

Effect Job Satisfaction, Workload and Organizational Commitment to Withdrawal Behavior in Non-Government Employees in State Employees in Television and Radio Parliament



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ABSTRACT: This study aims to determine the effect of job satisfaction, workload of organizational commitment to withdrawal on Non Government Official Employees (PPNPN) in TVR Parliament. The sampling technique used is a census or saturated sampling, by taking the whole sample of 125 people and returning 100 people. While this Research Method using quantitative method with analysis technique using SEM Smart Partial Least Square version 3.2.7. The result of research shows that there is significant influence between job satisfaction with withdrawal equal to 14% with T Statistic 2,491 bigger than T table equal to 1.98472. The workload with Withdarawal has a significant influence of 9 percent with T Statistics 2,656 Bigger than T table of 1.9872. While the commitment with Withdrawal has significant effect of 1 percent with T Statistics 3.451 bigger T table of 1.98472. While the theoretical framework of Withdrawal in TVR Parliament is Progressive with Quitting 7.4 Percent value in the period of 5 months of research.

KEYWORDS: Job Satisfaction, Workload, Organizational Commitment, and Withdrawal.

INTRODUCTION

Withdrawal behavior refers to a set of attitudes and behaviors carried out by employees at work without being too participatory for certain reasons (Kaplan et al., 2009 in Orly Shafira et al. 2011: H.429-451). The unwillingness of employees to participate in their work is due to many things, but some studies from Orly, Koslowsky, Gupta, Nicholson and Blau show that withdrawal behavior occurs due to several things ranging from job dissatisfaction, low organizational commitment, to a high workload. Previous research has placed on the nature of relationships that exist between forms of withdrawal behavior with others.

TVR Parliament is a new organization established in 2007, but the phenomenon of withdrawal behavior due to employee dissatisfaction, unbalanced workload and weak commitment when starting work. This can be seen from the absence rate and programs that don't seem to meet the expected target. Actually there are two forms of withdrawal behavior, namely psychological withdrawal and physical withdrawal. Psychological withdrawal consists of actions that are mental escape from the work environment. This psychological withdrawal comes in several shapes and sizes. The following are 5 forms of psychological withdrawal (Colquitt, LePine, & Wesson, 2015; 72-74) namely;

- 1) Daydreaming, which is where an employee works but is actually disturbed by uncertain thoughts or concerns. In the Parliament TVR this indication can be seen with the desire of employees to do business or projects outside the office, so doing the work is in a hurry.
- 2) Socializing, which refers to oral chats outside the work done in the office, as do TVR parliamentarians who gossip and talk news stories outside their jobs even those who are busy answering WA groups rather than working. This is phenomenon in the digital era.
- 3) Looking busy, which is doing an intentional action so that it appears that it is working even though it is not. An example is when a TVR Parliament employee was inspected by the Head of the TVR Parliament, they acted as if they were working, arranging a work table, or walking around the building even though nothing was done.

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4) Moonlighting, which uses work time and resources to complete a task outside their work such as assignments for other work. This is like what is done by production people in TVR Parliament that works on programs outside its duties and responsibilities and has nothing to do with Parliament TVR.

5) Cyberloafing, namely using the internet, e-mail, and instant messaging access for personal enjoyment rather than work assignments. This form is the most widely performed form and greatly reduces productivity. On TVR parliament, these people watch and play playstations during working hours. This is phenomenon in digital era.

While physical withdrawal consists of escape actions in the physical form both short and long term from the work environment. Physical withdrawal also comes in several shapes and sizes. The following are 5 forms of physical withdrawal:

1. Tardiness, namely the tendency to arrive at work late or go home sooner. Of course this is sometimes unavoidable as when there is a problem with a vehicle or having to fight through bad weather. But it is often done with the desire to spend less time at work.

2. Long breaks, which include spending longer lunch time, coffee breaks, etc. that provide an opportunity to escape (in physical form) from work. Like TVR Parliament employees who are fun at the coffee place to spend work time.

3. Missing meetings, that is, employees ignore important work functions when not in the office. Metering in TVR Parliament has never been complete, there are always those who do not attend for various reasons.

4. Absenteeism, is when employees are absent or miss work all day. Various reasons are used such as illness or an emergency in the family. For example, employees tend not to attend Monday or Friday. In this absence, group and department norms also influence this. Or they ask for a doctor's letter to rest on the day of the clamp.

