

# **The Influence of Organizational Commitment, Job Satisfaction and Perceptions of Supervisor Support on Turnover Intention (Study at PT. Jepe Press Media Utama)**

**Agung Putra Kurniawan<sup>1\*</sup>, Novelia Asita Mranani<sup>1</sup>, Supartini<sup>1</sup>**

<sup>1</sup>Faculty of Economics, Merdeka University Surabaya

\*Corresponding author E-mail: hereny.dl.36@gmail.com

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## **ABSTRACT**

Business competition in the current era of globalization is getting tougher. Intense competition makes companies try to maintain their human resources. Human resources are company assets that are very valuable, therefore the existence of human resources is very necessary in achieving company goals. The purpose of this study is to determine the effect of organizational commitment, job satisfaction and perceptions of supervisor support simultaneously and partially on turnover intention at PT. Jepe Press Media Utama. The sample of this research is the employees of PT. Jepe Press Media Utama, with a total sample of 80 respondents. The analysis technique uses Multiple Linear Regression with the SPSS program or software. The results showed that simultaneously (simultaneous) showed that organizational commitment, job satisfaction and perceptions of supervisor support had an effect on turnover intention, partially organizational commitment had a positive and significant effect on turnover intention, job satisfaction had a positive and significant effect on turnover intention, and perceptions of supervisor support do not have a positive and significant effect on turnover intention.

**Keywords:** turnover intention, organizational commitment, job satisfaction

## **INTRODUCTION**

Business competition in the current era of globalization is getting tougher. Intense competition makes companies try to maintain their human resources. The role of human resources is very important for the effectiveness of the activities of companies that have a strategic position. This is considering human resources as well as designers (planners). The absence of Human Resources (HR) will cause a cripple in the company. Companies should treat human resources like other production factors owned by the company to obtain optimal contributions.

Human resources are company assets that are very valuable, therefore the existence of human resources is very necessary in achieving company goals. In fact, turnover often occurs in the organizational environment. This was initially due to the desire to change jobs (turnover intention). In certain cases, human resource managers often do not understand the aspects that underlie a person's decision to change jobs (turnover intention). This is due to ignorance which causes a gap between employees and management which results in employees' decisions to leave their jobs (turnover).

Based on the current conditions, the high turnover rate has become a serious problem for many companies, even some personnel managers experience frustration when they find out that the recruitment process that has succeeded in recruiting reliable and qualified staff has ultimately turned out to be in vain because the newly recruited staff chose jobs. outside of other companies. Therefore companies must prepare for change and must also be able to pay attention to the human resources in the company because they are the ones who run the company so that it continues to run and advance and encourage companies to make efforts towards their competitors and become winners.

Organizational commitment is a sense of identification, loyalty, and involvement expressed by an employee towards an organization or organizational unit (Mowday et. al.) in Dey et. al. (2014: 281). Employees who are committed to the organization have a desire to maintain their membership in the organization. Therefore, employees with low organizational commitment tend to have a desire to change jobs.

One's commitment to the organization/company is often occasional become a very important issue, and so important it is, the company seeks to increase employee commitment to the organization/company. A high level of turnover intention will have a negative impact on the organization or company because this will create an unstable condition and uncertainty about the condition of the workforce. Chen et. al. (2010: 1327) stated that turnover intention has been an important issue for decades. This has happened since management has recognized that high employee turnover is a serious problem for companies related to organizational performance and the potential costs incurred. If this problem is not given serious attention, the impact will become a threat to the company. Most theories state that intention to leave arises in employees when their needs are not met (Owolabi, 2012). Handaru (2012) added that turnover intention is a person's desire to leave the organization, namely an evaluation of one's current position. According to Kadiman in (Putra 2014) high turnover intensity can cause companies to be unable to obtain benefits and benefits from employee performance improvement programs because they incur greater costs for recruitment, selection and training programs for new employees. There are many things or factors that result in the desire to change jobs (turnover intention) of employees in a company, one of which is the perceived job satisfaction factor in the company where the employee works. According to Robbins and Judge (2009) there is a negative influence between the relationship between job satisfaction and turnover intention, which means that when employees feel a high level of satisfaction, the desire to change jobs will be small and vice versa when employees feel a low level of satisfaction, the desire to change jobs will be low. will be high because the employee is dissatisfied with the company where he works and wants to move to another company. Similar conclusions were also conveyed by Riyanto (2008), where a high level of job satisfaction can significantly suppress the desire to leave employees from their jobs. Job

satisfaction referred to here is the positive behavior shown by employees in responding to all treatments, decisions, and policies carried out by the company (Sidharta et al., 2011).

