

The Effect of Training Satisfaction to Turnover Intention Mediated by Organizational Citizenship Behavior and Job Satisfaction in Employees of Bank Syariah in Jakarta

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Abstract

One of the Islamic banks that implements sharia principles in carrying out its operations is one of them is Syariah Bank. Companies need employees who remain or remain in the company. To anticipate Turnover Intention that can have a negative impact on employee performance and company income in training programs, the behavior of good Organizational Citizenship Behavior in the organization, and companies must pay more attention to employee so that job satisfaction can be minimized Turnover Intention arises in the intention of employee. The purpose of this study was to analyze the effect of Satisfaction Training, analyze the influence of Organizational Citizenship Behavior, analyze the effect of Job Satisfaction, analyze the effect of Turnover Intention, analyze the effect of Satisfaction Training on Turnover Intention, analyze the effect of Satisfaction Training on Organizational Citizenship Behavior, analyze the influence of Organizational Citizenship Behavior on Turnover Intention, analyzes the effect of Satisfaction Training on Job Satisfaction, and analyzes the effect of Job Satisfaction on Turnover Intention. This research was carried out on Syariah bank employees in Jakarta with the number of respondents 110 by carrying out the data analysis method of Structural Equation Model (SEM) 16.0 software. The limitations of the research in this study are only to Syariah Banks and limited to only six variables.

Keywords

Training Satisfaction, Turnover Intention, Organizational Behavior, Job Satisfaction.

Introduction

JobStreet.com's annual survey was conducted simultaneously in Indonesia, Hong Kong, Malaysia, the Philippines, Singapore, Thailand and Vietnam with a total of 35,513 respondents. The survey, which was conducted from July to August 2017, involved active job seekers of various ages, levels of positions to detailed industry of employment. According to the survey results, the level of happiness of employees in Indonesia, Singapore, Malaysia and Vietnam increased compared to last year but in the Philippines, Thailand and Hong Kong decreased. But unfortunately the employees feel that their situation will not improve in the next 6 months. The high level of Turnover Intention will adversely affect an organization such as the high costs incurred by companies to re-recruit employees and training costs, besides Turnover Intention also creates the impact of instability in organizational conditions to provide the best service for the company (Cohen and Ronit, 2007). Turnover Intention is the probability or desire of someone to move from his job within a certain period of time and is a prelude to the actual Turnover (Staffelbach, 2008). Turnover Intention is a serious problem, especially nowadays, where many employees have the intention to change jobs.

According to Memon, et al., (2017) that Turnover Intention is the impact of Organizational x Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is the behavior of an employee in accordance with his personality, as well as not getting an award through the formal organizational system directly and clearly that can improve organizational function and performance (ChiChun, 2009). Define Organizational Citizenship Behavior further as individual behavior that is free of consideration, is not directly or explicitly recognized by the formal reward system, and as a whole encourages the effective functioning of the organization. Organizational Citizenship Behavior produces positive, intentional, positive behavior and performance results (Carpenter, 2014). Organizational Citizenship Behavior can emerge with the satisfaction of employees who are part of the company where the employee works, if the employee does something more for the company where the employee works (Culbirk et al., 2018). According to Memon et al., (2017) that Organizational Citizenship Behavior is the impact of Training Satisfaction. Employees who have high quality and productivity are encouraged by having a Training program for employees. This is one way for employees to be able to compete with competitors. With the Training program, employees can develop and enhance new knowledge or values, so that with the Training program employees have new knowledge and can improve performance in carrying out tasks assigned to them better than before. Training is an important factor for a company's success (Tharenou et al., 2007), and Training in the workplace also leads to cross-

functional integration, creates positive employee perceptions, and is believed to be an important HR practice intended to encourage commitment during organizational changes (Maheshwari and Vohra, 2015). When employees get Training satisfaction, employees will be able to improve their services and performance while working within the company so that they can provide the best service in the company workplace and can improve the quality of business owned by the company (Latif, 2012).