5. Quitting, which is voluntarily leaving the organization. Like other forms of withdrawal, employees choose to stop working for various reasons. The most commonly used reasons are higher salaries, better career opportunities, dissatisfaction with superiors, working conditions or work schedules, family factors, and health. But this TVR did not meet parliamentary behavior, this is because some of them did not have more capability or other than the age of the elderly.

Behavior Withdrawal occurs according to the theory that many things can, such as job dissatisfaction problems (Sagie A; 1998; H.156-171). Sagie A 1998 In his research found absences of one withdrawal behavior. And the intention to voluntarily stop can be estimated by the intensity of absenteeism. From the existing phenomena, the following problems are formulated; (1) Is there any effect of job satisfaction on withdrawal on Parliament TVR? (2) Is there an influence on the workload on Parliamentary withdrawal? (3) Is there any influence of the Organizational Commitment on withdrawal on Parliament TVR? The purpose of this study itself is to analyze the effect of Job Satisfaction, Workload and Organizational Commitment with withdrawal behavior in Parliament TVR. Research is expected to provide practical uses in the form of information, consideration materials and thought contributions for the company to improve employee working conditions. Besides contributing thoughts on research on withdrawal behavior, which has been more focused on physical withdrawal, but in this study also used a psychological study of withdrawal. Withdrawal behavior is phenomenon with digitalization era.

LITERATURE REVIEW

Job satisfaction

According to Stephen Robbins, Timothy Judge (2009: H.147). The term job satisfaction describes a positive feeling about a job, which comes from an evaluation of its characteristics. A person with a high level of job satisfaction has a positive feeling about his job, while someone who is not satisfied has a negative feeling. Whereas Mathis (2008: H.241) sees People can be more satisfied with certain work configurations than other things, it is important to be able to identify what makes the work "Satisfied" in the most basic sense. Stephen Robbins, Timothy Judge (2009: H.129) adds that job satisfaction is not only about working conditions. Personality also has an important role in shaping job satisfaction. People who lack positive thinking about themselves are less likely to like their work.

Jason Colcouit (2015; 100) looked at five basic aspects of the theory of perception of the value of employee satisfaction, namely: Satisfaction with salary, satisfaction with promotion, satisfaction with supervision, satisfaction with colleagues, satisfaction with the work itself. From the theory above the above theory can be concluded that job satisfaction is an emotional state of employees who are pleasant or unpleasant by paying attention to salaries, promotions, supervisors, co-workers and how employees view their own work.

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Workload

The concept of workload is not new. This began to emerge in the early 20th century, especially in Jules Amar's study of work physiology (Laville, 2004 in Sébastien P. Fournier et al. 2011; H.15). While other studies focus on work intensity and speed and return of tasks to determine the impact of these components on the health of workers (Teiger, Laville, & Duraffourg, 1973 in Sébastien P.F et al; 2011; H.5). The concept of workload is generally defined as the intensity of work done by workers to meet the demands of their work in defined physical conditions by measuring and considering their own physical conditions in various jobs performed (Teiger, Laville & Duraffourg, 1973 in Sébastien PF et al ; 2011; H.10).

Traditionally, the study of workloads meets very pragmatic needs and focuses specifically on the limitations of physical processing capacity and individual information (Leplat, 1977: H.195-202). Workloads basically approach from two different angles: physical workload and mental or psychological workload. Scientific literature abounds in studies of physical workloads, which approach concepts especially in terms of physical performance thresholds that can have an impact on workers' health and safety (Clarke, Carswell, & Seales, 2005; Krause, et al., 2005: H.326-337) In experimental psychology, mental workload refers to the identification of cognitive or mental limitations that affect human appearance in the field of information processing (Leplat, 2000; Morris & Leung, 2006; H.1-16). Plus physical and mental components of this workload are factors such as responsibility, uncertainty, time pressure and work disruption, which increase mental and physical workload (Estryn-Behar & Fouillot, 1990; Martin & Gadbois, 2004; H.45-55) .

Meanwhile, according to Munandar (2001; 45), that workload is a situation where workers are faced with tasks that must be completed at a certain time.

Workload can be physical and mental. Physical workload is the weight of work such as lifting, transporting, caring, pushing. While mental workload is the extent of the level of expertise and work performance that individuals have with other individuals.

Meanwhile, in the opinion of Stephen P. Robbins (2003: H.218) the level of employee performance will greatly depend on the employee's own ability factors such as level of education, knowledge, experience where with an increasingly high level of ability will also have higher performance. Thus the level of education, knowledge and low experience will have a negative impact on employee performance. So that government employees are required to have certain qualifications, because not everyone has the required skills to complete the work.

