

**PERCIEVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION, AND
ORGANIZATIONAL COMMITMENT TO TURNOVER INTENTIONS IN
GENERATION Y EMPLOYEES (MILLENNIALS) STUDY AT PT. SURYA
BAHTARA MAHKOTA KUPANG**

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ABSTRACT

This research focuses on Generation Y (Millenials) employees aiming to find out the perceived organizational support, job satisfaction and organizational commitment to turnover intentions on Generation Y (millennial) employees at PT. Surya Bahtara Mahkota Kupang. The method used is quantitative method. The analysis technique in this study used multiple linear regressions using SPSS V.21 data. The results of this study showed that perceived oranizatinal support variables had a positive and significant effect on the turnover intention of Generation Y employees, variable job satisfaction negatively and significantly on Generation Y turnover intention, organizational commitment had a positive and significant impact on Generation Y (millennials) PT. Surya Bahtara Makota Kupang. The results of the coefficient of determination show that variable perceived organizational support, job satisfaction, and organizational commitment affect variable turnover intention of Generation Y employees (millennials) PT. Surya Bahtara Mahkota Kupang.

Keywords: *Perceived Organizational Support, Job Satisfaction, Organizational Committee, And Turnover Intention, Millenials.*

ABSTRAK

Penelitian ini fokus pada karyawan Generasi Y (Milenial) yang bertujuan untuk mengetahui persepsi dukungan organisasi, kepuasan kerja dan komitmen organisasi terhadap keinginan berpindah pada karyawan Generasi Y (millennial) di PT. Surya Bahtara Mahkota Kupang. Metode yang digunakan adalah metode kuantitatif. Teknik analisis dalam penelitian ini menggunakan regresi linier

berganda dengan menggunakan data SPSS V.21. Hasil penelitian ini menunjukkan bahwa variabel dukungan organisasi yang dirasakan berpengaruh positif dan signifikan terhadap niat berpindah karyawan Generasi Y, variabel kepuasan kerja berpengaruh negatif dan signifikan terhadap niat berpindah generasi Y, komitmen organisasional berpengaruh positif dan signifikan terhadap Generasi Y (milenial) PT. Surya Bahtara Makota Kupang. Hasil koefisien determinasi menunjukkan bahwa variabel persepsi dukungan organisasi, kepuasan kerja, dan komitmen organisasi mempengaruhi variabel niat berpindah karyawan Generasi Y (millennial) PT. Surya Bahtara Mahkota Kupang.

Kata Kunci: Perceived Organizational Support, Kepuasan Kerja, Komite Organisasi, Dan Turnover Intention, Milenial.

INTRODUCTION

Human resources are an asset and the most important part of an organization or company because of its role as the subject of the company's operational activities and the subject of implementing policies or as a driver for the company [Poluan, 2018]. As the key to success, the company must be able to guarantee the comfort of human resources in its company so that the performance of human resources owned by dapa is mandated as effectively and efficiently as possible. In addition, control is needed in an effort to manage the resources owned within the company. This can be done with good management. In addition to managing, management also aims to control all resource activities in a company, especially human resources, to be more effective and efficient.

Management can be interpreted as an effort to manage the resources owned to achieve the organization's goals that

have been set. Management is also a process for achieving organizational goals. As a process to achieve it requires careful planning, consistent implementation, and continuous control so that the desired goals can be achieved efficiently and effectively. It is also reinforced by expert opinion that says management is the science and art of managing the use of human resources and other resources effectively and efficiently to achieve a particular goal [Hasibuan, 2001]. Good employee performance is the result of synergy from a number of factors, these factors are internal factors and external factors [Wirawan, 2009: 6-8]. External factors can arise from the environment around the employee. While internal factors come from within the employees, it can be a desire to move (*Turnover Intention*).

Turnover intention is the employee's decision to leave his job. *Turnover intention* in work refers to the employee's

conscious desire to find another job as an alternative in a different organization [Abdillah, 2012]. This happens as an act of dissatisfaction with an employee towards where he currently works. However, in some acts *turnover intentions* can occur as part of planning an employee to work temporarily while looking for other job alternatives that make them feel more comfortable. An employee's dissatisfaction arises because of their discomfort at where they work. So that companies must be able to give a sense of comfort to their employees so that they can create a commitment within themselves to the organization or company they work for.