Justice according to Dwisvimiar (2011) is a situation where a person gets what is his right and is in accordance with applicable laws and norms. Fatt et al, (2010) concluded that the fairness felt by employees in the organization can affect the level of job satisfaction among employees, while Fatimah (2011) found that the greater the sense of justice felt by a person, the greater the sense of satisfaction with the job that person has. The level of employee job satisfaction can be measured or explained through one of the theories regarding job satisfaction, namely the theory of justice which states that job satisfaction can be created in a person if someone feels that there is justice in what that person does and receives (Rivai and All, 2011). Sutrisno, (2012) states that the theory of justice states that every human being always wants justice as a driving force that motivates them to work so that they get satisfaction from the work they have..

Competition and increasingly high demands for professionalism give rise to many pressures that must be faced by individuals in the work environment. In addition to the pressure that comes from the work environment, the family environment and social environment also have the potential to cause anxiety. The very detrimental impact of having anxiety disorders that are often experienced by the public and employees in particular is called stress. According to Sarafino (2011: 97) stress is a situation where demands direct a person to perceive a discrepancy between physical and psychological demands with the resources they have.

In addition to organizational commitment and job satisfaction that affect turnover intention, there is a perception of supervisor support that influences turnover intention. According to Kottke & Sharfinski (1988), perceived supervisor support is defined as the general view of employees regarding the extent to which supervisors value their contributions and care about their health, interests and well-being. Supervisors are considered as representatives of the organization, and have the responsibility to direct and evaluate the performance of subordinates which employees will see as an indication of organizational support (Eisenberger et al., 2002). In this study, the perception of supervisor support is defined as the general view of PT. Jepe Press Media Utama regarding the extent to which PT. Jepe Press Media Utama values employee contributions and cares about employee health, interests and welfare.

PT. Jepe Press Media Utama is a publishing company that was established in 2004. In accordance with its vision and mission, PT. Jepe Press Media Utama has joined the Indonesian publishing organization, IKAPI. On its way, PT. Jepe Press Media Utama or better known as JP Books has published many study support books used by schools, namely LKS Brilliant, Mission, and AS-Salam. In addition, JP Books also publishes popular general books, magazines and is a distributor of teaching aids.

Related to the importance of organizational commitment and job satisfaction, then in research at PT. Jepe Press Media Utama as a publishing company that is widespread and well known to the public, companies need to pay attention to motivation and job satisfaction through several indicators, which include: Training, Welfare, Work Motivation, Promotions, and Salary, Colleagues, Bosses, Jobs, Environment work, and targets, timely, quality of work used by the company.

Apart from problems regarding organizational commitment and job satisfaction, PT. Jepe Press Media Utama also has problems regarding supervisor support for its employees. According to the results of interviews with the head manager of HR, every time a routine job evaluation schedule is carried out, many employees complain about the supervisor's role in the field when the company's supervisor follows up on what the employee has done. Furthermore, regarding the supervisor's role in the field, the HR head manager added that the supervisor had actually carried out his role in accordance with company regulations.

There are several job-desk supervisors at PT. Jepe Press Media Utama which causes low support for supervisors. First, supervisors only carry out supervisory functions, where supervisors are not permitted by the company to provide any assistance to employees. This is because the number of employees is large while the number of supervisors is small. According to the head HR manager, the ratio between supervisor and employee is 1:40. Second, the supervisor does not act as a counselor for employees of PT. Jepe Press Media Utama. This causes interaction and attachment between supervisors and employees to be limited.

The role of the supervisor is one of the vital roles in the company's activities in the field of production. PT. Jepe Press Media Utama is fully responsible for the performance of its employees. In accordance with what Eisenberger et al (2002) said, supervisors are considered as representatives of the organization, and have the responsibility to direct and evaluate the performance of subordinates, employees will see their superiors' encouraging or critical orientation towards them as an indication of support from the organization.