From the existing theory can be synthesized; Workload is an assessment of a number of tasks or activities that must be completed in accordance with the standard of work that involves the competency within a certain period. This definition is more to the number of jobs and targets and the standard of work than physiological aspects

Organizational Commitment

According to Mathis and Jackson (2000; H.87) provide definitions, organizational commitment is the degree to which employees believe and accept the goals of the organization and will remain or will not leave the organization.

Whereas According to Mowday (1982: H.40) Work commitment is another term of organizational commitment. Organizational commitment is an important behavioral dimension that can be used to assess the tendency of employees to survive as members of an organization. Organizational commitment is the identification and involvement of someone who is relatively strong towards the organization. Organizational commitment is the desire of members of the organization to maintain its membership in the organization and are willing to strive to achieve organizational goals.

While Fred Luthan (2006: H.30-40), collects the definition of organizational commitment and concludes as follows: (1) Strong desire to remain as a member of certain organizations; (2) The desire to strive according to the wishes of the organization; (3) and certain beliefs, and acceptance of organizational values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and success and continuous progress. In Sommer's research 2009 explained the absence of a strong relationship between absenteeism and alignment with organizational commitment. But organizational commitment is proposed to be directed to the work of the person. Meanwhile Sayani Ghosh and Dr Swamy (2014; H.4-14) in the journal A Literature Review on Organizational Commitment - A Comprehensive Summary, looking at future organizational commitment must look at individual experiences. He criticized organizational commitment which is always associated with delays or turnover. Because organizational commitment is a psychological problem of individual experience with the organization. But unfortunately Swamy does not provide a way out in determining indicators of organizational commitment. From the above explanation can be synthesized Organizational Commitment as a level of loyalty shown by Identifying themselves into the organization and always involved in every activity with

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pride that employees have. Hypostesis Based on the theoretical framework and thinking framework above, this research hypothesis is made as follows: (1) Job Satisfaction has a significant effect on Parliamentary Withdrawal. (2) Workload has a significant effect on Parliamentary Withdrawals on TVR. (3) Organizational commitment has a significant effect on withdrawal on Parliament TVR.

METHOD

This study uses a quantitative approach, with analysis techniques using SEM SmartPLS. This is due to the small population, only 131 employees of Pegawai Pemerintah Non Pegawai negeri (PPNPN), so sampling is taken as a whole with census techniques. The instrument uses a questionnaire with 25 statements of each variable consisting of: job satisfaction 25 questions with 5 indicators, workloads 25 statements with 3 indicators, organizational commitment 25 statements with 4 indicators, and 25 withdrawal statements with 7 indicators.

RESULT

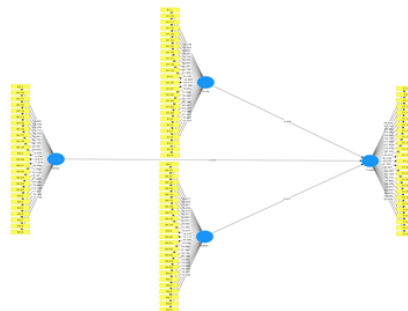


Figure 1

The picture of the SmartPLS Model above is seen, the researcher just wants to show the partial relationship of each independent variable to the dependent variable. From the picture, X1 corresponds to Y1, X2 corresponds to Y1, X3 is partially related to Y1. This is to see more details about the relationship, because if all three are significant, automatically if the third relationship is made it will be significant.

To test the reliability and validity of the data, testing was used by looking at Cronbach, Mean Avarage and rho as in the following table;

Table 1. Construction of Reliability and Validity

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1JS	0.968	0.969	0.970	0.569
X2WL	0.963	0.965	0.966	0.536
X3KO	0.971	0.972	0.973	0.590
Y1WD	0.983	0.983	0.984	0.710

Source: SmartPLS Result April 2018

Based on Table 1. The reliability is quite high when viewed from the Cronbach alphabet because it is above 0.7 with an average of 0.9. While the views of the AVE are also quite valid with data above 0.5.

Assessing Multicollinearity through Collineary Statistics

There are three criteria in the use of data analysis techniques with SmartPLS to assess multicollinearity by using. Collineary Statistics to measure the Outer VIF, the data must be below 5,000 while Ghazali (2011: H.27) sets below 10,000 so that the VIF value can show the data is free from multicollinearity. In this study the Outer VIF is all under 10,000. So it can be concluded that the data is free from multicollinearity. Thus has passed the multicollinearity test.