Organizational commitment is created over time within an organization. The increasing commitment to organize is greatly influenced by the company's actions in treating its employees. Handoko [2008] argues that organizational commitment is the level of an employee in identifying themselves in organizing their goals and desire to maintain their membership in the organization. This means that organizational commitment needs to be aligned with the goals and desires of an employee, if the goals and desires are the same as the organization then they will foster the feeling to commit to organizing. The feeling of being committed to organizing shows how much an organization values its contributions and cares for its employees.

Perceived organizational support (POS) is assumed to be a perception of organizational support at a confidence level where employees feel confident the organization values their contributions and cares about the well-being of their communities [Robbins, 2008]. From the perception of the employee can assess how the company assesses the employee's performance and whether it has been in accordance with the standards that have been set. Organizational support is felt in the form of rewarding the efforts of their employees, helping them improve their work and providing adequate working conditions [Ucar and Otken, 2013]. With more employees feeling the support of the organization, the more they feel respected and respected in the organization, in the hope that their maximum performance will be appreciated. So that employees can feel a satisfaction in working because of the support of the company.

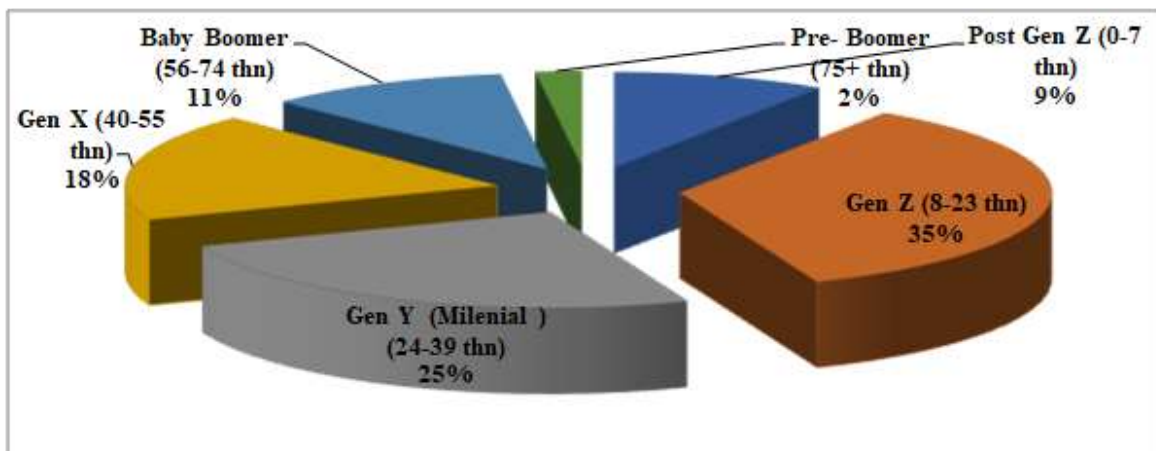
Job satisfaction can also have a positive and negative impact on a company. In addition, job satisfaction depends on what the employee wants for his work and what is obtained from the results of his work. Job satisfaction according to Robbins and Timothy [2008] is an expression of feeling positive for work based on the evaluation of the characteristics it has. In assessing the job satisfaction of an employee, of course, it is in dire need of work evaluation. Job evaluation is used as a measure of

satisfaction and performance success of an employee. Employees who feel dissatisfaction will increase their intention to exit (*turnover intention*) from the organization.

Based on data from the Central Statistics Agency No. 07/01/5300/Th.XXIV, the population of East Nusa Tenggara is 5,325,566 million people, with the population of East Nusa Tenggara by island, namely, Flores and Lembata as much as 40.85%, Sumba 14.63%, and Timor, Rote, Sabu and Alor

at 44.52%. In general, the population is divided by gender, but by keeping up with the times of gender does not become a benchmark among our society already knows gender welfare this makes people see others based on Generation (age group). The following is a diagram of the division of the population of East Nusa Tenggara by generation (age group):

Composition of NTT Population by Generation (Age Group):



Source : Central Bureau of Statistic East Nusa Tenggara

The data above shows that Generation Y (Millennials) ranks first in the division of Generaai (age group) in East Nusa Tenggara which means Generation Y (Millennials) also dominate the world of work. Generation Y has *multitasking*, competitive, and tends to rely on technology in working so it needs proper handling because the character and the way they work are not

the same as previous generations. It is even more advanced because it is powered by adequate technology. Some organizations or companies choose to hire younger workers who belong to generation Y engaged in the automotive field. At PT Surya Batara Mahkota Kupang, there is a strategy to increase sales by recruiting young people and young people with an age range of ± 35 years and under with attractive looks to

become sales sales. Generally, newly recruited workers will pass the evaluation stage for 3 months, where they will be given a large number of sales targets to be achieved in order to be accepted as permanent employees. However, most of them are not able to achieve the targets set so they prefer to leave rather than issued by the company.