Based on the description of the problems above, a study was conducted regarding: "The Influence of Organizational Commitment, Job Satisfaction and Perceptions of Supervisor Support on Turnover Intention (Study at PT. Jepe Press Media Utama)".

The objectives of this study are as follows:

1. To determine the effect of organizational commitment, job satisfaction and perceptions of supervisor support on turnover intention at PT. Jepe Press Media Utama simultaneously
2. To determine the effect of organizational commitment, job satisfaction and perceptions of supervisor support on turnover intention at PT. Jepe Press Media Utama partially

## RESEARCH METHOD

### Research Design

Researchers used a quantitative approach by looking at the phenomenon & to measure the influence of organizational commitment, job satisfaction and perceptions of supervisor support on turnover intention. The type in research is clausal research.

### Variable Operational Definition

1. *Turnoverintention* (Y)

Turnover intention is the subjective perception of organizational members to leave the current job for other opportunities. Turnover intention can be measured through the following indicators:

- a. *Thinking of quitting*
- b. *Intention to search for alternatives*
- c. *Intention to quit*

2. *Organizational Commitment* (X1)

Organizational commitment is the degree to which employees side with an organization and its goals and desire to maintain membership in the organization. Organizational commitment can be measured through the following indicators:

- a. *Affective commitment*
- b. *Continuance commitment*
- c. *Normative commitment*

3. *Job Satisfaction* (X2)

Job satisfaction is a positive feeling about a job which is the result of an evaluation of several characteristics. Job satisfaction can be measured through the following indicators:

- a. *Pay*
- b. *Promotion*
- c. *Coworkers*
- d. *Nature of works*
- e. *Supervision*

4. *Perceptions of Supervisor Support* (X3)

Perceptions of supervisor support are defined as general views of employees regarding the extent to which supervisors value their contributions and care about their health. Perceptions of supervisor support can be measured through the following indicators:

- a. *Willingness to provide assistance*
- b. *Willingness to listen*
- c. *Caring feelings*

### Population, Sample, and Sampling technique

The sample used in this study is saturated sampling. According to Ridwan (2013: 7) saturated sampling is a sampling technique when the entire population is used as a sample and is also known as a census.

The population as well as the sample in this study were all employees of PT. Jepe Press Media Utama, which has 80 employees. This study uses primary and secondary data.

Primary data obtained from the results of the questionnaire. While secondary data comes from journals, theses, books, internet websites, research results, and other information deemed relevant to this research topic.

### Data Analysis Technique

Data analysis in this study used multiple linear regression techniques with SPSS software.

## RESULTS AND DISCUSSION

### Classic Assumption Test

#### Multicollinearity Test

The multicollinearity test was carried out to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. Testing for the presence or absence of multicollinearity symptoms is carried out by taking into account the value of the correlation matrix generated during data processing as well as the VIF (Variance Inflation Factor) value and its tolerance. If the value of the correlation matrix is not greater than 0.5, it can be said that the data to be analyzed is free from multicollinearity. Then if the VIF value is below 10 and the tolerance value is close to 1, then it is concluded that the regression model does not have multicollinearity (Singgih Santoso, 2000). Multicollinearity test results can be seen in table 1 below:

Table1. Multicollinearity Test Results

Collinearity Statistic		
Variabel	Toleran	VIF
Komitmen Organisasi	0.438	2
Kepuasan Kerja	0.537	1
Persepsi Dukungan <i>Supervisor</i>	0.434	2.303

Source: Processed primary data, 2023

Based on table 1 above, it can be seen that the regression model does not experience multicollinearity disorders. This can be seen in the tolerance value of each variable which is greater than 10 percent (0.1). The VIF calculation results also show that the VIF value of each variable is



less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

### Heteroscedasticity Test

The heteroscedasticity test was carried out to test whether in a regression model there is an inequality of residual variance from one observation to another, so it is called Heteroscedasticity (Singgih Santoso, 2000). One way to detect heteroscedasticity is by looking at the scatter plot graph between the predicted value of the dependent variable (ZPRED) and its residual value (SRESID). If the dots form a certain pattern that is regular, such as a big wave widens, then narrows, then heteroscedasticity has occurred. If the points spread above and below the number 0 on the Y axis without forming a certain pattern, then there is no heteroscedasticity. The results of the heteroscedasticity test from the SPSS program can be seen in Figure below:

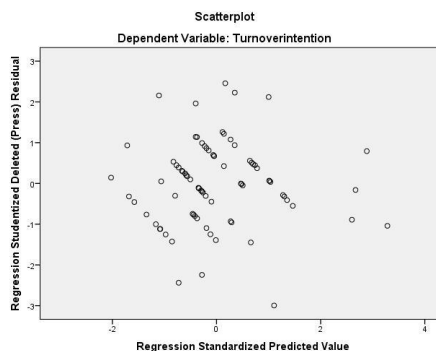


Figure 1 Heteroscedasticity Test Results

Source: Processed primary data, 2023

In Figure 1 it can be seen that the points on the scatterplot graph do not have a clear distribution pattern and these points spread above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity disorder in the regression model.

### Normality Test

The purpose of the normality test is to test whether in a regression model, the dependent variable and independent variable or both have a normal distribution or not. A good regression model is the data distribution is normal or close to normal. Normality detection is done by looking at the Normal Probability Plot graph (Ghozali, 2005).

To test whether the data distribution is normal or not, you can do it by looking at the normal probability plot graph which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. If the data spreads around the line and follows the direction of the diagonal line, the regression model meets the normality assumption, but if the data spreads away from the diagonal line and/or follows the direction of the diagonal line, the regression model does not meet the normality assumption. The results of the normality test can be seen in Figure 2 below:

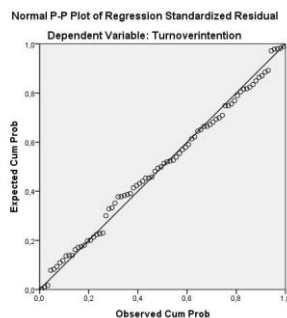


Figure 2 Normality Test Results

Source: Processed primary data, 2023

In Figure 2 it can be seen that the normal probability plot graph shows a normal graphic pattern. This can be seen from the dots that spread around the normal graph. This can be seen from the dots that spread around the diagonal line and follow the diagonal line. Because of this it can be concluded that the regression model is feasible to use because it meets the assumption of normality.

### 1. Autocorrelation Test

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the confounding error in period  $t$  and the confounding error in period  $t-1$  (previous). Detection of autocorrelation was carried out with the Durbin-Watson statistical test (Ghozali, 2013:110)

Table 2 Autocorrelation Test Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799 <sup>a</sup>	.639	.625	.25695	2.328

a. Predictors: (Constant), Persepsi Dukungan Supervisor, Kepuasan Kerja, Komitmen Organisasi

b. Dependent Variable: Turnoverintention

Based on table 2 from the results of the autocorrelation test, the calculation of the Durbin-Watson value shows that it has a value of 2.328, it means that in this study there is an autocorrelation problem because Durbin-Watson is at  $du < d < 4-du$ , namely  $1.5600 < 2.328 > 1,7153$ .

### Linearity Test

The linear test aims to prove whether the model used is linear or not. To detect whether the model should use linear or not, several methods are used, one of which is the linearity test with the Ramsey method used in this study.



Table 3. Linearity Test Results

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,879	3	2,960	44,830	,000 <sup>b</sup>
	Residual	5,018	76	,066		
	Total	13,897	79			

a. Dependent Variable: Turnoverintention

b. Predictors: (Constant), Persepsi Dukungan Supervisor, Kepuasan Kerja, Komitmen Organisasi

*Source: Processed primary data, 2023*

Based on table 3, the SPSS output results obtained by calculating F value (44.830) > F table (2.72) it is stated that the regression model is linear, where F table = 2.72 obtained from alpha 5%, m = 1 and (n - k) = 80 - 3 = 77.

### Multiple Linear Regression Analysis

This study uses multiple linear regression to prove the research hypothesis. This analysis uses input based on the data obtained from the questionnaire. The complete results of data processing using the SPSS program are in the appendix and are further summarized as follows:

Table 4 Results of Multiple Linear Regression Analysis

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,194	,321		,603	,548		
	Komitmen Organisasi	,490	,098	,522	5,008	,000	,438	2,284
	Kepuasan Kerja	,485	,118	,385	4,099	,000	,537	1,862
	Persepsi Dukungan Supervisor	-,026	,097	-,028	-,272	,786	,434	2,303

a. Dependent Variable: Turnoverintention

Based on the data in table 4 where the results of the regression analysis obtained the following regression equation:

$$Y = 0,194 + 0,490 X_1 + 0,485 X_2 - 0,026 X_3$$

The results of multiple linear regression analysis which are still in the form of numbers can be explained in easy-to-understand language as follows:

1. Constant = 0.194 It can be explained that the magnitude of the constant is 0.194 indicating that if there are no variables including organizational commitment (X1), job satisfaction (X2) and perceived supervisor support (X3), then turnover intention increases by 0.194 units.
2. b1 = 0.490 The value of 0.490 in the organizational commitment variable (X1) is positive so that it can be said that the higher the level of organizational commitment given by the company to employees, the higher the turnover intention.
3. b2 = 0.485 The value of 0.485 in the variable job satisfaction (X2) is positive so that it can be said that the higher the job satisfaction provided by the company to

employees, the higher the turnover intention.

4.  $b_3 = -0.026$  The value of  $-0.026$  in the variable perceived supervisory support (X3) is negative, so it can be said that the lower the perception of supervisory support given by the company to employees, the lower turnover intention will be.

## Statistical Hypothesis Testing

### 1. t test

Basically the T test shows how far the influence of one independent variable partially in explaining the variation of the dependent variable. The complete results of data processing using the SPSS program are in the appendix and are further summarized as follows:

Table 5. Partial Test Results (t Test)

Model	T	Sig.
(Constant)	0.603	,548
x1	5.008	,000
x2	4.099	,000
x3	-0.272	,786

The coefficient results through hypothesis testing and then compared with the T table, namely  $n = 80$  samples with  $\alpha = 0.05$ , then a T table of 1.664 is obtained. So from the results of each variable it can be seen which variables affect employee performance as follows:

H1: Test the hypothesis of organizational commitment to turnover intention from the calculation results obtained T count for X1 of 5.008 greater than T table 1.664 with a significance of 0.000 less than a significance level of 0.05. It means that it can be concluded that  $H_0$  is rejected, so this indicates that the organizational commitment variable has a positive and significant effect on turnover intention

H2: Test the hypothesis of job satisfaction on turnover intention from the calculation results obtained T count for X2 of 4.099 is greater than T table 1.664 with a significance of 0.000 less than a significance level of 0.05. It means that it can be concluded that  $H_0$  is rejected, so this indicates that the variable job satisfaction has a positive and significant effect on turnover intention

H3: Test the hypothesis of perceptions of supervisor support on turnover intention from the calculation results obtained T count for X3 is  $-0.272$  less than T table 1.664 with a significance of 0.786 greater than the 0.05 significance level. It means that it can be concluded that  $H_0$  is accepted, so this indicates that the perceived variable of supervisor support has no positive and significant effect on turnover intention

## 2. F test

Used to determine the relationship between the variables organizational commitment (X1), job satisfaction (X2) and perceptions of supervisor support (X3) really influence simultaneously (together) on the dependent variable Y (turnover intention).

The results of the F test in this study can be seen in table 5 below:

Table 6 Simultaneous Significance Test Results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,879	3	2,960	44,830	,000 <sup>b</sup>
	Residual	5,018	76	,066		
	Total	13,897	79			

a. Dependent Variable: Turnoverintention

b. Predictors: (Constant), Persepsi Dukungan Supervisor, Kepuasan Kerja, Komitmen Organisasi

Source: Processed primary data, 2023

From the results of the F test in this study, the calculated F value was 44.830 with a significance value (P value) of 0.000. With a significance level of 95% ( $\alpha = 0.05$ ). Significance figure (P value) of  $0.000 < 0.05$ . On the basis of this comparison,  $H_0$  is rejected or it means that the variables of organizational commitment, job satisfaction and perceptions of supervisor support have a significant influence simultaneously on the tuning overintention variable.

## Coefficient Determination

The coefficient of determination ( $R^2$ ) is carried out to see whether there is a perfect relationship or not, which is indicated by whether changes in the independent variables (quality of digital services and promotions) will be followed by the dependent variable (customer satisfaction in the same proportion. This test is done by looking at the value of R Square ( $R^2$ ) The value of the coefficient of determination is between 0 to 1.

Furthermore, a small  $R^2$  value means that the ability of the independent variables in explaining the variation of the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the dependent variation (Ghozali, 2005).