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Table 2. Paht Coefisien

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
X1JS -> Y1WD	-0.324	-0.300	0.130	2.491	0.014
X2WL -> Y1WD	-0.223	-0.235	0.084	2.656	0.009
X3KO -> Y1WD	-0.411	-0.425	0.119	3.451	0.001

Source: SmartPLS Result April 2018

Based on the table 2 above, the description analysis is carried out in accordance with the existing hypothesis, namely;

	R Square	R Square Adjusted
Y1WD	0.871	0.867

H1: Is there a significant influence between job satisfaction and withdrawal behavior on Parliament TVR?

Based on the data above it turns out that there is an influence between job dissatisfaction with withdrawal behavior, shown from the table coefficient path 4.8 where P value reaches 0.014 and T Statistics above T table. There is a significant negative effect of each variable. For Variables of Job Satisfaction, T Statistics can be 2,491 greater than T table of 1,98472 with a level of influence of 14%. This means that the Job Satisfaction Variable has a significant effect on withdrawal by 14%. This research is in line with the previous research conducted by Nina Widoretno (2013), and also the Adler & Golan research, (1981; H.544-554) they found a significant negative relationship found between job satisfaction and delay (Adler & Golan, 1981 ; H.544-554). This study proves the existence of a negative relationship between job satisfaction and withdarawal behavior. Besides that what is interesting is that dissatisfaction with salary indicators, especially benefits, is very high and has an impact on withdrawal behavior. This is because in TVR the salary system is based on the package and there are no benefits. Even TVR Parliament employees do not have holiday allowances (THR). So it is natural that satisfaction with this matter is very high and has an influence on withdrawal behavior. But dissatisfaction with salary is not in line with the research conducted by G.H. Ironson, P.C. Smith, M.T. Brannick, W.M. Gibson, and K.B. Paul, (1989), pp. 193-200; and S.S. Russell, C. Spitzmuller, L.F. Lin, J.M. Stanton, P.C. Smith, and G.H. Ironson (2004), pp. 878-93. The above research because it is carried out in a country with an adequate level of prosperity, is different in Indonesia.

Whereas the second order of the highest dissatisfaction that affects Withdarwal on TVR parliament is a co-worker, where the TVR Parliament employees are less compact. And this is also not in line with GH Ironson's research and friends who put third place, in dissatisfaction with colleagues.

So this research answers Hypothesis I, namely; There is a significant influence between job satisfaction and withdrawal behavior, which is shown to have an effect of 14% and a significant influence on the data above.

H2: There is a significant effect between workload and Parliamentary withdrawal on TVR.

Based on the data above it turns out that there is an influence between workload and withdrawal behavior, indicated by the path coefficient table 4.8 where P value reaches 0.009 and T Statistics is 2.656 above T table of 1.9872. This means that the variable workload has a significant effect on withdrawal of 9%. This research is in line with the theory expressed by Manuaba (2000; 32), namely the excessive workload will result in both physical and psychological work stress and emotional reactions, withdrawal is one of the reactions.

The most influential relationship from the variable workload on withdrawal is the indicator of work conditions, especially the X2.16 statement about facilities and infrastructure indicators, "Facilities and Infrastructure are good" from the above data shown by T statistics up to 31,828 and the value of 0.863 in the sample, this shows high workload and very significant effect on withdrawal. Whereas the second sequence of workload is still on the working conditions indicator shown in X2.10, namely the statement "My work has special abilities in accordance with my expertise". With T statistics it reaches 25,215 and values up to 0.826. These two things become things that need to be considered. This second sequence is in line with the theory expressed by Stephen P. Robbins

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(2003: H.218) that the level of employee performance will depend on the ability of the employee itself such as the level of education, knowledge, experience with an increasingly high level of performance. the higher too. Thus the level of education, knowledge and low experience will have a negative impact on employee performance.

So this research answers Hypothesis II, namely; There is a significant influence between workload and withdrawal behavior, which is shown to have an effect of 9% and significant influence on the data above.

H3: There is a Significant Influence between the Commitment Commitments and Parliamentary Withdrawals in Parliament.