Based on the above problems, about the millennial generation who like to move around the workplace. The authors would like to draft a proposal on "*Perceived Organizational Support, Job Satisfaction, and Organizational Commitment to Turnover Intention in Generation Y (Millennials). Case Study at PT. Surya Batara Mahkota Kupang.*"

LITERATURE RIVIEW AND HYPOTHESIS DEVELOPMENT

1. *Turnover Intention*

The term turnover comes from the English-Indonesian dictionary meaning change. According to Harnoto [2002], stated that: "Turnover intention is the level or intensity of the desire to get out of the company, many reasons that cause the emergence of this turnover intention and among them is to get a better job". Robbins and Judge [2015] states that: "Turnover intention is the tendency or rate at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of current employment and the availability of other job alternatives"

While Abdillah [2012] explained Turnover Intention in work refers to the desire of employees consciously to find another job as an alternative in different organizations. This happens as a result of the idea that the company or organization in which they work is unable to meet their needs. According to Mobley [2011:15] Turnover Intention is the result of an individual's evaluation of the continuation of his relationship with the company he works for but has not yet realized in concrete action. This means that there is reciprocity between the company and employees where this can be seen from the results of their performance and the commitment shown by the employee. If the company can facilitate their needs, this is certainly an important consideration in suppressing the employee's intention to move from the current company to another company.

Handoko [2008: 32] stated that *turnover* is a particular challenge for human resource development. Since these events cannot be expected, development activities must prepare at all times for the replacement of outgoing employees.

Based on some of the expert opinions above it can be concluded that *Turnover Intention* (desire to move) is the desire or intention of an employee to leave the company where he works for certain reasons and choose an alternative job elsewhere.

Intention Turnover Indicator

Mobley [2011:150] reveals that sometimes employees think about moving to a place they feel is better than the current workplace. The indicators used to measure turnover intentions are:

1) *Thinking about quitting*

Reflecting individuals to think out or stay in the work environment. Starting with the job dissatisfaction felt by employees, then employees begin to think about quitting their current job. When employees feel they are being treated unfairly, it comes to their mind to quit the organization. This indicates that unfair treatment will stimulate employees thinking about leaving the organization.

2) *Search for job alternatives (intention to search for another job)*

Reflects individuals willing to find work in other organizations. If the employee has started thinking about quitting his job, the employee will try to find a job outside his company that feels better. An organization's inability to meet employee needs can trigger employees to think about finding alternative jobs for other companies. This is a logical consequence when the company is not able to provide / meet the needs of employees such as the ability of other companies to have good ability to meet the needs of employees.

3) *Intention to quit*

Reflecting individuals who intend to get out. The employee intends to leave if he has got a better job and will later end with the decision of the employee will stay or leave his job. The desire of employees to get out is indicated by the activeness of someone looking for a job in another organization. Employees are motivated to find new jobs at other organizations that are considered capable of meeting their needs.

Based on the explanation above, it can be concluded that there are three types of turnover intention indicators, namely thinking about going out, finding alternative jobs, and intention to exit.

2. *Perceived Organizational Support*

According to Rhoades and Eisenberger [2002] *Perceived Organizational Support* (POS) is an employee's perception of the extent to which an organization assesses its contributions, provides support, and cares for its well-being. Furthermore, when employees are in a difficult situation to solve their work problems, the organization is considered as a guarantee in providing assistance to calm and pay attention to their employees by providing the right solution in solving the problem. Rhoades, et al. [2001] argue that *Perceived Organizational Support* is an

employee's description of the company where they work, employees will see and take a view about the extent to which the company provides support and reciprocity that is in accordance with the performance and efforts that employees have done.

