Turnover Intention: The Impact of Ethical Climate, Job Satisfaction and Organizational Commitment

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\textbf{ABSTRACT}

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Human resources have a major role in every activity of the company and are essential to support the success of the organization. It can be damaged directly by employee behavior of intention to turnover. The purpose of this study was to examine the effect of the ethical climate, job satisfaction and organizational commitment on turnover intention. The research method is quantitative with a cross-sectional survey design. Data analysis uses multiple linear regression test. Three hypothesis were tests and the results showed that there is a significant relationship between the ethical climate and turnover intention, job satisfaction has a significant relationship with turnover intention, also organizational commitment has a significant effect on the turnover intention of employees. To reduce the risk of turnover intention the company needs to take preventive steps by building a positive work ethic climate, providing rewards. Besides improving the working atmosphere, giving attention, respect, and appreciation to all employees without discriminating the status, expertise and educational background by providing equal opportunities in the promotion of career paths.

\textbf{INTRODUCTION}

Out of the workplace or changing, jobs are one option if an employee already feels out of place or does not fit what he wants to expect at work. Turnover is as a result of the desire to move for employees in the hope of improving the situation in terms of psychological and a better future career. But in terms of high employee replacement companies will have negative impacts such as creating instability in labor conditions and increasing human resource costs. This makes the organization within the company ineffective because it loses experienced employees and needs to retrain new employees (Lim, Loo, & Lee, 2017, Gupta & Shaheen, 2017, Kim & Hyun, 2017).

There are many factors that can influence the desire to move from the company in employees including the low organizational commitment, insecurity of the work environment or organizational climate, work stress, career development that is not promising and low employee job satisfaction (Hwang & Chang, 2009, Ahn, Lee, Kim, & Jeong, 2015. Cho & Song, 2017).
Organizational work climate factors also involve the psychological climate of a person psychologically towards his work and placing work as an important part of the lives of individuals who need to be respected. However, many problems faced by companies are related to the work ethic climate where a low work ethic climate in employees often can cause their high desire to move. Many companies do not realize the importance of creating a good work ethic climate in organizations, for example, ethics in work teams and ethics in decision making that does not respect one another. This condition can certainly trigger a low sense of motivation because they feel there is no chance to develop, so it cannot help satisfy the employee's need for brand responsibility. This directly impacts on decreasing work commitment and employee performance. Once the magnitude of the influence of this ethical climate can affect job satisfaction and work commitments, it is necessary to conduct this research to see how well the influence of the ethical climate, job satisfaction, and organizational commitment influences the desire of employees to move (Demirtas & Akdogan, 2015, Wang & Ma, 2013, Hung, Lee, & Lee, 2018).

The desire to end an assignment or leave an organization is negatively related to job satisfaction. Perceived job satisfaction can affect one's thinking to get out. Evaluation of various work alternatives will ultimately lead to turnover because individuals who choose to leave the organization will expect more satisfying results elsewhere (Huang & Su, 2016, Memon, Salleh, & Baharom, 2016).

Job satisfaction is also negatively associated with employee turnover (Intention turnover) but other factors such as labor market conditions, alternative job opportunities, and length of work are important obstacles to leaving existing jobs. Individuals who feel satisfied with their work tend to stay in the organization. Whereas individuals who feel unsatisfied with their work will choose to leave the organization (Lee & Chelladurai, 2018, Spector, 1997, Amponsah-Tawiah, Annor, & Arthur, 2016).

Organizational commitment is associated with increased productivity and lower turnover. Organizational commitment contributes to predicting important organizational variables related to outcomes (eg turnover intentions). The outcome variable tested in this study relates to the desire of individuals to leave the organization and the sample used is nurses. Meyer also concluded that organizational commitment is significantly related to the desire of individuals to leave office and activities in organizations. Workers with strong affective commitments will remain in the organization because they feel that they should work that way (Mathieu, Fabi, Lacoursière, & Raymond, 2016, Agarwal & Sajid, 2017). Job satisfaction and commitment are related to turnover, however, organizational commitment has more to do with the strong intention to turnover intentions, meaning that job satisfaction is a variable that precedes organizational commitment (Mathieu et al., 2016, Lim et al., 2017).

