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*Original article*

## COACHES TURNOVER TENDENCY REVIEW OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AT PROGRAM IN THE NATIONAL SERVICE (PHD THESIS PROPOSAL)

NUZSEP ALMIGO<sup>1</sup>, RAHMATULLAH KHAN ABDUL WAHAB KHAN<sup>1</sup>, HAZALIZAH HAMZAH<sup>1</sup>

### Abstract

*Objective.* This study aims to determine the relationship impact between job satisfaction and organizational commitment with coaches' turnover tendency.

*Methods.* The analysis use regression for correlation and the study sample consisted of research on the 300 coaches at Program in The National Service. Research instruments use turnover tendency questionnaire consisting of two main factors are planning to leave the company in the future and try to survive in the company to future. Job satisfaction questionnaire consisting of five factors are a job, a promotion, salary, supervisors, and co-workers. And organizational commitment questionnaire consisting of three main factors are strong belief and acceptance of the purposes and values of the organization, ability and willingness to work hard for the organization, and as well as the desire to survive as a member of the organization.

*Results.* The assumption is there are relationship between coach's turnover tendency, job satisfaction and organizational commitment at program in the national service.

*Conclusions.* This research predicts the relationship between turn over Tendency, job satisfaction and organizational commitment. Many research shows that there is a relationship between variables that were studied.

*Keyword:* turnover tendency, job satisfaction, organizational commitment.

### Introduction

Human resources are an invaluable lesson. Human civilization becomes the point of measuring progress, and trends are always changing so it requires a precision that is appropriate to increase the potential of every individual. The tendency of individuals to change and the dynamic process refers to a phenomenon that needs to be researched and examined as a dynamic balancing process of an organization or public services.

In particular, the organizational life of the human factor is the main problem. Therefore, it should be taken seriously from every angle behavior changes in your life organized. This is because there is a common thread between the human aspects of the organization of endeavor. Dynamic life will be realized in the organization and become its own phenomenon. In an effort to enhance the progress of the organization, and for the purpose, role and the need of those who are in them. Cooperation and perseverance in work is an important factor for the development of the organization

The issue of this work is a tendency to stop common problems that occur in every organization. Often a tendency to stop working a stooge influence is likely to increase and decrease in earning an organization. If not resolved properly then the organization or public service will likely experience a significant decrease. Great public service as NS has

around 3,500 coaches (Utusan, 22 February 2014) the above condition does not close the possibility develops. A condition associated with many elements in this organization is its own problems in its development.

National Service has a lot to give training course for coaches from each zone and area. Coaches are given a fair chance to get the appropriate training courses to improve their skills in their respective fields. The training includes training in citizenship, basic counseling training, physical training, and so forth. But the sort of training that is not supported by individuals and the top and the willingness to apply the knowledge acquired, this is likely not the same maximum. Thus there is a need of views on job satisfaction itself and commitment from its employees. The problem is most likely a tendency turnover in the public service NS.

The Borneo Post (2011), reported that the current position is as a coach in the NS contract position. This resulted in between 30 to 40 percent NS trainers have many stop working due to pick another career more secure. Because many NS coach resigned, JLKN losses as has been 'invested' to force NS trainers. Become a coach training program, is not easy because they (coaches) will receive training and courses to be eligible to coach in NS. This is according to Zeffane (2003), says that the intent Turnover refers to the voluntary the intention of an employee to leave an organization. Supported by Tet and Meyer (1993) gave a definition that is the intention of the intention to leave

<sup>1</sup> Departement of Psychology and Counseling, Fac. of Ed. and Human Dev., Universiti Pendidikan Sultan Idris, MALAYSIA.  
Email address: nuzsep@fppm.upsi.edu.my  
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the employees to leave the organization as a conscious and deliberate intention of the employee to leave the organization (Rodly, 2012).

