first-order construct is dimension construct that forming a second order construct.

RESULTS AND DISCUSSION
Results of Data Analysis
Characteristics of Respondents
Characteristics of respondents divided into two, namely by sex and age. The majority of respondents by sex characteristics in male domination by the number of 45 respondents and has a percentage of 75% and other groups of respondents are female with 15 respondents and has a percentage of 25%.

The majority of the characteristics of respondents by age dominated by respondents aged between 26-35 years are 33 respondents with a percentage of 55%. For respondents aged between 18-25 years are 12 respondents with a percentage of 20%. Respondents aged between 36-45 years are 10 respondents with a percentage of 16.7%. Respondents aged between 46-55 years are 5 respondents with a percentage of 8.3%.

Data Management
Evaluation Measurement Model
Convergent Validity
Convergent validity is a set of indicators representing one latent variables and the latent variables underlie on it. Convergent validity includes the loading factor, Average Variance Extracted (AVE) and communality.

Loading Factor
Loading factors used to explain the correlation between the indicators of the latent constructs.

Table 4. Loading Factor

Measurement Model	Result		Critical Value	Evaluation Model
	Indicator	*Loading Factor*		
Convergent Validity	$X_{1.1}$	0.854	≥ 0.7	Good
	$X_{1.2}$	0.744		Good
	$X_{1.3}$	0.803		Good
	$X_{2.1}$	0.876		Good
	$X_{2.2}$	0.829		Good
	$X_{2.3}$	0.717		Good
	$X_{3.1}$	0.813		Good
	$X_{3.2}$	0.804		Good
	$X_{3.3}$	0.817		Good
	$X_{4.1}$	0.788		Good
	$X_{4.2}$	0.796		Good
	$X_{4.3}$	0.790		Good
	$X_{5.1}$	0.799		Good
	$X_{5.2}$	0.774		Good
	$X_{5.3}$	0.811		Good
	$X_{6.1}$	0.815		Good
	$X_{6.2}$	0.790		Good
	$X_{6.3}$	0.818		Good

Average Variance Extracted (AVE)
AVE is an average extraction variant that used as one of the convergent validity determinant.

Table 5. Average Variance Extracted (AVE)

No.	Variables	AVE	Critical Value	Conclusion
1	Job Satisfaction (X₁)	0.641919	≥ 0.5	Good
2	Organizational Commitment (X₂)	0.656098		Good
3	Work Stress (X₃)	0.658302		Good
4	Promotion Opportunities (X₄)	0.625976		Good
5	Salary (X₅)	0.631636		Good
6	Organizational Justice (X₆)	0.652309		Good
7	Employee Turnover Intention Decision (Y)	0.516010		Good

Table 5 shows the AVE value for the six variables has qualify with the value of ≥ 0.5. This shows that the data is valid.

Communality
Communality is used to show how big a variable can explain the factors.

Table 6. Communality

No.	Variables	*Communality*	Critical Value	Conclusion
1	Job Satisfaction (X₁)	0.641920	≥ 0.5	Good
2	Organizational Commitment (X₂)	0.656098		Good
3	Work Stress (X₃)	0.658302		Good
4	Promotion Opportunities (X₄)	0.625976		Good
5	Salary (X₅)	0.631636		Good
6	Organizational Justice (X₆)	0.652309		Good
7	Employee Turnover Intention Decision (Y)	0.516010		Good

Table 6 shows the values *of communality* to six variables has qualify with the value of ≥ 0.5. This shows that the data is valid.

Discriminant validity
Measurement of validity discrimination are using cross loading criteria. Cross loading variable indicator against another variable must be greater than another latent variable.

Table 7. Validity Discriminant

Indicator	X_1	X_2	X_3	X_4	X_5	X_6
$X_{1.1}$	**0.853706**	0.683344	0.809188	0.633433	0.794895	0.794073
$X_{1.2}$	**0.743555**	0.345824	0.722924	0.369205	0.711365	0.675502
$X_{1.3}$	**0.802540**	0.778853	0.701377	0.393325	0.709429	0.695640
$X_{2.1}$	0.814089	**0.876072**	0.730024	0.499518	0.732325	0.719291
$X_{2.2}$	0.523131	**0.828737**	0.483769	0.542354	0.459041	0.452257
$X_{2.3}$	0.444044	**0.716930**	0.382512	0.249892	0.391460	0.429709