Organizational commitment is a strong predictor of voluntary turnover. The tendency of commitment (commitment propensity) before entering the organization will be positively related to
the initial commitment (before entering the organization) and the subsequent commitment (after entering the organization) will be negatively related to voluntary turnover, so that employee job satisfaction will be influenced by commitment at the initial stage of entering the organization (Gatling, Kang, & Kim, 2016, Nazir, Shafi, Qun, Nazir, & Tran, 2016).

This turnover intention problem experienced by PT. Bumi Sarimas Indonesia Padang based on the results of the field survey shows that the desire to change employees often occurs in the last three years with various reasons such as not being able to achieve targets, a work culture that is not in accordance with personality values, feeling less involved in work, looking for a higher incentive or income and looking for a higher position. This condition was obtained from the report of the Human Resource Division that in the last three years the percentage of outgoing employees has continued to increase from 20% in 2016 to 24.49% in 2018 as can be seen in table 1.1.

**Table 1. Employee Turnover Data for PT. Bumi Sarimas Indonesia Padang**

|       | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Tot |
|-------|-----|-----|-----|-----|-----|------|------|-----|-----|-----|-----|-----|-----|
| 2016  |     |     |     |     |     |      |      |     |     |     |     |     | 45  |
| In    | 1   | 2   | 1   | 1   | 3   | 2    | 1    | 0   | 0   | 1   | 1   | 1   | 14  |
| %     | 2.26| 4.44| 2.22| 2.22| 6.67| 4.44 | 2.22 | 2.22| -   | -   | 2.22| 2.22| 31.11|
| Out   | 0   | 0   | 0   | 1   | 1   | 2    | 1    | 0   | 0   | 1   | 2   | 10  |     |
| %     | 2.22| -   | -   | 2.22| 2.22| 4.44 | 2.22 | -   | -   | 2.22| 4.44| 8.00|
| Tot   | 1   | 2   | 1   | 3   | 2   | 1    | 1    | 0   | 0   | 1   | 1   | 1   | 45  |
| 2017  |     |     |     |     |     |      |      |     |     |     |     |     | 46  |
| In    | 2   | 1   | 1   | 1   | 2   | 2    | 1    | 1   | 0   | 1   | 0   | 0   | 12  |
| %     | 4.35| 2.17| 2.17| 2.17| 4.35| 4.35 | 2.17 | 2.17| -   | 2.17| -   | -   | 26.09|
| Out   | 1   | 1   | 2   | 0   | 2   | 1    | 1    | 0   | 0   | 1   | 0   | 1   | 10  |
| %     | 2.17| 2.17| 4.35| -   | 4.35| 2.17 | 2.17 | -   | -   | 2.17| 2.17| 2.17| 21.74|
| Tot   | 3   | 2   | 1   | 3   | 2   | 1    | 1    | 0   | 0   | 1   | 2   | 3   | 46  |
| 2018  |     |     |     |     |     |      |      |     |     |     |     |     | 49  |
| In    | 1   | 1   | 2   | 0   | 1   | 1    | 0    | 0   | 3   | 0   | 1   | 2   | 15  |
| %     | 4.08| -   | 2.04| 4.08| 2.04| -    | -    | 6.12| 6.12| 2.04| 4.08| 6.12| 30.61|
| Out   | 1   | 1   | 2   | 0   | 1   | 1    | 0    | 1   | 2   | 1   | 1   | 12  |     |
| %     | 2.04| 2.04| 4.08| -   | 2.04| 2.04 | -    | 2.04| 2.04| 4.08| 2.04| 2.04| 24.49|
| Tot   | 2   | 2   | 2   | 3   | 3   | 3    | 3    | 0   | 0   | 1   | 2   | 3   | 49  |

Source: Personnel Division of PT. Bumi Sarimas Indonesia Padang 2019

From the table above it can be seen that the employee turnover rate for three years from 2016 to 2018 shows an increasing trend. This indicates that there are factors that cause the employee to leave. Of the several reasons stated above the alleged ethical climate factors, job satisfaction and organizational commitment play a significant role as the cause of the many employees left the company.