Turnover intentions are the tendency or intention of employees to quit his job to work from. Further explained Mobley, Horner and Hollingsworth, (1978) in Grant et al., (2001) desire to move can be used as the first signs of the turnover in a company. Intention exit (turnover intentions) can also be interpreted as the movement of labor out of the organization. Turnover can be a resignation, transfer out of the unit organization, dismissal or death of members of the organization. According to Grant et al. Bluedorn, (2001) turnover intention is an attitude tendencies or the degree to which an employee is likely to leave the organization or voluntarily resign from his job.

Increased tendency to stop working coach will also have consequences for public services. When coaches increased tendency to stop working then work will decrease, which will also eventually result in weak public services. Orientation of this work is to stop the coach quit his job and find another job. One cause of the cessation of an employee stops working is because there is no commitment in the organization and satisfaction at work even there. Organizational Commitment is important, this is because the people that work has been chosen for the job was joining the company or organization as a form of self-recognition for the organization. Organizational commitment reflects how an individual identifies himself with the organization and tied to their goals (Robbins, 2001). The manager recommended increasing job satisfaction in order to obtain a higher level of commitment, furthermore, when high commitment to facilitate the realization of higher productivity (Kreitner and Kinicki, 2003). Therefore it is essential commitment to work in every individual working. In this case, the organization must develop and understand his job as a union of charitable organizations must be maintained

Efforts to improve this as a basis the progress together in an organization, this organization commitments often tend not to correspond to the actual state or condition of the employee. This also eventually results in the public service. If left quest then this will tend to result in increased tendency to stop working. As a result of public services will suffer deterioration in productivity.

Not immune problems job satisfaction, job boredom, social jealousy, social inequality which is a factor that can be realized when it is not resolved amicably. Robbins and Judge (2009) defines job satisfaction as positive feelings about the job as a result of the evaluation of characters such work. Problems does the perceived job satisfaction of staff, inadequate consideration and inappropriate, and there are problems between staff either new or already seniors often occur. This problem is also likely to have on staff training programs. As a result of dissatisfaction with what is perceived by employees will result in the employee's performance will directly affect the tendency to stop

working, so it is held constant will create an impact on the staff of the consideration received. Consideration will be felt less satisfied on the basis of performance available.

Based on the review above problems, the researchers want to make a research on "Coaches Turnover Tendency Review of Job Satisfaction and Organizational Commitment at Program in the National Service". Based on previous research, previous studies only examined about job satisfaction, appreciation and a tendency to stop working. Since then researchers prioritize on two aspects that have to do with a tendency turnover in the form of job satisfaction and organizational commitment. According to the researcher's knowledge, no one has studied the job satisfaction and organizational commitment to the tendency turnover a research sample is NS trainers.

### Method

This study represents a survey. Descriptive research design of ex-post facto been adopted in this research. Ex-post facto research is systematic empirical inquiry in which the researcher does not have direct control over variables because their manifestations have occurred or because they did not manipulated. In conclusion, the variables are made without direct interaction from a variety of independent and dependent variables together (Kerlinger, 2000). The population of this study was overall NS trainers (coaches) available in Malaysia. The sample totaled 300 NS trainers. The method is to take samples using random sampling methods. A sample taken on the categorization that is has been a coaches at least one year.

The instrument uses a tendency turnover a questionnaire consisting of two factors: (1) plan to get out of the company who, in turn will come, (2) trying to survive in the enterprise to the future. Job satisfaction questionnaire consisting of five factors: (1) work itself, (2) promotion, (3) salary, (4) supervisors, and (5) co-workers. And organizational commitment questionnaire consisting of three main factors: (1) a strong belief in and acceptance of the purposes and values of the organization, (2) the ability and willingness to work hard for the organization, and (3) is also a desire to survive as a member organization.

Questionnaires tendency turnover, job satisfaction, and organizational commitment have movement from 1 (lowest) to 4 (highest). Once the questionnaire is made, the pilot study will be conducted. This pilot study aimed to determine the reliability and validity of a measuring instrument. By testing the questionnaire, the questionnaire is valid for use on samples to be measured.