According to Zito et al., (2018) job satisfaction is the impact of turnover intention. Job satisfaction is the most important factor that can affect the level of turnover intention (Lu et al., 2017). Job satisfaction is a feeling that arises and is in harmony with the behavior shown by employees in dealing with the environment or work conditions (Percin, 2010). Job satisfaction can be said as an affective reaction that is a reaction given by employees to a job, both in the form of positive or negative reactions. The emergence of a positive reaction has a good effect on the high level of job satisfaction because employees will always be positive towards the organization, and this will greatly influence the sustainability of company productivity (Ilies et al., 2009). While negative reactions have an impact on decreasing job satisfaction so that employees will avoid work situations that are considered monotonous and unattractive to do, it is indicated to have a bad influence on employees to do turnover intention (Ro et al., 2017). One of the sharia banks that implement sharia principles in carrying out its operations is a Sharia Bank. At present the Sharia Bank has 59 branch offices spread throughout Indonesia. Syariah Bank also has product features wrapped in information technology to serve customers' transactional needs. Syariah Bank continues to strive to increase its business activities by launching various products. To continue to develop and improve performance at Jakarta Syariah banks, companies must pay attention to issues regarding turnover intention. Thus, companies need employees who remain or remain in the company. To anticipate Turnover Intention which can negatively impact employee performance and company earnings requires a training program, good organizational behavior behavior in the organizational environment, and companies must pay more attention to employees in order to create job satisfaction, to be able to minimize the desire Turnover Intention appears in the intentions of the employee at Syariah Bank in Jakarta.

Literature Review

Training Satisfaction Terhadap Turnover Intention

Meanwhile, according to Latif (2012), Satisfaction Training is a feeling of pleasure towards the Training program conducted by the company so that employees can achieve

the goals that have been achieved by the company's goals. In a study conducted by Huang and Su (2016) suggested that there is a negative influence between satisfaction with Training and Turnover Intention. According to (Jehanzeb et al., 2015) Employees who have a positive assessment of how to improve their knowledge and expertise can achieve the goals set by the company so that employees do not look for other alternative jobs. According to Memon et al., (2017) in their research saying that there is a negative influence between Training Satisfaction on Turnover Intention, individuals tend to settle in companies that provide enough encouragement such as the satisfaction of Training given to motivate employees. Thus, Training satisfaction can be a function of motivation, thereby reducing the intention to leave the company (Turnover Intention). Based on the explanation above, the following hypotheses can be proposed:

H1. There is an influence between Satisfactions Training on Turnover Intention.

Training on Satisfaction with Organizational Citizenship Behavior

Satisfaction Training has close links with Organizational Citizenship Behavior. According to previous research put forward by Memon et al., (2017), Satisfaction Training is a factor that can significantly shape the existence of Organizational Citizenship Behavior. Training in organizations is considered as an investment that can not only help improve employee skills, but also can cause positive feelings in employees because the training makes employees feel valued as employees. This then results in an increase in Organizational Citizenship Behavior (OCB) so that activities within the company run more productively (Dysvik and Kuvaas, 2008). According to Shore et al., (2006), Satisfaction Training can produce a mutual influence between the company and employees because by holding the Training, employees feel they have an obligation to the company. Based on the explanation above, the following hypotheses can be proposed:

H2. Satisfaction Training influences Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior for Turnover Intention

In a study conducted by Coyne and Ong (2007) shows that Organizational Citizenship Behavior has a negative effect on employee turnover intentions. This means that the Organizational Citizenship Behavior influences the manager's evaluation of an employee, at least in part. This is mainly because this behavior signifies an employee's feelings towards the organization, and also his intention to stay in the organization. In addition, by involving Organizational Citizenship Behavior, employees may also expect that they will be rewarded by being promoted or given a raise. Therefore, employees tend not to leave

⁴⁶ the organization Organ et al., (2006). According to Memon et al., (2017) in his research stated that there is a negative influence between Organizational Citizenship Behavior on Turnover Intention. According to Lam et al., (2009), Organizational Citizenship Behavior indicates that employees feel owned by the company. As a result, employees with high Organizational Citizenship Behavior tend to stay in the organization for longer periods of time thereby reducing turnover intention. Based on the explanation above, the following hypotheses can be proposed:

H3. There is an influence between Organizational Citizenship behavior on Turnover Intention.

