



Organizational Commitment, Job Satisfaction, and Locus of Control on Employee Turnover Intention and Performance at PT. Sekarbumi Alam Lestari

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Abstract

The purpose of this study is to determine and analyze organizational commitment, power, and flexibility of control affect turnover intention and employee performance of PT. Sekarbumi Alam Lestari. The population in this study is PT. Sekarbumi Alam Lestari in Kampar district employs 185 employees while the research sample as the unit of observation is referred to as the census technique. So the number of samples in this study found 185 employees of PT. Sekarbumi Alam Lestari in Kampar district. The data analysis technique in this study used descriptive analysis and PLS structural equation model analysis (SEM). The results of this study indicate that the organizational commitment variable is significant in turnover intention. The job satisfaction variable has no effect on turnover intention. Locus of the control variable is significantly positive on turnover intention. Organizational commitment variable has a significant effect on employee performance. The job satisfaction variable has no effect on employee performance. Locus of control variable has a significant effect on employee performance. The turnover intention variable is significantly positive on employee performance.

Keywords: Organizational Commitment, Work Goals, Locus of Control, Turnover Intention, Performance

1.0 INTRODUCTION

The company's success in achieving its goals cannot be separated from the role of its human resources, because the human resources in the company are the main factors from the lowest level to the highest. In managing human resources, companies must also pay attention to the employees they have. Company management (Napitupulu, Sudarno, & Junaedi, 2021) must encourage employees to have maximum performance (Beltrán-Martín & Bou-llusar, 2018). This is related to the duties and functions of an important employee in the company, so that employees in the company must be managed properly and correctly. The company tries to improve the performance of its employees in the hope that the company's goals can be achieved.

Companies are trying to find ways to improve the performance of their employees. Employees will be encouraged to work optimally in order to achieve company goals. Efforts made by the company to improve employee performance are by giving awards and bonuses to employees who have good achievements. This is done so that employees have more motivation (Marliza, Nyoto, & Sudarno, 2022) in carrying out their work. In addition, the company also strives to provide comfort and safety for employees at work.

Likewise with PT. Sekarbumi Alam Lestari is one of the plantation companies in Kampar district. PT. Sekarbumi Alam Lestari is an Indonesian citizen plantation business actor or a legal entity established according to Indonesian law and domiciled in Indonesia that manages a plantation business with a certain scale. All activities that cultivate certain crops on soil and/or other growing media in appropriate ecosystems, process and market the goods and services of these plant products, with the help of science and technology.

PT. Sekarbumi Alam Lestari in addition to carrying out the company's operational activities, also conducts performance appraisal of its employees. According to the personnel of PT. Sekarbumi Alam Lestari, one of the indicators of employees having good performance (Bakhroini, Junaedi, & Putra, 2022) is employees who have good quantity and quality of work results. Every company certainly wants its employees to have good quantity and quality of work output, so that employee productivity becomes better and the company's operational activities run smoothly. However, in reality the company still finds a poor quantity of work. This can be seen from the fact

that there are still employees who cannot meet the targets set by the company. As for the performance of employees of PT. Sekarbumi Alam Lestari in the last 4 years as follows.

Table 1. Key Performance Indicator Data for PT. Sekarbumi Alam Lestari

Year	Number of employees	KPI weight	Target	Year End Realization	Average Score
2018	155	15	100%	90%	87
2019	166	10	100%	99%	96
2020	178	10	100%	96%	90
2021	185	15	100%	90%	87

Interval: 1-20 = Very Bad; 21-40 = Bad; 41-60 = Enough; 61-80 = Good; 81-100= Very Good

Source: PT. Sekarbumi Alam Lestari, 2022

Based on the key performance indicator table shows that the performance of employees of PT. Sekarbumi Alam Lestari has a very good performance. In 2018 all employees have met the targets set by the company only. this performance has increased in 2019 increasing to 96%. However, this performance actually decreased in the following year, decreasing to 87% in 2021. There are many factors that can affect this, one of which is due to employee instability in carrying out work. So the target is still not achieved as expected. Apart from these factors, turnover intention (Uğural, Giritli, & Urbański, 2020) is also a problem for the company. Based on a field survey, it was found that employees were starting to feel uncomfortable doing work. High turnover causes the company's operations to not run properly. The following is the company turnover data of PT. Sekarbumi Alam Lestari in the last 4 (four) years from 2018 to 2021 as follows.