Perceived Organizational Support (POS) Indicator

To measure Perceived Organizational Support, Allen & Brady [1997] presented 3 indicators of concern to employees, namely:

- 1) The organization's attitude towards employee ideas. When the organization sees the employee's idea and uses it, then the perception of karawan becomes positive. Conversely, perceptions will be negative if the company always rejects the idea of employees and everything is a decision of the highest management.
- 2) Attitude towards employees who are experiencing problems. If the organization does not show effort to help employees who are involved in problems, this causes employees to see no support provided by the organization to the employees concerned.
- 3) Attitudes towards the well-being and health of employees. Employees see that the organization provides support so

that everyone can work optimally to achieve common goals.

3. Job Satisfaction

Job satisfaction is people's perception of various aspects of their work. Understanding can be in the form of people's feelings and attitudes towards their work. Feelings and attitudes can be both positive and negative. If people feel and are positive about their work, they are satisfied with their work. If he feels and is negative about his work, then he is not satisfied with his work [Wirawan, 2014 ;698].

Robbins and Judge [2008] define job satisfaction as positive feelings about a person's work that are the result of an evaluation of his or her characteristics. It can represent several interrelated attitudes, including the characteristics of a job and most importantly employees who have an affective response. The characteristics in question such as, opportunities in job promotion, supervision, coworkers, the job itself, and salary. Job satisfaction is related to a person's feelings or thoughts regarding their work [Mudor and Tooksoon, 2011].

Job Satisfaction Indicators

Robbins and Judge [2008] define job satisfaction as a positive feeling about a person's work that is the result of an evaluation of his or her characteristics. Indicators used to measure job satisfaction according to Robbins [2008] are:

- 1) Satisfaction with salary or wage payments. A certain amount of wages received and the rate at which this can be viewed as appropriate compared to others in the organization.
- 2) Satisfaction with the job itself. In the case where the job provides an interesting task, an opportunity to learn, and the opportunity to accept responsibility.
- 3) Satisfaction with colleagues. The level at which coworkers are technically savvy and socially supportive.
- 4) Satisfaction with promotional opportunities. When promoted employees generally face increased demands for expertise, ability and responsibility.
- 5) Satisfaction with Supervision (Supervision). The supervisor's ability to provide technical assistance and behavioral support.

4. Organizational Commitment

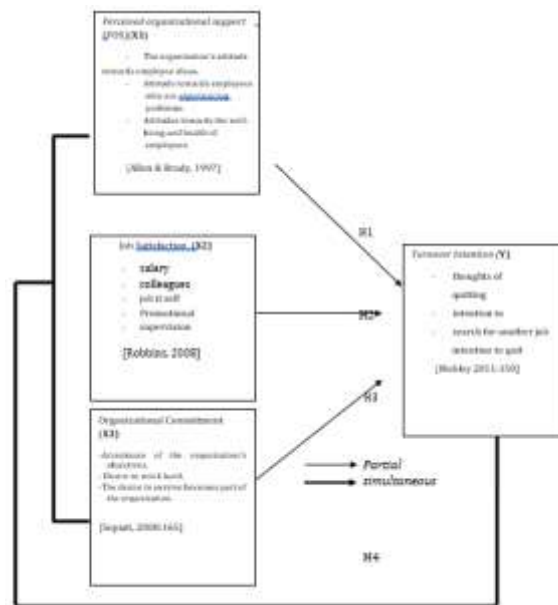
Organizational commitment to a company is one of the guarantees to maintain the continuity of the company. Commitment is a kind of agreement between the individuals in it that is binding and leads to the whole. Robbins [2001] defines a commitment to an organization that is to the degree that an employee sided with a particular organization and its goals, and intends to maintain membership in that organization.

Organizational Commitment Indicators According to Indra Kharis [2010] indicators of organizational commitment are:

Sopiah [2008: 165] divides the indicators of organizational commitment into 3, namely:

1. Acceptance of the organization's objectives.
2. Desire to work hard.
3. The desire to survive becomes part of the organization.

It can be concluded that there are several indicators of organizational commitment, namely the recipient of the organization's goals, the desire to work hard, the desire to survive being part of the organization.



Picture 2.1 Frame Of Mind

5. Hypothesis

- H1** : Perceived organizational support has a significant and significant effect on *Turnover Intention* in Generation Y. (Case Study at PT. Surya Batara Mahkota Kupang.)
- H2** : Job Satisfaction negatively and significantly affects *Turnover Intention* in Generation Y. (Case Study at PT. Surya Batara Mahkota Kupang.)
- H3** : Organizational Commitment positively and significantly affects *Turnover Intention* in Generation Y. (Case Study at PT. Surya Batara Mahkota Kupang.)
- H4** : *Allegedly Percieved Organizational Support*, Job Satisfaction, and Organizational Commitment simultaneously have a significant effect on *Turnover Intention* in Generation Y (*Millennials*). (Case Study at PT. Surya Batara Mahkota Kupang.)