Job Satisfaction Training of Job Satisfaction

⁵ According to Memon et al., (2016) employees who are given training from a company can increase the job satisfaction of these employees and can improve the performance of these employees and have a positive impact on the company. Satisfaction with training provided by companies to employees can create job satisfaction at work (Albreeht et al., 2015). Based on the explanation above, the following hypotheses can be proposed:

H4. Satisfaction training affects job satisfaction.

Job Satisfaction with Turnover Intention

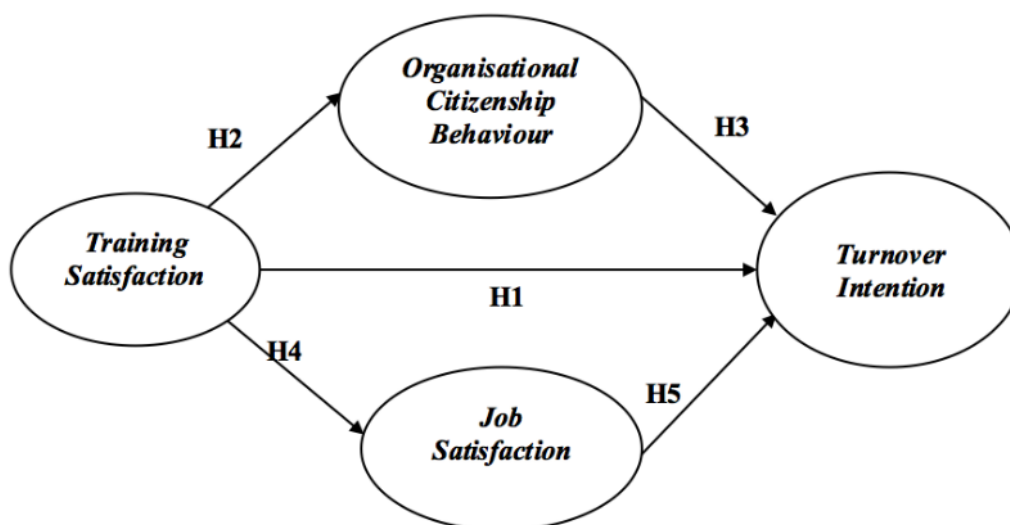
¹⁹ Job satisfaction is one of the things most often mentioned in influencing turnover intention. This implies that an employee with a high level of job satisfaction tends to want to work longer in the organization, conversely if an employee with a low level of job satisfaction is more likely to leave his organization (Kulachai and Amaraphibal, 2017). Another study said that employees who were dissatisfied with their jobs were more likely to leave their company more quickly than those who were satisfied (Zito et al, 2018). Studies conducted by (Limyothin, 2010; Ali, 2008; Lee, Huang, and Zhao, 2012; Ivartz, Woo and Kim, 2014; Tziner, Rabenu, Radomski and Belkin, 2015) find that there is a relationship between job satisfaction and turnover intention. Based on the explanation above, the following hypotheses can be proposed:

H5. Job satisfaction affects turnover intention.

Method

This study refers to research conducted by Memon Ali Mumtaz, Shalleh Rohani et al., And Ting Hiram (2017) with the title "The Relationship between Training Satisfaction,

Organizational Citizenship Behavior, and Turnover Intention", and refers to research Design research conducted is by combining quantitative and qualitative by using case study survey research at Syariah Bank in Jakarta. The study was conducted by distributing questionnaires to the units used in the study were individual employees of Syariah Bank in Jakarta. This research method uses hypothesis testing which is to collect facts or information in the form of data, the information obtained is useful for decision making. The data used are cross-sectional, in which the data are only collected once in a period within a predetermined period of time (Sekaran, 2011)



Gambar 1 Conceptual Framework

Source: Jabeen et al. (2018) & Kara et al. (2018)

Sampling Technique

This study took a sample from the Jakarta Syariah Bank by taking this sample using a non-probability sampling procedure which is a subjective sample collection procedure, where the population selection opportunities cannot be determined because they do not have the same opportunity to be sampled. The method used is purposive sampling, which is a method based on consideration as a form of withdrawal based on certain criteria (Hermawan, 2013) the criteria in question are employees of Jakarta Syariah Bank. In this study using the Slovin formula to determine the number of samples to be taken.

