

The Effect of Employee Training on Organizational Commitment and Turnover Intention: A Mediating Role of Job Satisfaction

Rini Juni Astuti^{a,b*} and Hukas Amartya Harnuansa^a

^a *Business and Economics Faculty, Universitas Muhammadiyah Yogyakarta, Indonesia.*

^b *Doctoral Program of Business and Economics Faculty, Universitas Sebelas Maret, Surakarta, Indonesia.*

Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Aims: This study aims to analyze the effect of Employee training on Organizational Commitment and Turnover Intention with Job Satisfaction as Mediation.

Study design: Hypotheses Testing.

Place and Duration of Study: 111 employees at Banjar Hospital, Indonesia.

Methodology: Structural Equation Modeling (SEM) based on AMOS.

Results: First, employee training positively effects on organizational commitment at the Banjar Hospital. Second, employee training positively effects on job satisfaction. Third, job satisfaction positively effects on organizational commitment. Fourth, job satisfaction mediates on the effects employee training on organizational commitment at the Banjar Hospital. Fifth, the findings further show that job satisfaction does not effects on turnover intention at the Banjar Hospital. Finally, employee training does not effects on turnover intention at the Banjar Hospital.

Conclusion: Employee Training and job satisfaction effect on organizational commitment. Employee training effects on job satisfaction. Job satisfaction has a significant as mediator between employee training and organizational commitment. Meanwhile, Job satisfaction and employee training do not effect on turnover intention.

Keywords: Employee training; organizational commitment; turnover intention; job satisfaction.

1. INTRODUCTION

Turnover Intention refers to an individual's subjective estimate of the likelihood of an employee leaving the organization in the near future [1]. Turnover intention was considered as a conscious and intentional desire to leave the organization in the near future and was considered the last part of the sequence in the cognitive withdrawal process [2]. Turn over research had become one of the main challenges facing organizations, it was proven that Turnover Intention is strongly correlated with actual turnover [3,4,5], employee training had an effect on turnover intention [6]; [5], job satisfaction had an effect on turnover intention [7]; [8]. Employees who want to leave the organization was considered a bad sign for the organization resulting in the loss of tacit knowledge in employees who have developed during working at the organization [9]), new employee recruitment and training costs [5], dan decrease in organizational efficiency [10].

Organizational Commitment had a role in the success of an organization and provides a number of benefits for the organization [11]. Organizational commitment was a fairness when an employee takes the side of the company and accepts the company's goals, and tries hard to remain a member of the company where they work (Robbins, 2017). Organizational commitment was one of the most important for employees who aim to defend themselves [12]. Several studies related to employee training and job satisfaction on organizational commitment have been carried out. Several research results show that there were an influence on employee training and organizational commitment [12]; (Shishi & Bhatti, 2017);[13]. Several studies on job satisfaction and organizational commitment also provide influential results [8]; [11]; [14].

The quality of human resources can be fulfilled by carrying out developments that lead to human resource training. Training was an effort to develop human resources, especially to develop intellectual abilities and human personality [15]. The development of human resource capabilities were the main point where companies want to improve and develop individual skills, knowledge, and abilities according to current and future needs. Employee development is felt to be increasingly important because of the demands of the job or position, as a result of technological

advances and the increasingly fierce competition between companies of the same type [5]. Every company personnel is required to be able to work effectively, efficiently, with good quality and quantity of work so that the company's competitiveness is getting bigger.

A phenomenon that occurs within scope of the employee turnover at the Banjar Hospital, Indonesia, namely the existence of several factors that affect employee discharge such as employees being transferred, resigning and being accepted as employees elsewhere. This turnover occurs because the organizational commitment of employees is low [10]. Human resources are a key in the sustainability of a company. This is an important point for the human resources department to manage existing human resources in achieving the goals of the company. Therefore, one of the efforts that must be made is to make employees know much closer to the company. One example is providing training to new employees with the aim of training and educating according to the place where the employee works [6]; [12]; [15]. Training is also a stage where all employees who will work in a company are trained in various methods, with the aim that employees can work in accordance with the expectations of the company.