X$_{3.1}$	0.751114	0.609180	**0.813425**	0.513124	0.791620	0.773971
X$_{3.2}$	0.730980	0.393392	**0.803981**	0.357362	0.795992	0.779822
X$_{3.3}$	0.780108	0.657659	**0.816614**	0.427639	0.808237	0.738263
X$_{4.1}$	0.465133	0.513418	0.419287	**0.787557**	0.429954	0.464931
X$_{4.2}$	0.573144	0.436769	0.487690	**0.795558**	0.524504	0.549170
X$_{4.3}$	0.324771	0.328238	0.341224	**0.790424**	0.356627	0.357828
X$_{5.1}$	0.700962	0.603732	0.773797	0.506123	**0.799069**	0.784896
X$_{5.2}$	0.696153	0.382147	0.754585	0.382223	**0.774087**	0.773717
X$_{5.3}$	0.799148	0.624968	0.816676	0.450191	**0.810671**	0.738263
X$_{6.1}$	0.735403	0.625160	0.756389	0.580473	0.797402	**0.814559**
X$_{6.2}$	0.682568	0.383689	0.740795	0.402142	0.759780	**0.789721**
X$_{6.3}$	0.766917	0.631585	0.782340	0.441017	0.773533	**0.818389**

Table 7 shows the value *of cross loading* on each indicator has qualify with values > 0.7. This shows that the data is valid.

Reliability
Measurement reliability using criteria Cronbach's alpha and composite reliability.

Cronbach's Alpha
Cronbach's alpha is used to measure the reliability of the indicators used in the study questionnaire.

Table 8. Cronbach's Alpha

No.	Variables	*Cronbach's Alpha*	Critical Value	Conclusion
1	Job Satisfaction (X$_1$)	0.720428		Good
2	Organizational Commitment (X$_2$)	0.742490		Good
3	Work Stress (X$_3$)	0.740699		Good
4	Promotion Opportunities (X$_4$)	0.705049	≥ 0.7	Good
5	Salary (X$_5$)	0.708624		Good
6	Organizational Justice (X$_6$)	0.733873		Good
7	Employee Turnover Intention Decision (Y)	0.941928		Good

Table 8. shows the value Cronbach's alpha for the six variables research has qualify with the value of ≥ 0.7. This shows that the data used was otherwise good and reliable.

Composite Reliability
Composite Reliability used to evaluate the internal consistency for the latent variables that are above the standard value.

Table 9. Composite Reliability

No.	Variables	*Composite Reliability*	Critical Value	Conclusion
1	Job Satisfaction (X$_1$)	0.842793		Good
2	Organizational Commitment (X$_2$)	0.850402		Good
3	Work Stress (X$_3$)	0.852495		Good
4	Promotion Opportunities (X$_4$)	0.833909	≥ 0.7	Good
5	Salary (X$_5$)	0.837192		Good
6	Organizational Justice (X$_6$)	0.849101		Good
7	Employee Turnover Intention Decision (Y)	0.949145		Good

Table 9 shows the *composite* value *Reliability* to six variables has qualify with the value of ≥ 0.7. This shows that the data is good and reliable.

Reflective Indicators Hypothesis Test
Based on t-test (t-statistic), has a greater value than t-table (t-table = 1.96 with a value of alpha = 0.05) so that the constructs indicators in the model is valid and construct models is acceptable.

Formative Indicators Hypothesis Test
Test of the hypothesis of formative indicators using bootstrapping. Bootstrapping is used to describe the relationship between the variables.

Table 10. Path Coefficients

Indicator	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	Standard Error (Sterr)	T-Statistics (O / Sterr)
X_1 <- Y	0.199126	0.198201	0.010552	0.010552	18.870824
X_2 <- Y	0.167603	0.168336	0.016370	0.016370	10.238191
X_3 <- Y	0.204166	0.203351	0.010211	0.010211	19.994407
X_4 <- Y	0.136228	0.135893	0.017105	0.017105	7.964232
X_5 <- Y	0.197051	0.195628	0.008923	0.008923	22.082671
X_6 <- Y	0.201620	0.200640	0.009523	0.009523	21.171108

Table 10 shows the results of path coefficient. It means all first-order constructs expressed a significant effect on second order construct decision employee turnover intention, with a t-statistic values > 1.96. This means that all constructs first order is a construct dimensional that forming constructs decision employee turnover intention.