The formula used is as follows:

$$S = \frac{N}{N \cdot d^2 + 1}$$

Information:

S = Sample size

N = Population size

D = Margin of error

With the following calculation:

$$S = \frac{150}{150 \times 0,05^2 + 1}$$

$S = 109,09$

From the explanation of the calculation of the number of samples above with a population of 150, the distribution of questionnaires get a sample size that will be used in this study as many as 109,090 respondents, so the sample is rounded to 110 respondents to represent the existing population.

Research Instrument Testing

Each variable through the results of the validity test of the variables obtained by the factor value the seriousness of the respondents in answering statement items is very important for this study so as to avoid the occurrence of errors in this measurement an instrument test was conducted. Instrument testing is used as a research aid to facilitate data collection activities, including the extent to which the measurement scale represents the whole to illustrate the purpose of the research conducted by testing the validity and testing reliability to see the consistency and accuracy of respondents' answers to the statements given (Hermawan, 2013).

Scale of Measurement

All items are measured using a five-point Likert type scale ranging from "strongly disagree" to "strongly agree." Measurements are made using statements made in the form of questionnaires, statement items are measured using a five-point Likert scale (1 = strongly disagree until 5 = strongly agree) In addition, demographic and socio-economic information about gender, age, work experience, other related factors will be collected.

Results and Discussion

In this study, the object to be investigated is an Islamic bank employee in Jakarta Pu. The description of respondents surveyed can be seen from several characteristics including Gender, age, last education, position, and years of service. The results of the percentage of respondents can be seen from the following table:

**Tabel 1 Summary of Respondent Characteristics
Profile of Respondents by Gender**

Gender	Frequency	Percentage (%)
Woman	46	41,9
Man	64	58,1
Total	110	100

Profile of Respondents by Age

usia	Frequency	Percentage (%)
20 Tahun – 30 Tahun	68	61,8
31 Tahun – 40 Tahun	32	29,1
41 Tahun – 50 Tahun	10	9,1
> 51 Tahun	0	0,0
Total	110	100

Profile of Respondents Based on the Latest Education Level

Level of Education	Frequency	Percentage (%)
SLTA	4	3,8
D3	29	26,3
S1	53	48,1
S2	22	20,0
S3	2	1,8
Total	110	100

Profile of Respondents Based on Position

Based on Position	Frequency	Percentage (%)
Karyawan Front Line	8	7,4
Karyawan Back Office	98	89,1
Manajer	4	3,5
Total	110	100

Profile of Respondents Based on Years of Service

Years of Service	Frequency	Percentage (%)
5 Tahun	37	33,6
6 - 10 Tahun	44	40,2
11 – 15 Tahun	19	17,2
16 – 20 Tahun	7	6,3
> 20 Tahun	3	2,7
Total	110	100

From the results of testing the questionnaire obtained from respondents, it appears that the majority of respondents in this study are employees who have worked for a period of 6-10 years consisting of 44 respondents with a percentage value of 40.2% of the total respondents. Meanwhile, 19 respondents or 26.4% of the total respondents who have

worked 11-15 years. Furthermore, as many as 37 respondents have worked <5 years with a percentage of 33.6%. Employees with 16-20 years of service are 7 respondents with a percentage of 6.3%. Employees with a working period of > 20 years are 3 respondents with a percentage of 2.7%. Based on the results of research on respondents, the results show that the majority of company employees have employees with a work period of 6 years to 10 years.

Table 2 Summary of Descriptive Statistics Results

No.	Variabel	Mean
1	Training Satisfaction	3,97
2	Organizational Citizenship Behavior	4,0182
3	Job Satisfaction	3,57
4	Turnover Intention	1,92

Sumber: Data Processing Results using SPSS 22

This has been proven by the results of the Training Satisfaction variable test can be explained about descriptive statistics training satisfaction is measured using 4 items statement of average value of 3.97 which means Syariah Bank in Jakarta employees quite agree with the factors that influence training satisfaction. The lowest value obtained from the respondent's answer was 3.94, which indicates that the employee was quite satisfied with the training provided by the company. While the value obtained for the highest answer is 4.02 which shows that employees can apply the knowledge gained from training. Regarding descriptive statistics, organizational citizenship behavior is measured using 8 items statement of average value of 4.018, which means that respondents have agreed with high organizational citizenship behavior while working at Bank Syariah Jakarta.