Job satisfaction had an influence on organizational commitment [16] if the rights as an employee feel fulfilled. On the other hand, it will be a nightmare for the organization if the rights of employees feel that they were not being fulfilled. One of the effects of being dissatisfied with an employee is the emergence of turnover intention [5]. Employees who have the opportunity to promote their career paths as a form of satisfaction will create employee organizational commitment to the company so as to minimize the level of turnover intention [3]; [7]. The purpose of this study was to examine the effect of employee training on organizational commitment and turnover intention with mediates job satisfaction.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Employee Training

Training provides various benefits for employees in terms of expanding their knowledge, skills, and

abilities, becoming more efficient team members, and enhancing career development [17]. Ability to survive in such challenging situations, organizations must look for possible ways to create a sustainable competitive advantage [12]. The knowledge and skills of employees are increasingly performance, global competitiveness, and sustainable development [11]. One way to develop and improve the quality of employees is to provide them with useful training and development programs [12] to improve abilities, knowledge, and skills of talented employees are proven to be the main determinants of competitive advantage in the global market [18]. Previous Research conducted by [13] found that there is a positive and significant relationship between training and employee commitment. Similar research results were also presented by [19] who also found that there was a positive and significant relationship between employee training and employee commitment. Meanwhile, research conducted by [20] suggests that companies need to verify the content of training and the effects of training in increasing effort, organizational commitment, and turnover intention.

H1 : Employee training has a positive and significant effect on the organizational commitment

Research conducted by [21] resulted in a positive and significant relationship between employee training and job satisfaction. Similar research results were also presented by [22] who also suggested that there was a positive and significant influence between employee training on job satisfaction. Then, the results of research conducted by [23] also support other previous research, which suggests that employee training has a positive effect on job satisfaction.

H2 : Employee training has a positive and significant effect on job satisfaction

2.2 Organizational Commitment

Organizational commitment is a psychological bond between individuals and their organizations [24]. Research conducted by [25] suggests a positive influence of job satisfaction on organizational commitment. Job satisfaction refers to the daily emotional events of employees towards the work situation they face, which affects the employee's organizational commitment, because satisfied employees will maintain their membership in the organization

[20]. This is also stated in research conducted by [26] which states that job satisfaction reflects employees' feelings towards their work and commitment to the organization.

H3 : Job satisfaction has a positive and significant effect on the organizational commitment

2.3 Job Satisfaction

Job satisfaction is a common behavior to work performance while there are awards and achievements appropriately (Robbins, 2015). Job satisfaction has a relationship with work performance. An organization with more satisfied employees tends to be more effective and productive. Besides, employees with high level of satisfaction will have a low number of turnovers [21]. Job satisfaction as how far the employees are satisfied with their work [27].

Research conducted by [7] concluded that employee job satisfaction has a significant negative effect on turnover intention. The results of previous study are also supported by research conducted by [28] which states that partially commitment has a negative impact on turnover intention. Similar results were also concluded from the research proposed by [8] (which concluded that work is negatively related to turnover intention.

H4 : Job satisfaction has a negative and significant effect on turnover intention

2.4 Turnover Intention

Research on employee turnover has been widely done as an effort to identify the causes of employee resignation. Turnover is the termination or withdrawal of an employee from the place where he works. Based on research conducted by [5] according to the fact that turnover intention is an employee's feeling that describes the desire to leave the company, and it has become a major challenge that must be faced by every company. Results of employee training research conducted by [5]. It found that there was a negative relationship between employee training and turnover intention. Similar research results were also presented by [6]. It also showed a negative and significant relationship between employee training and turnover intentions. Then, the results of other studies also support the theory, which is done

[29]. It suggests that there is a negative and significant relationship between employee training and employee turnover intention.