Table 2. Employee Turnover Data of PT. Sekarbumi Alam Lestari

Year	Early Years Employee	Number of Employees Who Left	Number of Entered Employees	Number of Employees End of Year
2018	151	1	5	155
2019	161	6	11	166
2020	176	10	12	178
2021	181	4	8	185

Source: PT. Sekarbumi Alam Lestari, 2022

Based on the table of employee turnover intention of PT. Sekarbumi Alam Lestari explained that the intensity of employee turnover is quite high. In 2020 the number of employees who left reached 10 employees. Until 2021, 4 employees have dropped out of the company. This means there is a problem with the employees working at PT. Sekarbumi Alam letari. This problem is caused by a mismatch in company salaries, a poor work environment and problems for employees who want to develop their careers better. In addition, the factors that cause high employee intention and decreased employee performance (Indrasari, Momin, Syamsudin, Newcombe, & Permana, 2018) include organizational commitment (Putra & Renaldo, 2020), employee satisfaction at work and employee locus of control (Renaldo, Sudarno, & Hutahuruk, 2020). The high number of employees entering each year is caused by the company needing a solid team to realize the company's budget.

Organizational commitment (Gazali, Panjaitan, & Chandra, 2022) factor has an important role in supporting company goals. If an employee already has a high sense of organizational commitment, the employee will automatically last longer and work for a company or organization. Organizational commitment (Fadhli, Komardi, & Putra, 2022) has a negative relationship to turnover intention. The better an employee is in being committed to an organization, the more likely it is to prevent a decrease in the company's turnover intention. Conversely, if an employee has low organizational commitment (Wardana, Putra, & Panjaitan, 2022), it can trigger turnover intention in an organization. Several studies have examined the effect of organizational commitment (Hall, Brazil, Wakefield, Lerer, & Tennen, 2010) on turnover intention. As was done by (Kharismawati & Dewi, 2016), (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Indrayani & Sudibya, 2017), (Biantoro & Sihombing, 2012), (Farida & Melinda, 2019) and (Widyadmono, 2015) the results of their research state that organizational commitment has a significant negative effect on turnover intention. While research conducted by (Setiawan & Harahap, 2016), (Tampubolon & Sagala, 2020), (Suryahadi, 2015), (Kurniawati & Rintasari, 2015) the results of his research stated that organizational commitment has a significant positive effect on turnover intention. In contrast to research conducted by (Tampubolon & Sagala, 2020) organizational commitment is not significant to turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention.

Several studies related to the effect of organizational commitment on performance (Renaldo, Suharti, Andi, Putri, & Cecilia, 2021). This was done by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Mardiani & Dewi, 2015), (Cahyani et al., 2020), (Jamal et al., 2021) the results of his research stated that the organizational commitment variable had a positive and significant effect on performance. But this is different

from the results of research conducted by (Nuning Nurna Dewi, 2019), (Sutopo, 2018) the results of his research stated that the organizational commitment variable did not have a significant effect on performance.

The satisfaction factor has an important role for the company. Employees who have a high level of job satisfaction (Rosenberg & Bonsaksen, 2022) will tend to be more committed and have high dedication to the company and ultimately have the will to work more productively. In job satisfaction there are several factors that influence fair salary/remuneration, supportive working conditions, and work relationships consisting of relationships with colleagues, working relationships with superiors, and relationships with subordinates. If an employee gets satisfaction in an organization, then the employee will do the best for the company. In addition, these employees will last longer to work for the company. But vice versa if an employee does not get satisfaction at work. Then the employee will feel bored and intend to leave the company. Job satisfaction has a negative relationship to turnover intention. If employee satisfaction is higher, it can reduce turnover intention. Conversely, if an employee does not feel satisfied in the organization, it can increase turnover intention. Several studies related to the effect of job satisfaction on turnover intention. This is done by (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Biantoro & Sihombing, 2012), (Widyadmono, 2015) the results of the research show that the higher employee satisfaction can prevent or reduce turnover intention. However, in contrast to the results of research conducted by (Setiawan & Harahap, 2016) and (Suryahadi, 2015) the results show that employee satisfaction has a positive and significant effect on turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention.

Several studies related to the effect of job satisfaction on performance. This was done by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Nuning Nurna Dewi, 2019), (Mardiani & Dewi, 2015), (Cahyani et al., 2020) the results of his research state that the variable job satisfaction has a positive and significant effect on performance. However, this is different from the results of research conducted by (Sutopo, 2018) whose research results state that the variable job satisfaction has no significant effect on performance.

The locus of control (Aydemir & Aren, 2017) factor has an important role as the degree of each individual that they believe their destiny is determined by themselves. Locus of control has an inverse relationship to turnover intention. If employees are able to do Locus of control well, the sense of turnover intention will be lower. Conversely, if the employee has a lower locus of control, the turnover intention will increase. This means it can harm the company. Companies must be able to pay attention to the locus of control and turnover intention of employees working in the company. Research conducted by (Kurniawati & Rintasari, 2015) the results of his research stated that locus of control had a positive and significant effect on turnover intention. But in contrast to the results of research conducted by (Ramadhani & Ardiansyah, 2020) locus of control does not have a significant effect on turnover intention.