The lowest value obtained from the respondent's answer was 3.97 which shows that the respondent quite agreed that the respondent was quite able to adjust the schedule to help other employees who wanted to take time off. While the average value obtained for the highest answer of 4.07 which shows respondents can defend the company when other employees criticize. Regarding descriptive statistics job satisfaction is measured using 3 items statement of average value of 3.57 which means that employees of Jakarta Syariah Bank agree with the factors that influence job satisfaction. The lowest value obtained from the respondent's answer was 3.34, which indicates that the respondent was quite satisfied with the type of work and tasks assigned. While the highest score obtained for the answer is 3.80 which indicates that the respondent is quite satisfied with the work that was actually done. Regarding descriptive statistics turnover intention is measured using 5

items statement of average value of 1.92 which means that employees of Jakarta Syariah Bank do not agree with factors that can affect turnover intention. The lowest value obtained from the respondent's answer is 1.71 which shows that the respondent really does not want to quit work in the current workplace. While the average value obtained for the highest answer of 2.11 shows that respondents in the next six months will not leave their work.

Table 3 Summary of Hypothesis Testing Results

Hipotesis	Estimasi	ρ -value	Keputusan
H ₁ : Training satisfaction affect turnover intention	-0,644	0,000	H ₀ Rejected
H ₂ : Training satisfaction affects organizational citizenship behavior	0,69	0,000	H ₀ Accepted
H ₃ : Organizational Citizenship Behavior influences turnover intention	-0,150	0,015	H ₀ Rejected
H ₄ : Training satisfaction affects job satisfaction	0,238	0,008	H ₀ Accepted
H ₅ : Affect satisfaction job satisfaction training	-0,478	0,000	H ₀ Rejected

The effect of satisfaction training on turnover intention from the research results obtained is the p-value of 0.008 less than 0.05 then H_a is accepted, which means that satisfaction training has an influence on turnover intention. The results of the above hypothesis indicate an estimated value of -0,644, this means that satisfactoin training for Syariah Bank in Jakarta employees has a negative effect on turnover intention. The results of this study support the results of previous studies conducted by Memon et al., (2017) showing a negative relationship between training satisfaction and turnover intention. Meanwhile, according to Latif (2012), Satisfaction Training is a feeling of pleasure towards the Training program conducted by the company so that employees can achieve the goals that have been achieved by the company's goals. In a study conducted by Huang and Su (2016) suggested that there is a negative influence between satisfaction with Training and Turnover Intention. According to (Jehanzeb et al., 2015) Employees who have a positive assessment of how to improve their knowledge and expertise can achieve the goals set by the company so that employees do not look for other alternative jobs. According to Memon et al., (2017) in their research saying that there is a negative influence between Training Satisfaction on Turnover Intention, individuals tend to settle in companies that provide enough encouragement such as the satisfaction of Training given to motivate employees. Thus, Training satisfaction can be a function of motivation, thereby reducing the intention to leave the company (Turnover Intention).

H1: Training satisfaction affects turnover intention

¹² The effect of training satisfaction on organizational citizenship behavior from the research results obtained is the p-value = 0,000 less than 0.05 then H_a is accepted, which means that training satisfaction has an influence on organizational citizenship behavior. The results of the above hypothesis indicate an estimated value of 0.692, this means that the training satisfaction of employees of Jakarta Syariah Bank has a positive influence on organizational citizenship behavior. ⁶⁰ The results of this study are the same as stated by Memon et al., (2018) showing a positive relationship between training satisfaction and organizational citizenship behavior. Satisfaction Training has close links with Organizational Citizenship Behavior. According to previous research put forward by Memon et al., (2017), Satisfaction Training is a factor that can significantly shape the existence of Organizational Citizenship Behavior. Training in organizations is considered as an investment that can not only help improve employee skills, but also can cause positive feelings in employees because the training makes employees feel valued as employees. This then results in an increase in Organizational Citizenship Behavior (OCB) so that activities within the company run more productively (Dysvik and Kuvaas, 2008). According to Shore et al., (2006), Satisfaction Training can produce a mutual influence between the company and employees because by holding the Training, employees feel they have an obligation to the company.