H5 : Employee training has a negative and significant effect on turnover intention

Training not only enhances employees' attitudes towards their co-workers, but also increases job satisfaction and effective organizational commitment [30]. If the job satisfaction of employees increases, it will have a positive impact on the institution. This is the effect of training on employee affective commitment, and employees will feel comfortable with the work they do. Result of training, satisfied employees become committed to the organization, attend work, stay with the organization, arrive at work on time, work well and engage in behaviors that help the organization [31]. Meanwhile, when employees are satisfied with work, they are more committed to organization [32]. Employees who have high levels of job satisfaction tend to show higher levels of commitment, while employees who have low job satisfaction tend to exhibit behaviors that are detrimental to the organization. According to [33] employee job satisfaction levels predict their commitment.

H6 : Job satisfaction mediates the effect of employee training on organizational commitment.

3. RESEARCH METHODS

This study uses primary data with a quantitative approach. The subjects in this study were employees of the Banjar Hospital, Indonesia. The object of this research is the Banjar Hospital, Indonesia. In this study using a non-probability

sampling method with the determination of the sample using purposive sampling, namely the technique of determining the sample with various certain criteria. [34]. The respondent criteria are employees who have worked for at least 1 year. the sample used in this study is 111 respondents.

Data collection techniques use survey methods with questionnaires distributed through *Google Form* as a research tool with *likert* scale measurements of 1-5. Measurement of variables in this study is employee training using questionnaires that have been developed by [35], Organizational commitment by [36] Turnover Intention by [2] And job satisfaction by [37].

In this study, the data analysis method used is *structural equation model* (SEM) with AMOS program version 21. According to [38] *Structural Equation Modeling* (SEM) Is a combination of two separate statistical methods, namely *factor analysis* developed in psychology and psychometry and simultaneous equation models. (*simultaneuos equation modeling*).

4. DATA ANALYSIS AND RESULTS

4.1 Validity and Reliability Results

The validity test was carried out with confirmatory factor analysis (CFA) before showing that all statement indicators were worthy of being used as research instruments by conducting a large sample test of 111 respondents. The significance level have a factor loading of > 0.5 is valid [38]. Here is a table containing the results of confirmatory factor analysis (CFA):

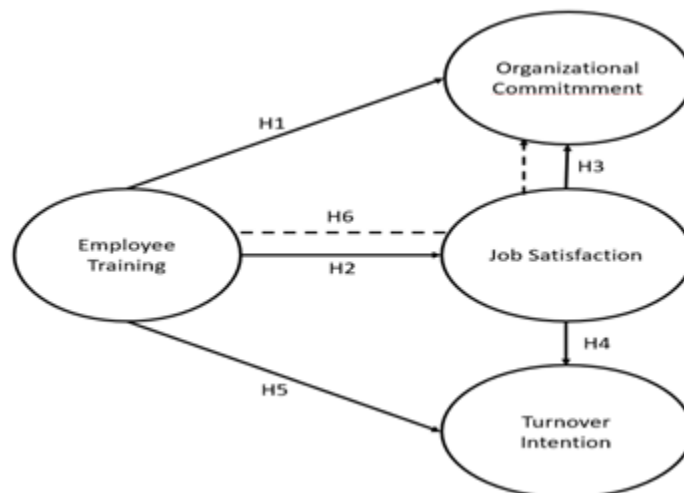


Fig. 1. Research Model

Table 1. Confirmatory factor analysis results

Variabel	Indikator	Loading Factor	Keterangan
Employee Training	X.1	,692	Valid
	X.2	,629	Valid
	X.3	,679	Valid
	X.4	,649	Valid
	X.5	,717	Valid
	X.6	,628	Valid
	X.7	,811	Valid
	X.8	,871	Valid
	X.9	,836	Valid
	X.10	,875	Valid
	X.11	,898	Valid
	X.12	,880	Valid
	X.13	,603	Valid
	X.14	,853	Valid
	X.15	,548	Valid
	X.16	,635	Valid
	X.17	,611	Valid
	X.18	,831	Valid
Organizational Commitment	Z1.1	,807	Valid
	Z1.2	,945	Valid
	Z1.3	,697	Valid
	Z1.4	,520	Valid
	Z1.5	,975	Valid
	Z1.6	,775	Valid
	Z1.7	,991	Valid
	Z1.8	,669	Valid
	Z1.9	,781	Valid
<i>Turnover Intentions</i>	Z2.1	,827	Valid
	Z2.2	,924	Valid
	Z2.3	,846	Valid
Job Satisfaction	Y.1	,826	Valid
	Y.2	,692	Valid
	Y.3	,732	Valid
	Y.4	,857	Valid
	Y.5	,681	Valid