The high level of employee leaves certainly has a negative impact, one of which creates instability and uncertainty (uncertainty) of the current labor conditions. In addition, the addition of employees who are running out, of course, requires the recruitment of new employees who must be retrained. The recruitment and training process is certainly an additional cost that must be borne back by the company because recruiting new employees must be retrained. High turnover in the company has also resulted ineffectively in the last three years due to the loss of experienced employees who
need time to replace them with new employees because they have to take training first before being given the authority of the task.

The high level of turnover Intention has become a serious problem, not only decreased productivity, but the company also bears the additional cost of the recruitment process in order to attract qualified and trained staff. Losses due to employee turn over at least loses the investment invested in their training costs which then becomes useless by moving them to work for other companies. Once the magnitude of the influence of the turnover intention employees on the survival of the company it is necessary to do research to what extent the ethical climate, job satisfaction, and organizational commitment affect the turnover intention of the employees.

**METHOD**

This research approach uses quantitative descriptive methods (O'Sullivan, Rassel, Maureen, & Taliaferro, 2016). Quantitative approaches are used to identify all concepts that are the purpose of research (Creswell W, 2014). In this study, there are three independent variables, namely Ethical Climate (X1), Job Satisfaction (X2) and Work Commitment (X3) and Turnover Intention (Y). The study population was all employees of PT Bumi Sarimas Indonesia Padang with a purposive random sampling technique of 45 people. The research instruments used questionnaires, interviews, documentation and literature studies. Questionnaire data analysis uses descriptive statistical tests by calculating the total of respondents' achievement level in the answers of question items provided. While the research hypothesis testing uses inferential statistical tests of multiple linear regression. Before carrying out the hypothesis test, all data have been certain to pass the classic assumption test.

**RESULTS AND DISCUSSION**

**Ethical Climate**

Measurement of the ethical climate variable in this study was composed of several questions. The greater the average score will be positive the employees ethical climate towards the organization and the lower their turnover intention the company. The answers to each of the ethical climate scale question items are as follows:

| No | Statement                                                                 | SS   | S. % | CS | TS | STS | The mean | TCR | Information |
|----|---------------------------------------------------------------------------|------|------|----|----|-----|----------|-----|-------------|
| A  | Code of Ethics                                                            |      |      |    |    |     |          |     |             |
| 1  | The work climate is pleasant because the leadership is very accommodating | 32   | 65.5 | 11 | 22.4 | 5 | 10.2 | 2 | 0.0 | 4.51 | 90.2 | Very good |
| 2  | Friendly employee ethics, is the reason I remain in this company          | 21   | 42.9 | 17 | 34.7 | 7 | 14.3 | 2 | 4.1 | 2.4 | 80.8 | Well       |
| 3  | The company code of conduct requires us to work according to the rules    | 30   | 61.2 | 11 | 22.4 | 6 | 12.2 | 1 | 2.0 | 1.0 | 4.37 | 87.4 | Well       |
| 4  | The code of ethics must be upheld by all employees without exception and without distinguishing rank and position | 31   | 63.3 | 14 | 28.6 | 3 | 6.1 | 1 | 2.0 | 0.0 | 4.53 | 90.6 | Very good |

B Organizational Policy

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Based on the data in table 2 above it appears that the average score for the ethical climate variable is 4.24 with a respondent achievement level of 84.8%. This shows that the ethical climate variable is included in the good category which means that employees have the perception that the ethical climate that is built in the work of the organization is good.

From the data, it was found that the highest average score was obtained by the code of ethics indicators in statement number 1 namely "Work climate is pleasant because leadership is very accommodating" and statement number 4 is "Code of conduct of the company requires us to work in accordance with existing rules" with score values on average each is 4.51 and 4.57 with the level of achievement of respondents generated 90.2% and 90.6% This shows that the indicators of the code of ethics agree with the organizational policies for question number 1 and 4 entered very good category.

While the lowest average score is obtained by the indicators of Management Actions, Reward and Punishment, for question number 12 "I like this organizational policy because I do office work first rather than personal work" with an average score of 3.88 and respondents achievement level generated by 77.6%. This shows that the indicator of satisfaction on the management policy of reward and punishment applied by the organization for question number 12 "I like this organizational policy because I do office work first rather than personal work" into the category that is quite realized in the work of the company.