This study uses multiple regression analysis correlation and path analysis. Regression analysis technique is used to see how big the correlation between each independent variable with the dependent variable. Regression analysis technique is used to see how big the correlation between each independent

variable with the dependent variable. This analysis technique belong to the category of collective model to be obtained correlation coefficients between the independent variables with the dependent variable, a significant degree coefficient, regression line equation, the correlation between each predictor variable of sub and effective contribution (Hadi, 1994). Path Analysis of a large used to test how variables affect other variables. The analysis used was SPSS 21.0 for Windows 8.

### Results

In this study the hypothesis is no significant relationship between job satisfaction and organizational commitment with a tendency to stop working. The higher job satisfaction and organizational commitment, the lower the tendency to stop working. And the lower the job satisfaction and organizational commitment, the higher the tendency to stop working. Based on previous research, Olusegun (2013) demonstrated that the result of the study shows that the linear combination effect of job satisfaction and turnover intentions was significant ( $F(2,223) = 20.846$ ;  $R = 0.397$ ;  $R^2 = 0.158$ ;  $Adj. R^2 = 0.150$ ,  $P > 0.05$ ). This suggests that there is a significant

relationship between job satisfaction and propensity to quit. Other than that, the research Etnaningtiyas (2011), demonstrated that group cohesiveness, personality-job fit, job satisfaction influences employee turnover intention with  $R^2 = 0.45$   $p = 0.000$  ( $p, 0.01$ ). Based on this study that group cohesiveness, personality-job fit, job satisfaction affects the employee turnover intention.

Further research done by Wulandari & Martdianty (2013) who found that there was a significant relationship between organizational commitment (EC) of voluntary turnover intention with big significance  $p = 0.00$  ( $p < 0.05$ ), but the variable job satisfaction (JS) is not related significant with  $p = 0.4239$  dependent variable ( $p > 0.05$ ).

Further research by Ilona (2012) shows the results of the hypothesis test is performed using partial correlation techniques available, there is a highly significant negative relationship between job satisfaction with pay to handle the intense turnover with of work shown by  $r_{xy} = -0.821$ ,  $p = 0.000$  ( $p, 0.01$ ). Based on the above studies indicate that there is a relationship between job satisfaction and organizational commitment with a tendency turnover