Several studies on the effect of locus of control on employee performance. Research conducted by (Wuryaningsih & Kuswati, 2013), (Hermawan & Kaban, 2014), (Radityastuti et al., 2017), (Ary & Sriathi, 2019), (Yusnaena, 2018) states that locus of control has a positive effect and significant to performance, but in contrast to the results of research conducted by (Bawanda et al., 2018) stating that locus of control does not have a significant effect on performance. This means that employees' low levels of control do not always have an impact on decreasing and increasing employee performance (Keceli, Zaim, Kum, Dinc, & Momin, 2020) at work.

Turnover factors are needed by organizations for employees who have low performance, but the turnover value must be controlled so that the organization benefits from increased performance of new employees which is greater than the recruitment costs incurred by the organization. Turnover needs to be watched out for if the majority of employees who leave a job or organization are competent human resources. Turnover has a relationship with employee performance. This means that if the turnover intention in a company is high, it will have an impact on decreasing employee performance. Therefore the occurrence of turnover must be prevented from happening. Several studies have examined the effect of turnover intention on employee performance. Research conducted by (Alfatania Pandu Asmara, 2017) states that turnover intention has a positive and significant effect on employee performance. However, in contrast to the results of research conducted by (Jamal et al., 2021), the results of his research state that turnover intention does not have a significant effect on employee performance. This can be interpreted that not always high employee turnover intention can have an impact on increasing or decreasing employee performance in a company. but the turnover intention factor is one of the factors that causes employee performance (Oh, Rahman, & Putra, 2018) to decline.

There are many factors that can affect turnover intention and employee performance at PT. Sekarbumi Alam Lestari wants to do further research using the factors of organizational commitment, employee job satisfaction and locus of control. This variable was chosen because these three variables have a research gap and have a close relationship with turnover intention and employee performance. So that researchers are motivated to do further research on these factors

The purpose of this research is to find out and analyze organizational commitment, power and locus of control that affect turnover intention and employee performance at PT. Sekarbumi Alam Lestari.

2.0 LITERATURE REVIEW

Organizational Commitment to Turnover Intention

Organizational commitment has an important role in supporting company goals. If an employee already has a high sense of organizational commitment, the employee will automatically last longer and work for a company or organization. Organizational commitment has a negative relationship to turnover intention. The better an employee is in being committed to an organization, the more likely it is to prevent a decrease in the company's turnover intention. Conversely, if an employee has low organizational commitment, it can trigger turnover intention in an organization.

Research conducted by (Kharismawati & Dewi, 2016), (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Indrayani & Sudibya, 2017), (Biantoro & Sihombing, 2012), (Farida & Melinda, 2019), and (Widyadmono, 2015) the results of their research state that organizational commitment has a significant negative effect on turnover intention. While research conducted by (Setiawan & Harahap, 2016), (Tampubolon & Sagala, 2020), (Suryahadi, 2015), (Kurniawati & Rintasari, 2015) the results of his research stated that organizational commitment has a significant positive effect on turnover intention. In contrast to research conducted by (Tampubolon & Sagala, 2020) organizational commitment is not significant to turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention. Based on this statement, a hypothesis can be made in this study, namely:

Relationship between Employee Satisfaction and Turnover Intention

Employees who have a high level of job satisfaction will tend to be more committed and have high dedication to the company and ultimately have the will to work more productively. In job satisfaction there are several factors that influence fair salary/remuneration, supportive working conditions, and work relationships consisting of relationships with colleagues, working relationships with superiors, and relationships with subordinates. If an employee gets satisfaction in an organization, then the employee will do the best for the company. In addition, these employees will last longer to work for the company. But vice versa if an employee does not get satisfaction at work. Then the employee will feel bored and intend to leave the company. Job satisfaction has a negative relationship to turnover intention. If employee satisfaction is higher, it can reduce turnover intention. Conversely, if an employee does not feel satisfied in the organization, it can increase turnover intention.

Several studies related to the effect of job satisfaction on turnover intention. This is done by (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Biantoro & Sihombing, 2012), (Widyadmono, 2015) the results of the research show that the higher employee satisfaction can prevent or reduce turnover intention. However, in contrast to the results of research conducted by (Setiawan & Harahap, 2016) and (Suryahadi, 2015) the results show that employee satisfaction has a positive and significant effect on turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention. Based on this statement, a hypothesis can be made in this study, namely:

Hypothesis 2: There is a negative influence between employee satisfaction variables on Turnover Intention

Locus of Control against Turnover Intention

Locus of control has an important role as the degree of each individual that they believe their destiny is determined by themselves. Locus of control has an inverse relationship to turnover intention. If employees are able to do Locus of control well, the sense of turnover intention will be lower. Conversely, if the employee has a lower locus of control, the turnover intention will increase. This means it can harm the company. Companies must be able to pay attention to the locus of control and turnover intention of employees working in the company.