Overall data on the results of research on the code of ethics obtained an average score of 4.24 with 84.8% achievement rate of respondents. This shows that the indicators of attitudes agreeing to the organizational policy are in a good category. Thus it can be said that almost all employees agree with organizational policies as seen in statement number 1, the majority of them agree that the work climate that develops in the company is very pleasant because the leadership is very accommodating, so they are not burdened in working. Then in statement number 4 which states that
all employees must uphold the company's code of ethics without exception and regardless of rank and position.

Job satisfaction

For the measurement of job satisfaction variables obtained data processing results as follows:

Table 3. Descriptions of Job Satisfaction Frequencies

| No | Indicator                                                                                           | SS | S. | N | TS | STS | The mean | TCR | Information |
|----|-----------------------------------------------------------------------------------------------------|----|----|---|----|-----|----------|-----|-------------|
| A  | Creativity and Independence                                                                       |    |    |   |    |     |          |     |             |
| 1  | The division of my duties in the company is in accordance with the expertise I have               | 30 | 61.2 | 9 | 18.4 | 9 | 18.4 | 1 | 2.0 | 0 | 0.0 | 4.39 | 87.8 | Well |
| 2  | Each employee is responsible for carrying out his mandate duties                                   | 31 | 63.3 | 9 | 18.4 | 8 | 16.3 | 1 | 2.0 | 0 | 0.0 | 4.43 | 88.6 | Well |
| 3  | The attitude of employees at PT. Bumi Sarimas Indonesia Padang gives sympathy so there is a strong sense of kinship and independence. | 21 | 42.9 | 8 | 16.3 | 13 | 26.7 | 7 | 14.3 | 0 | 0.0 | 3.88 | 77.5 | Pretty good |
| 4  | Independence built trains to strengthen my work creativity                                         | 27 | 55.1 | 14 | 28.6 | 6 | 12.2 | 2 | 4.1 | 0 | 0.0 | 4.35 | 86.9 | Well |
| B  | Working Conditions                                                                                 |    |    |   |    |     |          |     |             |
| 5  | I feel satisfied with my work now                                                                  | 23 | 46.9 | 20 | 40.8 | 6 | 12.2 | 0 | 0.0 | 0 | 0.0 | 4.35 | 86.9 | Well |
| 6  | I find my work at this company less pleasant.                                                      | 25 | 51.0 | 12 | 24.5 | 6 | 12.2 | 5 | 10.2 | 1 | 2.0 | 4.10 | 82.0 | Well |
| 7  | I feel that the problem facing the company is mine too                                               | 31 | 63.3 | 9 | 18.4 | 8 | 16.3 | 1 | 2.0 | 0 | 0.0 | 4.43 | 88.6 | Well |
| 8  | I feel very happy spending the rest of my career at PT. Bumi Sarimas Indonesia Padang              | 26 | 53.1 | 12 | 24.5 | 8 | 16.3 | 3 | 6.1 | 0 | 0.0 | 4.24 | 84.9 | Well |
| C  | Responsible                                                                                         |    |    |   |    |     |          |     |             |
| 9  | I feel responsible for the progress of PT. Bumi Sarimas IndonesiaPadang                            | 22 | 44.6 | 14 | 28.6 | 11 | 22.4 | 2 | 4.1 | 0 | 0.0 | 4.14 | 82.9 | Well |
| 10 | I feel emotionally attached to PT. Bumi Sarimas Indonesia Padang                                   | 23 | 46.9 | 12 | 24.5 | 12 | 24.5 | 1 | 2.0 | 1 | 2.0 | 4.10 | 82.0 | Well |
| 11 | I avoid excessive duties and responsibilities from my work                                         | 23 | 46.9 | 9 | 18.4 | 15 | 30.6 | 2 | 4.1 | 0 | 0.0 | 4.08 | 81.6 | Well |
| 12 | As my responsibility to this organization, I prioritize office work rather than personal work       | 27 | 55.1 | 17 | 34.7 | 3 | 6.1 | 1 | 2.0 | 1 | 2.0 | 4.37 | 87.4 | Well |
| D  | A chance to advance                                                                               |    |    |   |    |     |          |     |             |
| 13 | I stayed at this company because of clear career planning                                          | 30 | 61.2 | 16 | 32.7 | 2 | 4.1 | 0 | 0.0 | 1 | 2.0 | 4.49 | 89.8 | Well |
| 14 | A gradual career promotion system made me stay in this company                                     | 28 | 57.1 | 16 | 32.7 | 4 | 8.2 | 1 | 2.0 | 0 | 0.0 | 4.45 | 88.9 | Well |
| 15 | Job promotions are only given to employees who are close to their superiors                         | 25 | 51.0 | 16 | 32.7 | 7 | 14.3 | 1 | 2.0 | 0 | 0.0 | 4.33 | 86.5 | Well |
| 16 | The company provides opportunities for advancement for all employees without appearance discrimination | 24 | 49.0 | 23 | 46.9 | 1 | 2.0 | 1 | 2.0 | 0 | 0.0 | 4.43 | 88.6 | Well |
| E  | Sharia feeling towards work                                                                        |    |    |   |    |     |          |     |             |
| 17 | Praise from superiors makes me want to give a better performance                                  | 28 | 57.1 | 19 | 38.8 | 1 | 2.0 | 1 | 2.0 | 0 | 0.0 | 4.51 | 90.2 | Very good |
| 18 | I feel self-esteem increases if superiors praise the work                                          | 24 | 49.0 | 21 | 42.9 | 4 | 8.2 | 0 | 0.0 | 0 | 0.0 | 4.41 | 88.2 | Well |
| 19 | I am proud if my work is in accordance with the wishes of my boss                                 | 24 | 49.0 | 20 | 40.8 | 4 | 8.2 | 1 | 2.0 | 0 | 0.0 | 4.37 | 87.4 | Well |
| 20 | I sometimes like to blame myself for the mistakes I make at work                                   | 19 | 38.8 | 21 | 42.9 | 8 | 16.3 | 1 | 2.0 | 0 | 0.0 | 4.18 | 83.7 | Well |
| F  | Individual Satisfaction                                                                           |    |    |   |    |     |          |     |             |
Based on the data in Table 3 above it can be seen that the average score for the variable job satisfaction is 4.28 with a respondent achievement level (TCR) of 85.5%. This shows that the employee job satisfaction variable is included in the good category which means that employee satisfaction towards their work is in line with their expectations in the organization.