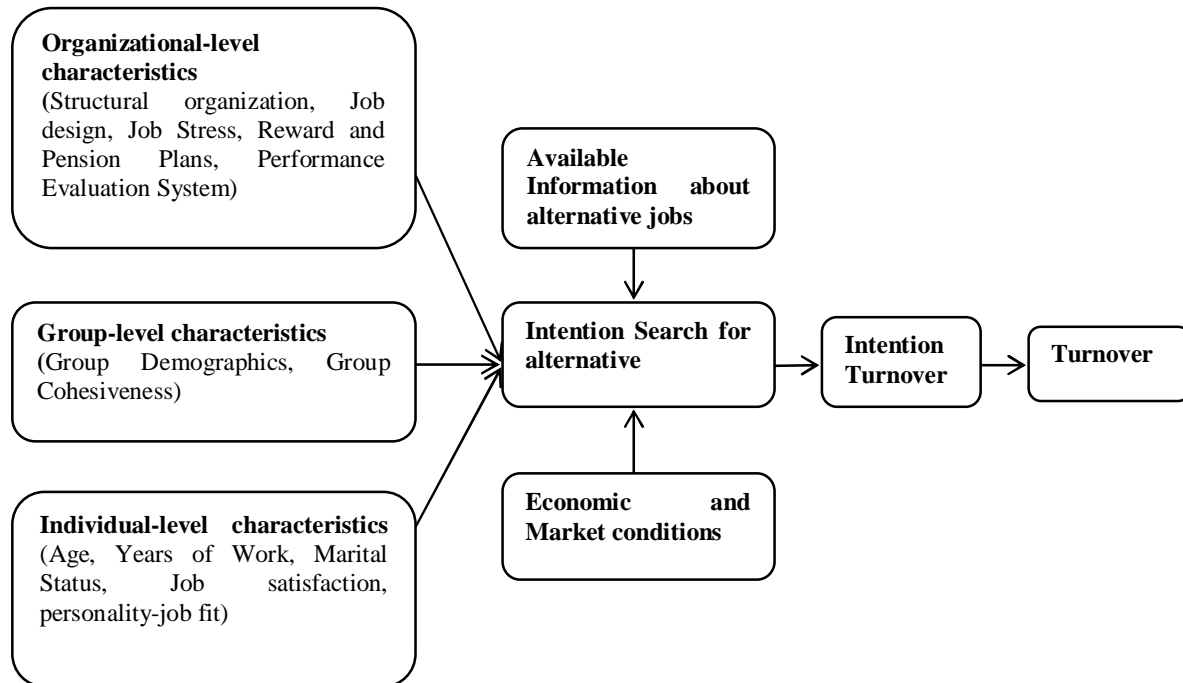


Figure 1: Explaining and Predicting Turnover by Robbins, (1986)

### Discussion

Turnover intention is called desire or plan to leave the organization (Cuskelly & Boag, 2001) employees. Plan to leave this organization is one of the causes of the decline of labor productivity. Sousa-Poza further and Henneberger (2002) defines turnover intention as the probability that an employee will resign his current work within a specified period.

Mobley et al (1986) stated that many factors that cause employees to move from his place but the determinant factor is the desire to move them (Rodly, 2012):

1. Job Satisfaction, at the individual level, satisfaction is a psychological variables most often studied in a model of intention to leave. Aspk satisfaction is found to be related to the individual's



desire to leave the organization would include wages and promotion satisfaction, satisfaction with the supervision received, satisfaction with co-workers and job satisfaction and the content will work

Organizational commitment, Because of the relationship of job satisfaction and the desire to leave the workplace to explain only small part process model variants it is clear the intention to – leave the employee must use other variables beyond job satisfaction as the only explanatory variable. Subsequent developments in the study of intention to leave incorporate the construct of organizational commitment as a concept that helps to explain the process as a form of behavior, organizational commitment can be distinguished from job satisfaction. Commitment refers to the emotional response (affective) individual to the whole organization, whereas satisfaction leads to an emotional response over specific aspects of the job.

According to the determinants of turnover intention is monitoring support, flexibility, participation, job autonomy, and working conditions of working. This will not cause a high level of turnover intention if employees receive appropriate care, encouragement and support from employers, comfortable and satisfactory working conditions, the possibility of exerting influence on organizational issues, safety, and protection of the overstrained and not challenged (Perez, 2008).

Meanwhile, according Griffet (1995), that almost all models of intention to leave due to the level of job satisfaction and organizational commitment is low are: (1) Job satisfaction is an attitude that most influence the intention to leave. The study results showed that job satisfaction is closely related to cognition processes withdraw (pre withdrawal cognition), intention to leave and concrete action in the form of a decision to get out of the workplace, (2) Organizational commitment is the most influential factor on the intention to leave than job satisfaction.

Meanwhile, according to Robbins (2001), concluded that the intensity of turnover influenced by several factors such as the turnover in figure 1.

Based on figure 1 above, Robbin explains the factors that influence the propensity of an employee stops working grouped into three are Organizational-level characteristics (Structural organization, Job design, Job Stress, Reward and Pension Plans, Performance Evaluation System), Group-level characteristics (Group Demographics, Group Cohesiveness), and Individual-level characteristics (Age, Years of Work, Marital Status, job satisfaction, personality-job fit). All three of these factors affect the intensity changed jobs frequently among employees.

## Conclusion

From each of these factors will ultimately affect the intensity of someone to start looking for new employment alternatives. Intensity is not yet fully manifested in behavior. In addition to these factors, there are several other factors, such as economic

factors and the information received about the job offer income and better facilities, can encourage a person to want to get out of the company. If these demands continue to press one, then it is possible that the employee will eventually quit his job.

It can also occur in NS trainers. For the job as coach of their status is a contract, then there is possibility they even think to call it a day and find other employment. This was of course for national service training department would be very detrimental. Because the cost to be borne from the start of recruitment to training courses for coaches and facility expansion will be just useless.

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