Research conducted by (Kurniawati & Rintasari, 2015) the results of his research stated that locus of control has an effect and is significant on turnover intention. But in contrast to the results of research conducted by (Ramadhani & Ardiansyah, 2020) locus of control does not have a significant effect on turnover intention. Based on this statement, a hypothesis can be made in this study, namely:

Hypothesis 3: There is a negative influence between locus of control variables on Turnover Intention

Organizational Commitment to Employee Performance

Organizational commitment is a sense of identification, loyalty involvement shown by workers towards their organization or organizational unit. Organizational commitment is shown in an attitude of acceptance, belief that is strong in the values and goals of an organization, as well as a strong urge to maintain membership in the organization in order to achieve organizational goals, so someone who has a high commitment will have identification with the organization, really involved, earnest in work and there is loyalty and positive affection for the organization.

Several studies related to the effect of organizational commitment on performance. This was done by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Mardiani & Dewi, 2015), (Cahyani et al., 2020), (Jamal et al., 2021) the results of his research stated that the organizational commitment variable had a positive and significant effect on performance. But this is different from the results of research conducted by (Nuning Nurna Dewi, 2019), (Sutopo, 2018) the results of his research stated that the organizational commitment

variable did not have a significant effect on performance. Based on this statement, a hypothesis can be made in this study, namely:

Hypothesis 4: There is a positive influence between organizational commitment variables on employee performance

Employee Satisfaction on Employee Performance

Individual person's job satisfaction depends on individual characteristics (Renaldo, Sudarno, et al., 2021) and work situation. Each individual will have a different level of satisfaction according to the value system that applies to him. The measure of satisfaction is based on the reality faced and received as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between expected and reality. Indications of job satisfaction are usually associated with, for example, absenteeism levels, labor turnover rates, work discipline (Sukmawaty, Sudarno, & Putra, 2021), loyalty and conflict in the work environment and so on. The more aspects of work that are in accordance with the interests and expectations of the individual, the higher the level of satisfaction felt and vice versa.

Several studies related to the effect of job satisfaction on performance. This was done by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Nuning Nurna Dewi, 2019), (Mardiani & Dewi, 2015), (Cahyani et al., 2020) the results of his research state that the variable job satisfaction has a positive and significant effect on performance. However, this is different from the results of research conducted by (Sutopo, 2018) whose research results state that the variable job satisfaction has no significant effect on performance. Based on this statement, a hypothesis can be made in this study, namely

Hypothesis 5: There is a positive influence between job satisfaction variables on employee performance

Locus of Control on Employee Performance

Locus of Control is a person's perspective on an event whether he feels he can or cannot control the events that happen to him by using locus of control, work behavior (Nyoto, Renaldo, Karuppanan, Bhuiyan, & Kumarasamy, 2021) can be seen through employees' assessment of their results when controlled internally or externally. Employees/managers who feel internal control feel that they can personally influence results through their own abilities, skills, or efforts. Employees who assess external control feel that the results they achieve are beyond their own control, they feel that external forces such as luck or the degree of difficulty of the task being carried out, and it determines their work results more. Locus of control has a positive relationship to employee performance.

Research conducted by (Wuryaningsih & Kuswati, 2013), (Hermawan & Kaban, 2014), (Radityastuti et al., 2017), (Ary & Sriathi, 2019), (Yusnaena, 2018) states that locus of control has a positive effect and significant to performance, but in contrast to the results of research conducted by (Bawanda et al., 2018) stating that locus of control does not have a significant effect on performance. Based on this statement, a hypothesis can be made in this study, namely

Hypothesis 6: There is a positive influence between the funny variables of control on employee performance

Turnover Intention on Employee Performance

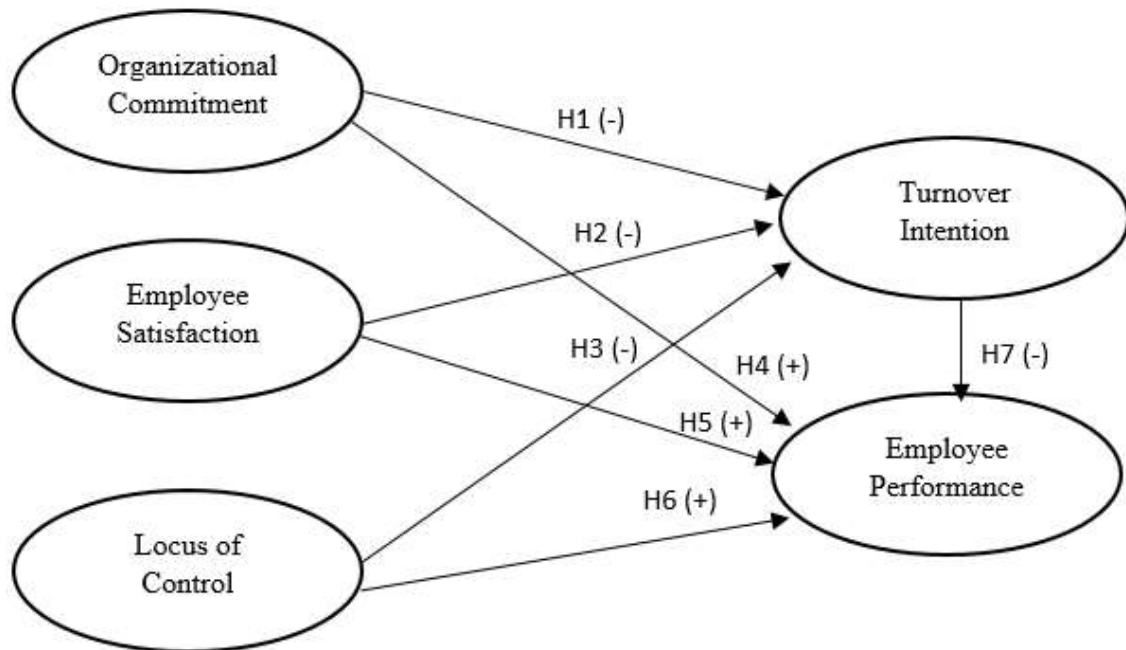
Turnover is needed by organizations for employees who have low performance, but the turnover value must be controlled so that the organization benefits from increased performance of new employees that is greater than the recruitment costs incurred by the organization. Turnover needs to be watched out for if the majority of employees who leave a job or organization are competent human resources. Turnover has a relationship with employee performance. This means that if the turnover intention in a company is high, it will have an impact on decreasing employee performance. Therefore the occurrence of turnover must be prevented from happening.