Discussion
Job Satisfaction (H_1) Establishing Decision Employee Turnover intention (Y)
Job satisfaction is shaping the employee turnover intention that is supported by previous research conducted by Cave, Chung and Choi (2013: 105) said that job satisfaction significantly influence decision employee turnover intention. Therefore, the company will increase the job satisfaction of employees by recruiting new employees to fill out a special division of HRM *(*Human Resource Management*)*. Sekawan Motor will conduct a survey to the employees that they are already working in their interest and expertise, providing facilities that support employee performance and create a briefing program every morning to determine the condition of the employee.

Organizational Commitment (H_2) Establishing Decision Employee Turnover intention (Y)
Organizational Commitment is shaping the employee turnover intention that is supported by previous research conducted by Permatasari (2012: 9) says the organization's commitment significantly influence decision employee turnover intention. Therefore, the company will strengthen employee commitment by create and implement the vision and mission of the company, create an active two-way communication between the superior and subordinate, create a unity through teamwork among employees.

Work Stress (H$_3$) Establishing Decision Employee Turnover intention (Y)

Work Stress is shaping the employee turnover intention that is supported by previous research conducted by Awang, Amir and Osman (2013: 106) said job stress significantly influence decision employee turnover intention. Therefore, the company will reduce employee stress by create and implement a program of leisure time activities together like gathering together, doing activities together *(outbound),* and social programs with orphans or victims of natural disasters. Besides implementing job rotation system so that employees do not feel bored with his job, replacing the conventional work tools with working tools that make it easier for employees to work, and submit employee welfare program.

Promotion Opportunities (H$_4$) Establishing Decision Employee Turnover intention (Y)

Promotion Opportunities is shaping the employee turnover intention that is supported by previous research conducted by Getie, Betre, and Hareri (2015: 110) said promotion opportunities significant effect on employee turnover intention decision. Therefore, the company will increase the chance of promotion for employees by create, implement, and evaluate the system of career or make a career path. The Company will make some competitive task to improve their performance for the organization. The company will also increase the competence of employees by providing training programs that support the development of potential employees. In addition, the company will provide a good appreciation of employee performance with a token of appreciation or recognition, such as the *Employee of the Month.*

Salary (H$_5$) Establishing Decision Employee Turnover intention (Y)

Salary is shaping the employee turnover intention that is supported by previous research conducted by Getie, Betre, and Hareri (2015: 110) salary significantly influence decision employee turnover intention. Therefore, the company will implement a salary for employees obviously based on result rather than on the time they already worked for the organization. The organization also provides incentives and bonuses for employees who achieve the target, offering a system of profit sharing for employees. Organization will do payment of salaries through the bank so that employees earn a salary from the organization on time.

Organizational Justice (H$_6$) Establishing Decision Employee Turnover intention (Y)

Organizational Justice is shaping the employee turnover intention that is supported by previous research conducted by Fathabad et al (2014: 99) says justice organizations significantly influence decision employee turnover intention. Therefore, the company will improve organizational justice by create, implement and evaluate the SOP *(Standard Operational Procedure)* for employees related to licensing (leaving the workplace, outpatient, inpatient care and time off work), violations (warning letter 1 and a warning letter 2) and employee who quit from their job *(*resign or termination of employment). In addition, it provides a suggestion box or a discussion forum for employees who have complaints against the organization. The company will make the employee appraisal system and conduct a survey to the similar company.

CONCLUSION

Factor of job satisfaction, organizational commitment, job stress, promotion, salary and organizational justice formed decision turnover intention of Sekawan Motor's employee, so the hypothesis which states that the factors related with the decision turnover intention of employees Sekawan Motor is acceptable and formulation of the problem in this research can be answered. Suggestions that can be applied from the research for Sekawan Motor are:

1. Many conducting a survey about the needs, expectations, interests, office facilities, programs for employees with the aim of improving the performance of employees.
2. Create HR division which will create a program for employees Sekawan Motor with the aim to focus on enhancing employee satisfaction within the company.
3. Determine the vision and mission of Sekawan Motor for employees in the company figure out the direction and objectives of the company, so that employees will have the same perception of the company.
4. Create a recreation program or leisure time with employees to reduce employee stress and provide a new atmosphere so that the employee's performance remains optimal.
5. Forming a promotion or a clear career path for employees that will motivate employees to improve their performance in the company and obtain better career opportunities.
6. Determine the salary standard and employee welfare program to provide a better work for Sekawan Motor's employee.
7. Create *Standard Operating Procedure* (SOP) related to the licensing of employees, employee policy violations and come out as a reference company in determining organizational justice for employees.

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