RESEARCH METHODS

Data Collection Techniques

a. Questionnaire

Questionnaire is a technique, data collection where participants or respondents fill out a question or statement then after complete return to the researcher [Sugiyono, 2002]. Questionnaire is one of the methods of data collection that is done by providing a list of questions to respondents, both closed and open questions. Questions are closed, measured

using internal scales 1-5 i.e. (5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Strongly Disagree.

b. Interview

Interview is a form of verbal communication so a kind of conversation aimed at obtaining information. The interview was conducted by researchers to research respondents, namely millennial employees at PT Surya Batara Mahkota Kupang.

c. Observation

Observations in this study looked at, observed and observed the behavior and activities of individuals at the research site in which researchers directly went into the field. [Creswell, 2012]. The observations made by the researchers are interviews with the subject. In addition to recording conversations with subjects, researchers also recorded behaviors relevant to the research theme.

Instrument Test

1. Validity Test

According to Azwar [2000: 5] that validity means the extent of the accuracy and accuracy of the measuring instrument in performing its measuring function. A questionnaire will be said to be valid if the question on the questionnaire reveals something that

will be measured by the questionnaire. [Ghozali, 2013].

The validity of a measuring instrument depends on whether or not the measuring instrument is appropriate. In this study, the method of testing the validity of items indicated by the correlation or support of total items.

The validity of an instrument item can be known by comparing the correlation index with the signification level of 0.05. If the probability of a correlation result is less than 0.05 then the instrument is declared valid and vice versa.

Based on the results of the validity test showed that the value of the r-count was greater than the r-table (0.3610) with a significant level of 0.05. With these results, all question items used by the researcher are declared valid.

2. Reliability Test

Reliability testing is a tool for measuring a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time [Ghozali, 2013].

Reliability tests aim to test the extent to which measuring instruments can be trusted or relied upon. Reliability measurements are performed using the *Alpha Cronbach* coefficient. Where the reliability reference is greater than or equal to 0.6 [Sugiyono, 2004: 226].

All instruments are said to be *reliable* if they have a reliability coefficient greater than 0.60. Reliability test results are declared *Reliable*, because *Cronbach's Alpha* value is greater than 0.60.

Classic Assumption Test

1. Normality Test

Regression models are said to be normal if the data spreads around the line and follows the direction of the diagonal line or histogram chart showing the normal distribution. In this study there were three models of *P-P Plot of Regression*. In the normality test of this study, it can be concluded that the residual value contained in the *variable Perceived Organizational Support*, *Job Satisfaction*, and *Organizational Commitment to Turnover Intention* is distributed normally because the distribution of data follows the P-Plot line.

2. Heteroscedasticity Test

The heteroskedasticity test aims to test whether in regression models residual *variance* inequality occurs from one observation to another. From this research it can be concluded that there is no heteroskedasticity. Because the dots on the *scatterplot* are scattered randomly and do not form a special pattern.

3. Multicollinearity Test

The multicollinearity test aims to test whether regression models find correlations between one or all

independent variables. A good regression model should not have a correlation between free variables or no multicollinear. In this study it can be concluded that regression models do not occur correlations between independent variables. This is because the VIF value is less than 10 and the *tolerance* value is greater than 0.01.

Data Analysis Techniques

1. Multiple Linear Regression Analysis

Multiple Linear Regression Analysis intends to predict how the state (up and down) of dependent variables (riterium), when two or more independent variables as factor predators are manipulated (decreased in value). So, multiple regression analysis will be done if the number of independent variables is at least two [Sugiyono, 2014].

2. Hypothesis Test

The study was conducted using the t test and the F test. The t test aims to determine the magnitude of the influence of each independent variable individually (partially) on the dependent variable. The F test tests the regression coefficient simultaneously. This is done to determine the effect of all independent variables contained in the model simultaneously (simultaneously) on dependent variables

3. Coefficient of Determination

The Coefficient of Determination (R²) aims to find out how much the ability of independent variables explains dependent variables. The value of R² of 1 means that the effect of dependent variables can be entirely explained by independent variables and no other factor causes the effect of dependent variables. If the value of R² ranges from 0 to 1, the stronger the ability of independent variables can explain the influence of dependent variables [Ghozali, 2009].