From the data found the highest average score obtained by the indicator of passion for work in statement number 17 namely "Praise from superiors makes me want to give better work performance" with an average score value of 4.51 with the level of achievement of respondents generated 90.2%. This shows that the indicator of feeling passionate about work for statement number 17 into the category of excellent occurs in employees at the company.

While the lowest average score is obtained by the indicators of creativity and independence for question number 4 "independence built trains strengthening my work creativity" with an average score of 3.88 and the respondents' achievement level generated by 77.5%. This shows that the indicators of creativity and independence for statement number 4 "independence that was built to train the strengthening of my work creativity" into the category enough so that it can be said there is still a high possibility that employees feel they have not received training to strengthen their creativity.

Overall research data on the variable employee job satisfaction in organizations obtained an average score of 4.28 with a respondent achievement rate of 85.5%. This shows that indicators of employee job satisfaction with the organization are in a good category. Thus it can be said that almost overall employees feel job satisfaction in organizations with good categories which can be seen in statement No. 17 above where the majority of employees express praise from superiors will improve their work performance in the organization and statement number 4 Independence which is built trains to strengthen employees working creativity. For managers, this needs to be maintained by continuing to reward employees in the form of reward for their achievements.

**Organizational Commitment**

The measurement of organizational commitment variables is measured by several questions. The greater the average score of organizational commitment shows the lower intention of employees to leave the company. The answers to each item on the organizational commitment scale question are as follows:

| No | Indicator | SS | S. | N | TS | STS | The mean | TCR |
|----|-----------|----|----|---|----|-----|---------|-----|
| 21 | I feel satisfied with my work now | 20 | 40.8 | 22 | 44.9 | 5 | 10.2 | 2 | 4.1 | 0 | 0.0 | 4.22 | 84.5 | Well |
| 22 | I found real excitement at work | 20 | 40.8 | 20 | 40.8 | 7 | 14.3 | 2 | 4.1 | 0 | 0.0 | 4.18 | 83.7 | Well |
| 23 | I am not satisfied with my current job at the company | 16 | 32.7 | 23 | 46.9 | 9 | 18.4 | 1 | 2.0 | 0 | 0.0 | 4.10 | 82.0 | Well |
| 24 | I feel the problem faced by the company is that it makes me not comfortable working | 17 | 34.7 | 19 | 38.8 | 13 | 26.5 | 0 | 0.0 | 0.0 | 0.0 | 4.08 | 81.6 | Well |