Source: Made by the author

Based on the results of the validity test above with a total of 111 respondents, it can be seen that all statements regarding Employee training, Organizational Commitment, Turnover Intention and Job Satisfaction are valid, because it seen showed that the loading factor value > 0.5 . Therefore, it can be concluded that all statements in the questionnaire can be said to be feasible as instruments to measure research data.

The results of the reliability test on the ability of indicators in constructing research variables can be seen from the CR (Construct Reability) value which has a criterion if the CR value > 0.70 [38] then the variable can be said to be reliable. Construct Reliability variables are above 0.7,

namely Employee Training (0.995), Organizational Commitment (0.995), *Turnover Intention* (0.978), and Job satisfaction (0.979). All variables are reliable.

4.2 Hypotheses Confirmation

Before estimating the outcomes of the hypotheses, we conducted the model fit indices to observe the fitness of the data with a model. As a result, we found all model fit indices (GFI; NFI; RMSEA, etc.) (see caption in Fig. 2) in an absolute fitness/good fitness of the model with available data [38]; [39].

In addition, we employed structural equation modeling due to its' proper analytical

strategy [40] and estimation of components of the model simultaneously (Pek and Hoyle, 2016). With regard to H1, the results showed that (SE=0.155; CR=2.351; p<0.05) (Table 2 and Fig. 2). Thus, H1 was supported. Similarly, the impact Employee Training on Job Satisfaction (H2) (SE=0.105;CR=7.989; p<0.05) was positive and significant. Therefore, H2 was accepted. With regard to H3, the outcomes of SEM (SE=0.155;CR=2.351; p<0.05) highlighted a positive and significant association between job satisfaction and

organizational commitment. Therefore, H3 was accepted.

H4 (SE=0.227;CR=-0.520;p>0.05) (Table 2 and Fig. 2) . H4 was not supported. A relationship between employee training and turnover intention (SE= 0.232;CR=-1.435; p>0.05) (Table 2 and Fig. 2) .Therefore H5 was not supported by data. H6, the results showed that direct 0.254 < indirect 0.321. Therefore H6 was supported, that Job satisfaction mediates the effect of employee training on organizational commitment.