RESULT AND DISCUSSION

A. Result

1. Multiple Linear Regression Analysis

The results of the multiple linear analysis test can be seen in the table of processed SPSS V.2.1 as follows:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B		Beta		
	Std. Error				
(Constant)	-75.453	21.292		-3.544	.001
PERCEIVED ORGANIZATIONAL SUPPORT	1.196	.571	.399	2.093	.041
KEPUASAN KERJA	.433	.454	.209	.954	.345
KOMITMEN ORGANISASI	1.706	.678	.508	2.523	.015

a. Dependent Variable: TURNOVER INTENTION

Based on the table above the Results of Multiple Linear Analysis above there is the following equation:

$$Y = -75,453 + 1,196X_1 + -0,433X_2 + 1,706X_3$$

From the equation above can be interpreted as follows:

- Based on the results of the regression test obtained, the constant value is (-75,453). This

- means that if the value of *perceived organizational support*, job satisfaction, organizational commitment equals 0 then the value of *turnover intention* decreases by (-75,453).
- b) Variable *perceived organizational support* regression coefficient of 1,196 means that if the *perceived organizational support* value increases by 1 unit then turnover intention will increase by 1,196 units assuming that job satisfaction and organizational commitment remain.
 - c) The regression coefficient of the job satisfaction variable (-0.433) means that if the job satisfaction value increases by 1 unit, then turnover intention will decrease by (-0.433) units, assuming that *perceived organizational support* remains.
 - d) The regression coefficient of the organization's commitment variable of 1,706 means that if the value of the organization's commitment increases by 1 unit, then turnover intention will increase by 1,706 units, assuming that *perceived organizational support* and job satisfaction remain.

2. Hypothesis Test

a. Test t

Hypothesis testing in this study was conducted using t bars. The t test aims to determine the magnitude of the

effect of each independent variable individually (partially) on the dependent variable.

1. Influence of Percieved Organizational Support On Turnover Intention in Generation Y (Millennials).

a) Statistical hypothesis

H0: Percieved Organizational Support has no significant effect on the Turnover Intention of Generation Y employees (Millennials).

Ha: Percieved Organizational Support significantly affects the Turnover Intention of Generation Y employees (Millennials).

b) Compares between t_{count} , t_{table} and significance with alpha.

The $t_{calculated}$ value is greater than the t_{table} 's t ($2,093 > 2,007$) and the significance value is less than α ($0,041 < 0,05$).

c) Conclusion

Based on the above explanation, it can be drawn conclusions with $t_{calculated}(2,093) > t_{table}(2,007)$ and the level of significance of $< \alpha$ (α) or ($0,041 < 0,05$), then Ha received and H0 rejected means *percieved Organizational Support* significantly affects turnover intention of Generation Y employees (Millennials).

2. Effect of Job Job Satisfaction Against Turnover Intention In Generation Y (Millennials).

a) Statistical hypothesis

H0: Job satisfaction does not significantly affect the turnover intention of Generation Y employees (Millennials).

Ha: Job Satisfaction significantly affects the turnover intention of Generation Y employees (Millennials).

b) Compares between t_{count} , t_{table} and significance with alpha.

The $t_{calculated}$ value is greater than the t_{table} t ($-0.954 > -2,007$) and the significance value is less than the α ($0.345 < 0.05$).

satisfaction negatively and insignificantly affects the *turnover intention* of Generation Y employees (Millennials).

The t value calculates greater than the t_{table} 's t ($2,523 > 2,007$) and the significance value is less than α ($0.015 < 0.05$).

c) Conclusion

Based on the above explanation, it can be drawn conclusions with $t_{calculated}(2,523) > t_{tables}(2,007)$ and significance levels ($0.015 < 0.05$), then H0 is rejected and Ha is accepted meaning that the Organization's commitment has a significant effect on the *turnover intention* of Generation Y employees (Millennials).

b. Test F

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6113,328	3	2037,776	11,773	,000 ^b
1 Residual	8654,375	50	173,088		
Total	14767,704	53			

a. Dependent Variable: TURNOVER INTENTION

b. Predictors: (Constant), KOMITMEN ORGANISASI, PERCEIVED ORGANIZATIONAL SUPPORT, KEPUASAN KERJA

Based on the table above, there are the following test stages:

a) Statistical hypothesis

H0: *Perceived Organizational Support, Job Satisfaction, Organizational Commitment* simultaneously have no significant effect on employee *turnover intentions* in Generation Y (Millennials).