Research conducted by (Alfatania Pandu Asmara, 2017) states that turnover intention has a positive and significant effect on employee performance. However, in contrast to the results of research conducted by (Jamal et al., 2021), the results of his research state that turnover intention does not have a significant effect on employee performance. Based on this statement, a hypothesis can be made in this study, namely

Hypothesis 7: There is a negative influence between turnover intention variables on employee performance

Framework

The framework in this study is used to see whether exogenous variables have an influence on endogenous variables. The exogenous variables in this study are organizational commitment, employee satisfaction and locus of control. Meanwhile, the endogenous variables are turnover intention and employee performance. The framework of thought in this research is as follows:



Source: Previous research journal, 2022

Figure 1. Framework

3.0 METHODOLOGY

Place and time of research

The place of this research was conducted at PT. Sekarbumi Alam Lestari which is located in Kampar district. while this research was conducted from January to February 2022.

Population and Research Sample

According to Sugiyono (2016) Population is a group consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study is PT. Sekarbumi Alam Lestari in Kampar district has 185 employees. While the sample is part of the population that has the same characteristics as the population. According to Sugiyono (2016) the sample is part of the number and characteristics possessed by the population. Based on this research, because of the population, 100% of the population at PT. Sekarbumi Alam Lestari in Kampar district has 185 employees as respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique. So the number of samples in this study amounted to 185 employees of PT. Sekarbumi Alam Lestari in Kampar district

Data types and sources

In this study the authors used quantitative research, because the data obtained would later be in the form of numbers. The numbers obtained will be further analyzed in data analysis. This study consists of 3 independent variables namely organizational commitment, job satisfaction and locus of control and 2 dependent variables namely turnover intention and employee performance

Data sources are anything that can provide information (Chandra, Renaldo, & Putra, 2018) about data. Based on the source, data is divided into two, namely primary data and secondary data. Primary data is data created by researchers for the specific purpose of solving the problem being handled. Data is collected by the researchers themselves directly from the first source or where the object of research is carried out. Secondary data is data that has been collected for purposes other than solving the problem at hand. This data can be found quickly. In this study, the sources of secondary data were literature, articles, journals and sites on the internet related to the research being conducted. In addition to primary data, the data sources used by researchers are secondary data sources, secondary data obtained from various sources, namely literature, articles, and sites on the internet related to the research being conducted.

Data analysis technique

Descriptive Analysis

The descriptive analysis in this study contains a discussion of the characteristics of the respondents associated with the responses of the respondents (Yusrizal, Renaldo, & Hasri, 2021).

Structural Equation Model Analysis – PLS

This hypothesis testing is done to test the magnitude of the influence of the independent variables on the dependent variable. Testing this hypothesis using the Smart PLS 3.0 tool

Hypothesis Test (T Test)

Hypothesis testing is used to statistically test the truth of a statement and accept or reject the statement. This statement is called a hypothesis or hypothesis. In testing the hypothesis in SEM-PLS it is done by using the t-count value compared to the value in the t-table. Testing with steps includes formulating sound hypotheses, decision criteria when the hypothesis is accepted and when the hypothesis is rejected.