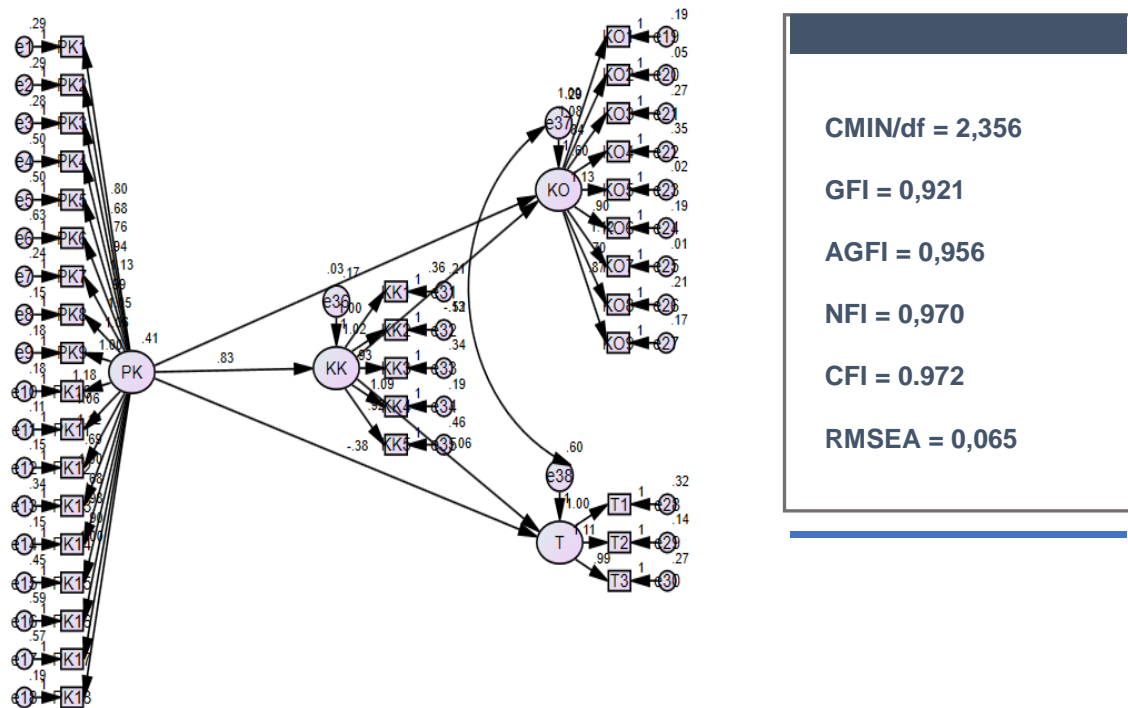


Fig. 2 . Structural equation model

Table 2. SEM estimation of the hypotheses

Dependent Variables	Path	Independent Variables	Estimate	S.E.	C.R.	P
Job Satisfaction	←	Employee Training	0,835	0,105	7,989	***
Organizational Commitment	←	Job Satisfaction	0,364	0,155	2,351	0,019
Organizational Commitment	←	Employee Training	0,025	0,155	3,100	0,002
Turnover Intentions	←	Job Satisfaction	-0,118	0,227	-0,520	0,603
Turnover Intentions	←	Employee Training	-0,333	0,232	-1,435	0,151
Employee Training → Job Satisfaction → Organizational Commitment			Direct 0,254		Indirect 0,321	

Notes: SE, Standar Error, CR, Critical Review, p, significance level. ***p < 0.05

5. DISCUSSION AND CONCLUSION

The purpose of the study was examine the impact of employee training on organizational commitment and turn over intention with mediates job satisfaction. To obtain such a purpose, we developed a conceptual framework from the literature. Based on this context, a model and hypotheses were generated. The study employed a deductive approach on the basis of cross-sectional data. The data were collected through a survey questionnaire.

The results of SEM show a positive significant association between employee training and organizational commitment (H1 supported). These outcomes are also in line with numerous past studies, including those of [13];[19]; (Shishi & Bhatti, 2017) who found similar findings. Employee training at the Banjar Hospital, Indonesia has been carried out routinely for each employee so that it has a good impact on increasing organizational commitment so that with the concern from the management in the form of increasing competence through training, the job vacancy of employees is increasing. The significant and positive effect of employee training on job satisfaction (H2) is in accordance with the previous literature [21]; (Torlak & Kuzey, 2011); [23]. The consistency in results indicates that positive effect of employee training on job satisfaction and they are more satisfied with the organizations for whom they work. Furthermore, the results found a positive and significant effect of job satisfaction on organizational commitment (H3). These findings also concur with many field studies, such as those of [25]; [20]; [26]; [7]; [8]. Job satisfaction of employees at the Banjar Hospital, Indonesia is high this can be known from employees satisfied with the work carried out, obtaining job promotion opportunities and satisfied with the supervision of superiors so as to increase organizational commitment.

On the other hand, the study found not significant effect of job satisfaction on turnover intention (H4 not supported). Such non significant findings are supported by various scholars, such as [41] who found not association between such variables. Furthermore, the results found not significant effect of employee training on turnover intention (H5 not supported). This result not supported previous studies by [5]; [6] and (Memon et al., 2016). Moreover, job satisfaction mediates the relationship between employee training and organizational commitment (H6 supported). This

result is in accordance with the previous literature [32]; [33].

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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