The value used in this study is the Adjusted  $R^2$  value because this value can increase or decrease if one independent variable is added to the model being tested. Adjusted  $R^2$  value can be seen in table 7 below:

Table 7 Regression Test Results (Coefficient of Determination)

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799 <sup>a</sup>	.639	.625	.25695	2.328

a. Predictors: (Constant), Persepsi Dukungan Supervisor, Kepuasan Kerja, Komitmen Organisasi

b. Dependent Variable: Turnoverintention

**Source: Processed primary data, 2023**

In table 7 it can be seen that the Adjusted R<sup>2</sup> value is 0.625. This can be interpreted that the independent variables (organizational commitment, job satisfaction and perceptions of supervisor support) can explain the dependent variable (turnover intention) of 62.5%, while the rest is explained by other factors not examined.

### **The Effect of Organizational Commitment on Turnover Intention**

The results of research that has been done by researchers can be concluded that the motivation variable tested partially produces a T count of 5.008 greater than a T table of 1.664 and a sig value of 0.000 which is smaller than the significance rate of 0.05. Based on the data above, that the organizational commitment variable in this study has a positive and significant effect on the employee turnover intention variable at PT. Jepe Press Media Utama.

Based on the results of multiple linear regression analysis, the value of  $b_1 = 0.490$  was obtained. This means that the organizational commitment variable affects turnover intention by 0.490 or has a positive effect, which means that if the organizational commitment variable increases, it will affect turnover intention by 0.490.

Organizational commitment is the degree to which employees side with an organization and its goals and desire to maintain membership in the organization (Robbins, 2013: 100).

Employees with a high level of organizational commitment have a desire to maintain their membership in the organization so that they tend to have no desire to change jobs (turnover intention). Meanwhile, employees with a low level of organizational commitment do not have the desire to maintain their membership in the organization so that there is a tendency for employees to change jobs (turnover intention).

The researcher concludes that if the organizational commitment is of high quality or quality then turnover intention will decrease. Leaders must know what and how to fulfill so that it can be a driving force for employees to behave towards achieving company goals. so as to be able to suppress the employee turnover intention of PT. Jepe Press Media Utama. PT employees Jepe Press Media Utama. is an employee who is very concerned about organizational commitment, so it has very good quality.

Based on the discussion above, H<sub>0</sub> (hypothesis 0) in this study was rejected, which means

that organizational commitment has a positive and significant effect on the turnover intention variable.

### **The Effect of Job Satisfaction on Turnover Intention**

The results of research that has been done by researchers can be concluded that the variable job satisfaction tested partially produces a T count of 4.099 greater than a T table of 1.664 and a sig value of 0.000 which is smaller than the significance rate of 0.05. Based on the data above, that the job satisfaction variable in this study has a positive and significant effect on the employee turnover intention variable at PT. Jepe Press Media Utama.

Based on the results of multiple linear regression analysis, the value of  $b_2 = 0.485$  was obtained. This means that the job satisfaction variable affects turnover intention by 0.485 or has a positive effect, which means that if the job satisfaction variable increases, it will affect turnover intention by 0.485.

Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics (Robbins, 2010: 99). Job satisfaction is an attitude that influences the desire to change jobs (turnover intention).

Employees with a low level of job satisfaction have negative feelings about the job due to the unfulfilled factors of job satisfaction so they tend to have a high desire to change jobs (turnover intention), while employees with a high level of satisfaction have positive feelings about the job. , this is due to the fulfillment of job satisfaction factors so that the desire to change jobs tends to be low (turnover intention).

The researcher concludes that if job satisfaction is of high quality or quality, then turnover intention will decrease. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. Dissatisfaction at work can lead to aggressive behavior, or vice versa will show withdrawal from contact with the social environment. So that job satisfaction can influence employee turnover intention of PT. Jepe Press Media Utama.

Based on the discussion above,  $H_0$  (hypothesis 0) in this study was rejected, which means that job satisfaction has a positive and significant effect on the turnover intention variable.

### **The Effect of Perceptions of Supervisor Support on Turnover Intention**

The results of the research that has been carried out by researchers can be concluded that the variable perceived supervisory support was tested partially resulting in a T count of -0.272 which is smaller than the T table of 1.664 and a sig value of 0.786 which is greater than the significance rate of 0.05. Based on the above data, that variable perceived supervisor support in this study did not have a positive and significant effect on the employee turnover intention variable PT. Jepe Press Media Utama.