4.0 RESULTS AND DISCUSSION

Questionnaire Test Using Smart PLS

The results of the Construct Reliability and Validity test of the Structural Equation Model (SEM) model in this study using the Smart PLS software can be shown in table 3 below.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.807	0.819	0.886	0.722
Job satisfaction	0.816	0.820	0.872	0.577
Locus of Control	0.747	0.773	0.834	0.512
Employee performance	0.858	0.875	0.896	0.593

Source: Smart PLS Processed Data, 2022

Based on the table it is known that the construct reliability and validity of the PLS SEM test can be explained, namely (1) Cronbach's Alpha test, Outer model besides being measured by assessing convergent validity and discriminant validity can also be done by looking at construct reliability or latent variables as measured by looking at Cronbach's alpha values of the indicator block that measures the construct. The construct is declared reliable if the Cronbach's alpha value is greater than 0.60. The model shows the Cronbach's alpha value for all constructs is above the value of 0.60. Thus it can be concluded that all constructs have good reliability in accordance with the required minimum value limit. (2) Composite Reliability Test, Outer model besides being measured by assessing convergent validity and discriminant validity can also be done by looking at construct reliability or latent variables as measured by looking at the composite reliability value of the indicator block that measures the construct. The model shows the value of composite reliability for all constructs is above the value of 0.70. Thus it can be concluded that all constructs have good reliability according to the required minimum value limit. (3) Average Variance Extracted (AVE). To evaluate discriminant validity, it can be seen by the average variance extracted (AVE) method for each construct or latent variable. The model has better discriminant validity if the AVE square root for each construct is greater than the correlation between the two constructs in the model. From the table it can be seen that the AVE value of each construct is above 0.5. Therefore there are no convergent validity problems in the tested model so that the constructs in this research model can be said to have good discriminant validity.

Data Multicollinearity Test

The results of the multicollinearity test in this study can be presented in table 4 below.

Table 4. Collinearity Statistics (VIF)

Independent Variable	VIF Employee Performance	VIF Turnover Intention	Conclusion
Organizational Commitment	2.177	1.709	Not Multicollinearity
Job satisfaction	2.102	2.094	Not Multicollinearity
Locus of Control	1.745	1.464	Not Multicollinearity
Turnover Intention	2.171		Not Multicollinearity

Source: Smart PLS Processed Data, 2022

Based on the test results, it can be concluded that there is no multicollinearity problem based on several indicators, especially the VIF value is less than 10. So it can be concluded that there are no symptoms of data multicollinearity.

Model Test (Coefficient of Determination R²)

The results of testing the coefficient of determination (R²) using the Smart PLS Software in this study can be presented in the following table explanation.

Table 5. Adjusted R² Determination Coefficient Test

Dependent Variable	R Square	R Square Adjusted	Conclusion
Turnover Intention (Y1)	0.539	0.532	Strong Influence
Employee Performance (Y2)	0.619	0.610	Strong Influence

Source: Smart PLS Processed Data, 2022

Based on model 1 it can be explained that the adjusted R Square value is 0.532 or 53.2% of the turnover intention variable which can be explained by the variables of organizational commitment, job satisfaction and locus of control. While the remaining 46.8% is explained by other factors not examined. While the test results in model 2 obtained an adjusted R Square value of 0.610 or 61.0%, the employee performance variable can be explained by the variables of organizational commitment, job satisfaction and locus of control and turnover intention. While the remaining 39% is explained by other factors not examined in this study.

Equation Model Structure Analysis (SEM)

The results of testing the Equation Model Structure (SEM) in this study can be explained in the following table 6.

Table 6. Analysis of the Equation Model Structure (SEM)

Influence Between Variables	Original Sample (O)	Conclusion
Organizational Commitment -> Turnover Intention	0.464	Positive Influence
Job Satisfaction -> Turnover Intention	0.058	Positive Influence
Locus of Control -> Turnover Intention	0.360	Positive Influence
Organizational Commitment -> Employee Performance	0.335	Positive Influence
Job Satisfaction -> Employee Performance	0.087	Positive Influence
Locus of Control -> Employee Performance	0.270	Positive Influence
Turnover Intention -> Employee Performance	0.263	Positive Influence

Source: Smart PLS Processed Data, 2022

Based on table 6, an equation model can be made in this study as follows:

Model Equation 1:

$$Y1 = 0.464X1 + 0.058X2 + 0.360X3 + e1$$

Model 2 Equation:

$$Y2 = 0.335X1 + 0.087X2 + 0.270X3 + 0.263Y1 + e2$$

1. Organizational commitment has a positive effect on turnover intention of 0.464. This means that if the organizational commitment variable increases by assuming other factors have a fixed or zero value, then the organizational commitment variable can increase turnover intention by 0.464. It can be concluded that the higher the organizational commitment, the higher the level of employee turnover intention at PT. Sekarbumi Alam Lestari.
2. Job satisfaction has a positive effect on turnover intention of 0.058. This means that if the job satisfaction variable increases by assuming other factors have a fixed or zero value, then the job satisfaction variable can increase turnover intention by 0.058. It can be concluded that the higher the employee job satisfaction, the higher the employee turnover intention at PT. Sekarbumi Alam Lestari.
3. Locus of control has a positive effect on turnover intention of 0.360. This means that if the locus of control variable increases by assuming other factors have a fixed or zero value, then the locus of control variable can increase turnover intention by 0.360. It can be concluded that the higher the employee funny of control, the higher the employee turnover intention at PT. Sekarbumi Alam Lestari.