Average Score 4.28 85.5 Well
Based on the data in table 4 above it appears that the average score for the organizational commitment variable is 4.23 with a respondent achievement level (TCR) of 84.5%. This shows that the variable organizational commitment of employees into the good category which means organizational commitment (loyalty) of employees to work at the company is high enough to survive in this organization.

From the data found the highest average score obtained on two indicators, namely: First, the indicators do work in synergy for the progress of the company in statement number 1 namely "I am proud to be part of the family of PT. Bumi Sarimas Indonesia Padang" with an average score of 4.69 (82.0) in the category of well. Second, the indicator is high enough to survive in the company even if the company goes down in statement number 13 namely "I will survive in the company even if the company goes down" with an average score of 5.51 (88.6) in the category of well.

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| A | Do work in synergy for the progress of the company |
|---|---|
| 1 | I am willing to prevent things that harm the company |
| 2 | I always try to improve performance for the company |
| 3 | I am highly motivated towards work |
| 4 | I am willing to do the best performance for the progress of the company |

| B | Willing to devote more time for the progress of the company |
|---|---|
| 5 | I am willing to work late into the night for the betterment of the company |
| 6 | I am willing to devote full time to the company's progress |
| 7 | I am willing to increase my work hours by bringing part of my office work to home |
| 8 | I am willing to help friends to achieve the company's targets |

| C | Giving priority to group interests over personal interests |
|---|---|
| 9 | I try to share information and knowledge with the work team to increase work productivity |
| 10 | I am willing to provide input to the team for performance improvement |
| 11 | I am willing to provide solutions to overcome the difficulties of colleagues at the office |
| 12 | I am willing to help my colleague for the sake of a smooth task |

| D | Stay in the company under any circumstances |
|---|---|
| 13 | I will survive in the company even if the company goes down |
| 14 | I am willing to continue working for the company under any circumstances |
| 15 | I will still survive in the worst conditions though |
| 16 | When the company experienced a financial crisis, I had no intention of leaving the company |

| E | Feel proud of the company |
|---|---|
| 17 | There is not the slightest turnover intention the task, despite the financial condition of the bankrupt office |
| 18 | I am proud when the company makes progress |
| 19 | I am happy to be proud of the company I work for |
| 20 | I am proud to be part of the family of PT. Bumi Sarimas Indonesia Padang |

| Average Score | 4.23 | 84.5 | Well |
willing to intervene to prevent, things that harm the company" with an average score value is 4.45 with the respondents achievement level generated 88.9% with good categories. Second, the indicator remains in the company in any condition in statement number 14, namely "I am willing to continue working for the company in any condition" with an average score of 4.45 with the respondents achievement level generated 88.9% in the good category. From these two highest indicators shows that the indicators want to do work in synergy for the progress of the company and remain loyal to work at the company in any condition shows that most employees who work in the organization currently have a strong commitment and love to the organization where they work.

While the lowest average score obtained on the indicator remains in the company in any condition, namely for statement number 16 which reads "when the company is experiencing financial crisis, I have no turnover intention the company" with an average score of 3.88 and the respondents achievement level generated by 77.6%. This shows that the indicators remain in the company under any circumstances in statement number 16 "when the company is experiencing financial crisis, I have no turnover intention the company" into the category enough so that it can be said there is still a high likelihood that employees working at the company this time and will come out if the company really experiences a financial crisis.

This means that employees are willing to work even harder for the progress of the company and anticipate things that can harm the company by always trying to improve their performance for and will continue to work on in any condition as the response of employees in statement number 14. Thus it can be said that almost overall employees have made good work commitments and synergized in their working progress as evidenced by the flight of stronger commitments in the organization. This condition shows that the employees already has the commitment and love of their work, which gives a positive signal to managers to reduce the turnover intention employees by strengthening employee love for their organization by always providing overtime benefits when working overtime, especially work that takes up to night. In addition, managers also need to evaluate performance so that the company's profit targets are achieved and provide bonuses and awards to the best employees.