H2: Training satisfaction has an effect on organizational citizenship behavior

³⁸ The effect of organizational citizenship behavior on turnover intention from the research results obtained is the p-value = 0.015 smaller than 0.05 which means that organizational citizenship behavior has an influence on turnover intention. The results of the above hypothesis indicate an estimated value of -0,150, this means that organizational citizenship behavior of employees of the Syariah Bank of Jakarta has a negative influence on turnover intention. ¹³ The results of this study support the results of previous studies conducted by Memon et al., (2018) showing a negative relationship between organizational citizenship behavior and turnover intention. This means that the Organizational Citizenship Behavior influences the manager's evaluation of an employee, at least in part. This is mainly because this behavior signifies an employee's feelings towards the organization, and also his intention to stay in the organization. In addition, by involving Organizational Citizenship Behavior, employees may also expect that they will be rewarded by being promoted or given a raise. Therefore, employees tend not to leave the organization Organ et al., (2006).

H3: Organizational citizenship behavior influences turnover intention

The influence of training satisfaction on job satisfaction with the research results obtained is a p-value of 0.008 which means less than 0.05 then H_a is accepted, which means that training satisfaction has an influence on job satisfaction. The results of the above hypotheses show an estimated value of 0.238 which means that satisfaction training for Syariah Bank in Jakarta employees has a positive effect on job satisfaction. The results of this study support the results of previous studies proposed by Lu et al., (2017) showing a relationship between training satisfaction and job satisfaction. According to Memon et al., (2016) employees who are given training from a company can increase the job satisfaction of these employees and can improve the performance of these employees and have a positive impact on the company. Satisfaction with training provided by companies to employees can create job satisfaction at work (Albrecht et al., 2015).

H4: Training satisfaction affects job satisfaction

The effect of job satisfaction on turnover intention from the research results obtained is that the p-value = 0,000 is smaller than 0.05 which means that job satisfaction has an influence on turnover intention. The results of the above hypothesis indicate an estimated value of -0.487, this means that the job satisfaction of Islamic Bank employees has a negative influence on turnover intention. The results of this study support the results of previous studies conducted by Lu et al., (2017) showing a negative relationship between job satisfaction and turnover intention, this implies that an employee with a high level of job satisfaction they tend to want to work longer in the organization. On the other hand, if an employee with a low level of job satisfaction is more likely to leave the organization (Kulachai and Amaraphibal, 2017).

H5: Job satisfaction affects turnover intentions

Conclusions, Managerial Implications, Limitations and Future Research

Conclusions based on the results of the analysis and discussion can be concluded as follows: The descriptive statistical results of the training satisfaction variable at Syariah Bank in Jakarta are known to have an average total value of 3.97. When viewed from the statement items, the lowest perception of respondents' answers was 3.94, which means that the respondents were quite satisfied with the training received from their work. The descriptive statistical results of the variable organizational citizenship behavior in Jakarta Syariah Bank revealed an average total value of 4.01. If seen from the statement item, the lowest perception of respondent's answer is 3.97 which means that the respondent can simply adjust the work schedule to help other employees who want to take leave.

Limitations of Research

This study has several limitations in its implementation should be considered by subsequent researchers if you want to continue the research. Namely: This specific study only examined employees at the Syariah Bank of Jakarta, this study only examined the effect of training satisfaction, organizational citizenship behavior, and job satisfaction on turnover intention.

Suggestions for Researchers

Furthermore, based on the conclusions from the results of the study as explained above, then the suggestions that can be given are as follows: the results of this study are expected to encourage further researchers to observe other factors, such as adding employee engagement and organizational commitment variables. In the next research it is expected to examine other companies in any field so that the samples obtained are far more so that they can develop the results of this study.

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