Ha: *Perceived Organizational Support, Job Satisfaction, Organizational Commitment* simultaneously significantly affect *employee turnover intentions* in Generation Y (Millennials).

b) Compares between t_{count} , t_{table} and significance with alpha.

The value $F_{calculated}$ greater than the t_{table} F ($11,773 > 2.80$) and the significance value is less than α ($0.000 < 0.05$).

c) Conclusion

Based on the above explanation, it can be drawn conclusions with $F_{calculation}(11,773) > t_{table}(2.79)$ and significance level ($0.000 < 0.05$), then H0 is rejected and Ha is accepted meaning that organizational commitment has a significant effect on turnover

intention of Generation Y employees (Millennials). Case Study at PT. Surya Batara Mahkota Kupang.

c. Coefficient of Determination

Model Summary ^a					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.643 ^a	.414	.379	13.156	1.833

Based on the Table above the Results of the Determination Test above show that the value of R square of 0.414 means that the coefficient of determination is 41.4%, meaning that the variable *Perceived Organizational Support*(X1), Job Satisfaction (X2) and Organizational Commitment (X3) simultaneously (together) affect the *Turnover Intention*(Y) variable of 41.4% and the remaining 58.6% influenced by other variables that were not examined by the researchers in this study. These results also concluded that the KD value is closer to 0, meaning the independent variable *Percieved organizational support* (X1), job satisfaction (X2), and the Organization's commitment in influencing *turnover intention* of Generation Y employees at PT. Surya Bahtara Crown Kupang relatif weak.

B. Discussion

1. Descriptive Analysis of Percieved Organizational Support, Job Satisfaction, and Organizational Commitment to Turnover Intention of Generation

employees(millennials) at PT. Surya Bahtara Mahkota Kupang.

The results of descriptive analysis, the total achievement score of perceived organizational support variables is in very high criteria, meaning that Generation Y employees can feel support, contributions and also the company cares about the welfare of its employees. Respondents showed that the highest frequency of responses was in the indicator of organizational attitudes to employee ideas and the lowest frequency of responses was in indicators of attitudes towards employee well-being and health. This means that the company highly appreciates and appreciates the ideas and input of employees. Whereas if there are employees who fall ill the company only gives permission and does not help in any case but it is still in the very high category.

Total achievement score of job satisfaction variables from Generation Y Employees PT. Surya Bahtara Mahkota Kupang is on high criteria, meaning that generationY has indeed paid attention to job satisfaction and pt. Surya Bahtara Mahkota Kupang contributes fully to working employees feeling satisfied. Respondents' answers showed the highest frequency of responses

was on the surveillance indicator and the lowest frequency was on the job indicator itself. This means, the supervision carried out by the company in the form of support and sanctions provided is very fair so that the relationship between superiors and employees runs well. While their own work is beyond their ability and sometimes does not reach the target. But it's still in a very high category.

Total score of organizational commitment variable achievement from Generation Y Employees PT. Surya Bahtara Mahkota Kupang is on high criteria, meaning that generation Y has a good commitment with PT. Surya Bahtara Mahkota Kupang because of the full contribution to employees who work so that employees feel satisfied and committed to the organization. Respondents showed that the highest frequency of responses was on the desire to survive being part of the organization and the lowest frequency was on the desire to work indicator. This means that generation Y employees feel very proud to be part of the company and ready to help the company succeed. But sometimes employees do not find values that are suitable to be held by the company but the input or ideas of employees are

often heard or accepted so that it is still in a very high category.

The total variable score of Generation Y employee *turnover intentions* is in the moderate category, meaning that generation Y employees have no desire or intention to leave the company. From the respondent's answer showed the highest response frequency was on the indicator thinking about exiting and the lowest frequency was on the indicator of intention to exit. This means, generation Y employees are already very satisfied with the support provided by the company so that employees have a commitment to keep working and not leave the company.