4. Organizational commitment has a positive effect on employee performance of 0.335. This means that if the organizational commitment variable increases by assuming other factors have a fixed or zero value, then the organizational commitment variable can increase employee performance by 0.335. It can be concluded that the higher the organizational commitment, the higher the performance of employees at PT. Sekarbumi Alam Lestari.
5. Job satisfaction has a positive effect on employee performance of 0.087. This means that if the job satisfaction variable increases by assuming other factors have a fixed or zero value, then the job satisfaction variable can increase employee performance by 0.087. It can be concluded that the higher the job satisfaction of employees, the higher the performance of employees at PT. Sekarbumi Alam Lestari.
6. Locus of Control has a positive effect on employee performance of 0.270. This means that if the locus of control variable increases by assuming other factors have a fixed or zero value, then the locus of control variable can increase employee performance by 0.270. It can be concluded that the higher the funny of control of employees, the higher the performance of employees at PT. Sekarbumi Alam Lestari.
7. Turnover Intention has a positive effect on employee performance of 0.263. This means that if the Turnover Intention variable increases by assuming other factors have a fixed or zero value, then the Turnover Intention variable can increase employee performance by 0.263. It can be concluded that the higher the Employee Turnover Intention, the better the performance of employees at PT. Sekarbumi Alam Lestari.

Hypothesis Test Analysis

The results of testing the hypothesis of the Structure of the Equation Model (SEM) in this study using the help of smart PLS can be explained in table 7 as follows.

Table 7. Hypothesis Test (t test)

Influence Between Variables	T Statistics (O/STDEV)	P Values	Conclusion
Organizational Commitment -> Turnover Intention	5.921	0.000	Significant Positive
Job Satisfaction -> Turnover Intention	0.530	0.596	Not significant
Locus of Control -> Turnover Intention	3.461	0.001	Significant Positive
Organizational Commitment -> Employee Performance	3.734	0.000	Significant Positive
Job Satisfaction -> Employee Performance	0.698	0.486	Not significant
Locus of Control -> Employee Performance	2.924	0.004	Significant Positive
Turnover Intention -> Employee Performance	2.744	0.006	Significant Positive

Source: Smart PLS Processed Data, 2022

The effect of organizational commitment on turnover intention

Based on the results of testing the hypothesis that the influence of organizational commitment on turnover intention has a P-value of 0.000 or the p-value is smaller than the predetermined alpha of 0.05. It can be concluded that the organizational commitment variable has a significant positive effect on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that not always good organizational commitment can have a reduced impact on employee turnover intention.

The effect of job satisfaction on turnover intention

Based on the results of testing the hypothesis that the effect of job satisfaction on turnover intention has a P-value of 0.596 or the p-value is greater than the predetermined alpha of 0.05. It can be concluded that the variable job satisfaction has no effect on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that not always good job satisfaction can have a significant impact on employee turnover intention.

The effect of locus of control on turnover intention

Based on the results of testing the hypothesis, the influence of the funny of control on turnover intention has a P-value of 0.001 or the p-value is smaller than the predetermined alpha of 0.05. It can be concluded that the locus of control variable has a significant positive effect on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that not always a good locus of control can have a significant impact on reducing employee turnover intention.

The effect of organizational commitment on employee performance

Based on the results of testing the hypothesis that the influence of organizational commitment on employee performance has a P-value of 0.000 or the p-value is smaller than the predetermined alpha of 0.05. It can be concluded that the organizational commitment variable has a significant influence on employee performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that good organizational commitment can have a significant impact on employee performance.

The effect of job satisfaction on employee performance

Based on the results of testing the hypothesis the effect of job satisfaction on employee performance has a P-value of 0.486 or the p-value is greater than the predetermined alpha of 0.05. It can be concluded that the job satisfaction variable has no effect on employee performance. Thus, the hypothesis that has been proposed can be rejected. From these results it can be concluded that good job satisfaction cannot have a significant impact on employee performance.

The effect of locus of control on employee performance

Based on the results of testing the hypothesis that the influence of locus of control on employee performance has a P-value of 0.004 or the p-value is smaller than the predetermined alpha of 0.05. It can be concluded that the locus of control variable has a significant effect on employee performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that a good locus of control can have a significant impact on employee performance.

The effect of turnover intention on employee performance

Based on the results of testing the hypothesis that the influence of turnover intention on employee performance has a P-value of 0.006 or the p-value is smaller than the predetermined alpha of 0.05. It can be concluded that the variable turnover intention has a significant positive effect on employee performance. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that high employee turnover intention is not always able to have a significant impact on decreasing employee performance.