Based on the results of multiple linear regression analysis, the value of  $b_2 = -0.026$  is obtained. This means that the variable perceived supervisory support affects turnover intention by

-0.026 or has a negative effect, which means that if the variable perceived supervisory support decreases, it will affect turnover intention by -0.026.

Perceptions of supervisor support are defined as the general view of employees regarding the extent to which supervisors value their contributions and care about their health, interests, and well-being. In this case, the better the perception of supervisory support that an employee has, the smaller the tendency to leave the company. Perceptions of supervisor support can be seen from supervisors who are willing to provide assistance that lightens the work of employees. Supervisors who provide assistance to employees will have an impact on better employee perceptions of supervisor support. The better the perception, the lower the level of thinking to leave the employee's company. In this case, employees will not think about leaving the company.

Perceptions of supervisor support can also be seen from the willingness to listen to employees, which is related to the problems employees have. Employees whose supervisors can listen to their problems are less likely to have the desire to look for another job. In addition, the supervisor's concern for employees, which includes concern for the welfare of employees, is one of the points in measuring the perceived level of supervisory support. Employees who have a good perception of supervisors based on the supervisor's concern for employees tend to wish not to leave the company in the next few months. The better the perception, the less likely it is that employees will want to leave the company in the next few months. So that the perception of supervisor support is able to influence employee turnover intention of PT. Jepe Press Media Utama.

Based on the discussion above, H0 (hypothesis 0) in this study is accepted, which means that perceptions of supervisor support do not have a positive and significant effect on the turnover intention variable.

### **The Influence of Organizational Commitment, Job Satisfaction and Perceptions of Supervisory Support on Turnover Intention**

Based on the results of research that has been done by researchers that the variables of organizational commitment, job satisfaction and perceptions of supervisor support have a positive and significant simultaneous effect on employee turnover intention of PT. Jepe Press Media Utama. This is based on the results of the calculation of the F test, by comparing F count and F table, it is obtained that F count (44.830) is greater than F table (2.72), and the significance value is 0.000 which is smaller than the significance level of 0.05.

The better or higher the organizational commitment, job satisfaction and perceived supervisory support that is owned and given by a company, it will be able to increase turnover intention.

The results of the analysis of the coefficient of determination (R<sup>2</sup>) show an Adjusted R Square number of 0.625 or 62.5%. This means that 62.5% of the variable organizational



commitment, job satisfaction and perceptions of supervisor support can explain the variance of the turnover intention variable, the remaining 37.5% can be explained by other variables outside of the research variables that are not discussed in this study.

Analysis and data on organizational commitment, job satisfaction and perceptions of supervisor support have a positive and significant effect on turnover intention. Based on the analysis and data above, it can be concluded that H1 (Hypothesis 1) in this study, namely organizational commitment, job satisfaction and perceptions of supervisor support have a positive and significant simultaneous effect on employee turnover intention of PT. Jepe Press Media Utama accepted. By increasing organizational commitment, job satisfaction and perceived supervisor support will have a positive effect on turnover intention.

## CONCLUSION

Testing together shows that the variables of organizational commitment, job satisfaction and perceived supervisor support influence simultaneously or simultaneously the turnover intention of employees of PT. Jepe Press Media Utama. So that H1 (Hypothesis 1) which states organizational commitment, job satisfaction and perceptions of supervisor support influence simultaneously or simultaneously the turnover intention of employees of PT. Jepe Press Media Utama, accepted. Organizational commitment has a positive and significant influence on turnover intention. So that H2 (Hypothesis 2) which states organizational commitment has a positive and significant partial effect on employee turnover intention of PT. Jepe Press Media Utama, accepted. Job satisfaction has a positive and significant influence on turnover intention. So that H2 (Hypothesis 2) which states job satisfaction has a positive and significant partial effect on employee turnover intention of PT. Jepe Press Media Utama, accepted. Perceptions of supervisor support have a positive and significant influence on turnover intention. So that H2 (Hypothesis 2) which states that perceptions of supervisor support have a positive and partially significant effect on employee turnover intention of PT. Jepe Press Media Utama, rejected

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