2. Influence of *Perceived Organizational Support* on *Turnover Intention* on PT. Employees of Generation Y (Millennial) PT. Surya Bahtara Mahkota Kupang

The results of this hypothesis test showed perceived organizational support positively and significantly affect the turnover intention of Generation Y employees (Millennials) pay attention to perceived organizational support indicators so that they can manage it properly, then it can be known that the majority of respondents get reciprocal relationships from companies so as to make the turnover intention rate in respondents

tend to be low. The results showed that employee care about the extent to which the company provides support and cares about the well-being of Generation Y employees (millennials) can affect the level of employee desire to leave the company.

However, this is not in line with research conducted by Putra and Suana [2016], which states that Perceived Organizational Support and organizational commitment negatively and significantly affect the turnover intention of Generation Y employees (millennials). That is, when perceived organizational support is low then the turnover intention rate in Generation Y employees (millennials) will be high.

According to Ghani and Hussin [2009] explained that these Perceived organizational support factors include the trust arising from the mutual relationship between the company and the employee where when employees feel trust in the company it will increase the level of perceived organizational support in Generation Y employees.

3. Effect of Job Satisfaction on Turnover Intention of Generation Y employees (millennials) on PT. Surya Bahtara Crown Kupang.

The results of the hypothesis test showed that job satisfaction negatively and significantly affects the *turnover intention* of Generation Y employees (Millennials) the better or increased the employee's *turnover*

intention variable will also decrease. If the job satisfaction felt by generation Y employees is achieved, then the desire of employees to leave the company will be lower. Robbins [2001:179] "Job satisfaction is associated negatively with the desire for a *turnover intention* from the company."

Robbins' opinion above is supported by empirical studies according to Susilo and Satrya [2019] which concluded that employee job satisfaction has a negative and significant influence on *turnover intentions*. It can be noted that the effect of job satisfaction on *turnover intention* is the high level of job satisfaction that is felt will affect the desire of employees to leave their jobs. If job satisfaction is achieved, *turnover intention* will be lower.

4. Influence of Organizational Commitment on Turnover Intention of Generation Y employees (millennials) on PT. Surya Bahtara Crown Kupang.

The results of the hypothesis test showed that Generation Y employees already have an Organizational Commitment with PT. Surya Bahtara Mahkota Kupang, so the *turnover intention* rate in Generation Y employees (millennials) is low.

This research shows that there is a positive and significant influence of the variables of organizational commitment to *turnover intention*. The results of this

study are not in line with Lestari and Mujiati's [2018] research which states that organizational commitment has a negative and significant effect on *turnover intention*.

According to Khan [2014] low organizational committees will increase the desire to move employees. With the high level of employee commitment to the company, it will reduce employee *turnover intention* attitude. Some things that need to be considered by the company to maintain the sense of employee committee, namely, the company must pay attention to employee comfort, better communication between employees and other employees and their superiors and the company provides examples and inspiration and career opportunities within the company.

5. Influence of *Percieved Organizational Support*, Job Satisfaction, and Organizational Commitment to *Turnover Intention* of Generation Y employees(*millennials*) on PT. Surya Bahtara Crown Kupang.

The result of simultaneous test or Test F which $F_{\text{calculates}}$ is 11,773 greater than F_{table} with a value of 2.80 and a significance value of 0.000. Therefore, with the value of $F_{\text{hitung}} \geq F_{\text{tabel}}$ ($11,773 \geq 2.80$) so it can be concluded that the variable *perceived organizational support*, organizational commitment and job satisfaction simultaneously have a

significant effect on the *turnover intention* of Generation Y employees(*millennials*). This is due to pt. Surya Bahtara Mahkota Kupang always pays attention to the performance of each employee and supports Generation Y employees(*millennials*) who work at PT. Surya Bahtara Mahkota Kupang so that employees feel safe, comfortable and satisfied in work.

The above is reinforced by the results of a determination analysis that shows that the percentage of contribution of independent variable influence (*perceived organizational support*, organizational commitment and job satisfaction) to dependent variables (*turnover intention*) in PT. Surya Bahtara Mahkota Kupang amounted to 41.4% while the remaining 58.6% was influenced or explained by other variables not included in the study.

CONCLUSION

1. The results of the description analysis using the range of scores obtained by *perceived organizational support* variables, job satisfaction, organizational commitment of Generation Y employees are very high. While the *turnover intention* of Generation Y employees is at the moderate
2. Simultaneous test results prove that *perceived organizational support* variables, job satisfaction and organizational commitment simultaneously have a positive

and significant effect on Turnover intentions in Generation Y employees(millennials).

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