**Turnover Intention**

The measurement of the intention variable is measured by several questions. The greater the average turnover intention the score indicates the lower organizational commitment. The answers to each item on the job satisfaction scale question are as follows:

| No | Statement                                                                 | SS   | S    | CS   | TS   | STS  | The mean | TCR  | Information |
|----|---------------------------------------------------------------------------|------|------|------|------|------|----------|------|-------------|
|    |                                                                           | Fi % | Fi % | Fi % | Fi % | Fi % | Fi %     | Fi % |             |
| A  | Thoughts of Quitting                                                     |      |      |      |      |      |          |      |             |
| 1  | High or low salary influences my decision to stop working                | 0.0  | 8.16 | 28.57| 13.26| 0.0  | 2.90     | 57.9 | Less        |
| 2  | Low salary affected me to quit the company                               | 0.0  | 10.20| 28.57| 10.20| 1.0  | 2.94     | 58.8 | Less        |
Based on the data in table 5 above, it can be seen that the average score for the turnover intention variable is 2.95 with a respondent achievement level of 58.9%. This shows that the indicators of thoughts about stopping at the company is in the lower category.

From the data found the average score of the cause of turnover intention the employees obtained the highest indicator on the desire to find another job in statement number 10, namely, "I find it difficult to achieve the set job targets, I want to find another job that is easier" with an average score of 3.10 with a level the respondents achievement generated 62.0% were still in the category of lower. From this highest indicator shows that the main factors that cause employees of the company wishes to quit its job because of the inability of employees to pursue work targets as determined by the company. This shows that the majority of employees who have the desire to leave the company.

While the average score of cause for turnover intention the employees is obtained on the indicators of thoughts to stop for statement number 3 namely "the salary I get does not affect my intention to stop working" and number 4 that is "the salary I receive is not in accordance with the effort I have made, so I want to quit" with an average score of 2.82 and 2.86 respectively with the respondents' achievement level generated by 56.3% and 57.1. This shows that the indicators of thoughts to stop working at the company is caused more by the problem of salary mismatches and the number of years in which employees work.

Overall research data on the variable intention out of the employees obtained an average score of 2.95 with a level of achievement of 58.9% of respondents. This shows that
the indicator of employee's turnover intention is not so much (less) and if there are employees who intend to go out looking for another job it is generally caused by 1) inability to achieve the set work targets (statement No. 10) and 2) due to salary mismatches received by employees when compared to duties and jobs it does in the office (statement number 3).

These findings can be input for managers to pay attention to the division of tasks in accordance with professional workers assigned and provide a decent salary and in accordance with the burden of tasks given, if necessary managers need to implement a reward system for outstanding employees who are able to work that exceeds the expected profit target of the company thus increasing employee motivation and working commitment.

**Influence Ethical Climate, Job Satisfaction And Organizational Commitment to Outbound Intention**

Analysis of the research results using multiple linear regression tests obtained the estimation results as in the following table.

| Model | Coefficientsa | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|---------------|-----------------------------|---------------------------|----|------|
|       |               | B  | Std. Error | Beta |     |     |
| 1     | (Constant)    | 32,495 | 32,275 | 1,007 | .319 |
|       | Ethical climate | -1,570 | .146 | .929 | -10,771 | .000 |
|       | Job satisfaction | -2020 | .196 | .806 | -3,102 | .019 |
|       | Organizational commitment | -1,223 | .440 | .827 | -2,780 | .008 |

Based on the multiple regression analysis can be concluded that there is a significant influence between the ethical climate, job satisfaction and organizational commitment to the turnover intention employees where a significant t-test value of <0.05 is obtained for the three independent variables tested, meaning that the better the ethical climate, job satisfaction, and organizational commitment, the lower the turnover intention employees because there is a negative relationship between the ethical climate, job satisfaction and commitment organizational with outgoing intentions.