Based on the data above it turns out that there is an influence between organizational commitment and withdrawal behavior, indicated by the path coefficient table 4.8 where P value reaches 0.001 and T statistics is 3.451 above T table of 1.98472. There is a significant negative effect of each variable. This means that the organizational commitment variable has a significant effect on withdrawal of 1%. This research is in line with the previous research conducted by Nina Widoretno (2013), examines "The Influence of Job Satisfaction and Organizational Commitment with PT Araya Bumi Megah's employee withdrawal behavior" This study proves the existence of a negative relationship between organizational commitment and withdrawal behavior. Whereas the most influential relationship from the organizational commitment variable to withdrawal is on the loyalty indicator especially the X3.10 statement about loyalty indicators, when the statement aimed at loyalty, "I will be interrupted if TVR Parliament TVR Parliament out" from the data above shows T statistics up to 26,452 and a value of 0.855 in the sample, this shows a lack of commitment which has a very significant effect on withdrawal. Whereas the second order of organizational commitment to withdrawal is an employee engagement indicator shown in X3.14 namely the statement "I am active in Parliamentary TVR activities". With T statistics it reaches 24,319 and values up to 0.780. This is in line with Laczo, & Hanisch, (2000: H.455) decreasing commitment with reduced involvement.

So this research answers Hypothesis III, namely: The existence of a significant influence between withdrawal and behavior, which is shown to have an effect of 1% and significant influence according to the data above.

DISCUSSION

Record Construction Theory Withdrawal The next important question from researchers is the construction of withdrawal as what happens in withdrawal behavior TVR Parliament? this question refers to 4 theoretical constructs proposed by Orly Shapira-Lishchinsky Shmuel Even-Zohar (2011; H. 429-451) to explain the relationship between various withdrawal behaviors, namely: independent, spillover, compensatory, and progression. Of the four models, the theoretical construction that matches the data above is the progressive model. This is indicated by high results in quitting or leaving work if there are other jobs. As shown in table 4.8 above is on the Missing and Quitting indicators. In the first order is quitting or will move to work like the answer in statement Y1.22 that is "I will stop working if there is another job". From the data above T statistics up to 36,742 with a score of 875. This is consistent with the resignation of several employees at the parliament TVR.

Table 3. Employee PPNPN TVR Parliament Tunover

Tahun	Jumlah
November 2017	131
Januari 2018	135
April 2018	125

Source: Kabag TVR Parliament

Data on the number of November PPNPN employees were 131 people, then increased in January to 135, but then shrank in April to 125 people. This data shows a high change in the study period, from October 2017 to April 2018. That means 7.4 percent of employees do quitting or turn over from Parliament TVR, this figure is quite high in the past 5 months. This study corroborates the theory put forward by Spector (1997; H.25-30), he mentioned some potential impacts resulting from job satisfaction and dissatisfaction, namely withdrawal behavior which is in the form of avoidance and leaving work. Employees who are dissatisfied with their work tend to avoid the job, either temporarily (absent or late) or who direct them to the behavior to leave the job permanently.

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CONCLUSION

- (1) There is a significant influence between job satisfaction and Parliamentary withdrawal behavior in TVR of 14%. Whereas the most influential relationship from job satisfaction variables to withdrawal is on salary indicators especially X1.3 statements about allowances, when statements are directed at allowances, "benefits are appropriate" from the data above indicated T statistics up to 31,123 and the value of 0.835 in the sample, this shows high dissatisfaction and has a very significant effect on withdrawal.
- (2) There is a significant influence between workload and withdrawal behavior in Parliament TVR of 9%. Whereas the most influential relationship from the variable workload on withdrawal is the indicator of work conditions, especially the X2.16 statement on working conditions when statements aimed at facilities and infrastructure, "Facilities and Infrastructure are good" from the above data indicated T Statistics up to 31,828 and values 0.863 in the sample, this shows a high workload and has a very significant effect on Withdrawal.
- (3) There is a significant influence between organizational commitment and Parliamentary withdrawal behavior at 1%. Whereas the most influential relationship from the organizational commitment variable to withdrawal is on the loyalty indicator especially the X3.10 statement about loyalty, when the statement aimed at loyalty, "I will be disturbed if TVR Parliament TVR Parliament comes out" from the data above shows T Statistics up to 26,452 and the value of 0.855 in the sample, this indicates a lack of commitment which has a very significant effect on withdrawal.
- (4) The most dominant withdrawal behavior in Parliament TVR as shown in table 4.8 above is on the Missing and Quitting indicators. In the first order is quitting or will move to work like the answer in statement Y1.22 that is "I will stop working if there is another job". From the data above T statistics up to 36,742 with a score of 875. This is consistent with the lack of commitment as indicated by the lack of loyalty. Theoretically withdrawal construction on TVR Parliament is progressive construction, where withdrawal will increase to quitting behavior.

This research proves all hypotheses and also tests the existing theories.

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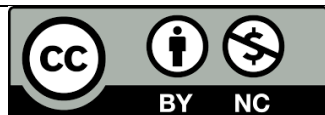
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