This research is the same as research conducted by Jeremy Mintongga Monga in the extent to which an ethical climate moderates the relationship between job satisfaction and perceptions of organizational commitment. From the results of the research, it was reported that the ethical climate dimensions of caring, law and code, rule, independence, and instrumental predicted 72% of the variance in job satisfaction and 73% of the variance in employee commitment. Positive perceptions of an ethical work atmosphere and a clear code of conduct would enhance employees' levels of dedication, loyalty, and commitment to the organization (Mitonga-Monga, 2018).
Another research was supported this result is the research of Ebtsam Aly Abou Hashish about Relationship between ethical work climate and nurses' perception of organizational support, commitment, job satisfaction, and turnover intent was reported that there are positive significant correlations between nurses' perception of overall ethical work climate and each of perceived organizational support, commitment, as well as their job satisfaction. However, negative significant correlations were found between nurses' turnover intention and each of these variables. Also, approximately 33% of the explained variance of turnover intention is accounted for by ethical work climate, organizational support, organizational commitment, and job satisfaction, and these variables independently contributed significantly to the prediction of turnover intention (Aly & Hashish, 2015).

Likewise, the F test is used to evaluate the effect of the ethical climate, job satisfaction, and organizational commitment simultaneously on the turnover intention. The results of the multiple regression analysis of the F test are obtained as in table 7 below.

Table 7. Tests F and R2 Effects of ethical climate, job satisfaction and organizational commitment on turnover intentions

| Model   | Sum of Squares | df  | Mean Square   | F      | Sig.  | R Square |
|---------|----------------|-----|---------------|--------|-------|----------|
| 1       | Regression     | 3   | 10249,778     | 71,142 | .000a | .826     |
|         | Residual       | 45  | 144,075       |        |       |          |
| Total   | 37232,694      | 48  |               |        |       |          |

Table 7 above it can be seen that all independent variables simultaneously or together have a statistically significant effect on the dependent variable where the results of SPSS program data processing show that the calculated F value of 71,142 with a significant level of 0.000. Then the independent variables together have a significant effect on the dependent variable.

From the results of this F-test shows that the turnover intention the employees can already be overcome through the development of a good ethical climate among employees of their organizations, job satisfaction in organizations and organizational commitment. This can be seen from the total value of respondents' achievements which revealed that the average turnover intention employees of 2.951 with a level of achievement of 59.0% of respondents. This shows that the turnover intention the employees is low, thus it can be said that most of the employees can accept organizational policies well with the rules and work ethics implemented by the company.

This study is also the same as previous research conducted by Halim Hilmah Abdullah about the effect of job satisfaction on turnover intention in the Nigerian banking industry. This research revealed that there is a significant negative relationship between job satisfaction and employee turnover intention in the Nigerian banking industry. Findings and implications were also discussed (Ibrahim, Abdullah, & Kaliappen, 2016).

Other research was supported this research is Luz, CMDR, de Paula, SL, & de Oliveira, LMB (2018) about the effect of organizational commitment and job satisfaction on turnover intention.
reported that commitments and satisfaction are correlated with the intention of negative turnover significantly. Meanwhile research Mitonga-Monga(2018). reported that ethical climate influences turnover intentions (Luz, de Paula, & de Oliveira, 2018, Mitonga-Monga, 2018)

While for the coefficient of determination (R²) test, it was obtained the R-Square value of 0.826. This indicates that the magnitude of the relationship/influence of the ethical climate, job satisfaction and organizational commitment to the turnover intention of the employees is equal to 82.6% while the remaining 17.4% is influenced by other variables such as work conflicts with family, organizational culture and others. From the results of the coefficient of determination, it can be concluded that the turnover intention of employee is largely influenced by the ethical climate, job satisfaction and organizational commitment which are tools of internal organizational factors.

CONCLUSION

Based on the results of the study it can be concluded that the ethical climate, job satisfaction, and organizational commitment affect the turnover intention employees. The results of this study can be used as a guide by managers to take preventive the turnover intentions of employees by building a positive work ethic climate, giving rewards to outstanding employees and punishment for those violate the company's work code of ethics. In this way, it is expected that employee job satisfaction can increase which can strengthen their work commitment to improve the company's progress will have an impact on their economic well-being. In addition to reducing the turnover intention of employees, the top management can be overcome by improving the work atmosphere and giving attention.

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