Discussion**The Effect of Organizational Commitment on Turnover Intention of PT. Sekarbumi Alam Lestari**

In theory that has been discussed previously where organizational commitment (Mairia, Komardi, & Panjaitan, 2021) has a negative relationship to turnover intention. Where high organizational commitment can prevent or reduce turnover intention in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and working period of less than 5 years were the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a very high response to the organizational commitment (Ramadona, Putra, & Komardi, 2021) variable. This is in line with the analysis of respondents' responses to the variable turnover intention, where respondents on average gave a high response to the variable turnover intention in PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that organizational commitment has a positive effect on turnover intention. This is also in line with the results of hypothesis testing showing that the variable organizational commitment has a significant influence on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that good organizational commitment can have a significant impact on increasing employee turnover intention of PT. Sekarbumi Alam Lestari.

These results are in line with research conducted by (Setiawan & Harahap, 2016), (Tampubolon & Sagala, 2020), (Suryahadi, 2015), (Kurniawati & Rintasari, 2015) whose research results state that organizational commitment has a significant positive effect on turnover intention. But contrary to the results (Kharismawati & Dewi, 2016), (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Indrayani & Sudibya, 2017), (Biantoro & Sihombing, 2012), (Farida & Melinda, 2019) and (Widyadmono, 2015) the results of their research state that organizational commitment has a significant negative effect on turnover intention. And it is also different from the research conducted by (Tampubolon & Sagala, 2020) Organizational commitment is not significant for turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention.

The effect of job satisfaction on employee turnover intention of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where job satisfaction has a negative relationship to turnover intention. Where high job satisfaction can prevent or reduce turnover intention in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and

working period of less than 5 years were the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a high response to the job satisfaction variable. This is in line with the analysis of respondents' responses to the variable turnover intention, where respondents on average gave a high response to the variable turnover intention in PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that job satisfaction has a positive effect on turnover intention. This result is not in line with the results of hypothesis testing where the variable job satisfaction has no effect on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that good job satisfaction cannot have a significant impact on the turnover intention of employees of PT. Sekarbumi Alam Lestari.

This result is contrary to the results of research conducted by (Andriawan & Games, 2019), (Firdaus & Lusiana, 2020), (Biantoro & Sihombing, 2012), (Widyadmono, 2015) the results of the research show that the higher employee satisfaction can prevent or reduce turnover intention. And it is also different from the results of research conducted by (Setiawan & Harahap, 2016) and (Suryahadi, 2015) showing that employee satisfaction has a positive and significant effect on turnover intention. This means that employees who are not always committed to an organization will have an impact on the company's turnover intention.

The effect of the locus of control on the turnover intention of employees of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where locus of control has a negative relationship to turnover intention. Where a good locus of control can prevent or reduce turnover intention in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and working period of less than 5 years were the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a very high response to the locus of control variable. This is in line with the analysis of respondents' responses to the variable turnover intention, where respondents on average gave a high response to the variable turnover intention in PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that Locus of Control has a positive effect on turnover intention. This is also in line with the results of hypothesis testing showing that locus of control has a significant effect on turnover intention. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that a good locus of control can have a significant impact on reducing employee turnover intention of PT. Sekarbumi Alam Lestari.

The results of this study are supported by research conducted by (Kurniawati & Rintasari, 2015) whose research results state that locus of control has a positive and significant effect on turnover intention. But in contrast to the results of research conducted by (Ramadhani & Ardiansyah, 2020) locus of control does not have a significant effect on turnover intention.

The effect of organizational commitment on the performance of employees of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where organizational commitment has a positive relationship to employee performance. Where good organizational commitment can improve employee performance in an organization. Based on the analysis of the respondent's profile, it shows that the male respondent, high school education level and working period of less than 5 years are the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a very high response to the organizational commitment variable. This is in line with the respondents' responses to employee performance where on average the respondents' responses gave high responses to employee performance variables at PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that organizational commitment has a positive effect on employee performance. This is also in line with the results of hypothesis testing showing organizational commitment has a significant influence on employee performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that good organizational commitment can have a significant impact on the performance of employees of PT. Sekarbumi Alam Lestari.

The results of this study are in line with the results of research conducted by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Mardiani & Dewi, 2015), (Cahyani et al., 2020), (Jamal et al., 2021) the results of his research stated that the organizational commitment variable had a positive and significant effect on performance. But this is different from the results of research conducted by (Nuning Nurna Dewi, 2019), (Sutopo, 2018) the results of his research stated that the organizational commitment variable did not have a significant effect on performance.

The effect of job satisfaction on the performance of employees of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where job satisfaction has a positive relationship to employee performance. Where good job satisfaction can improve employee performance in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and working period of less than 5 years were the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a high response to the job satisfaction variable. This is in line with the respondents' responses to employee performance where on average the respondents' responses gave high responses to employee performance variables at PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that job satisfaction has a positive effect on employee performance. This is not in line with the results of hypothesis testing showing job satisfaction has no effect on employee performance. Thus, the hypothesis that has been proposed can be rejected. These results can be concluded that not always good job satisfaction can have a significant impact on improving (Sari, Sudarno, Nyoto, & Suyono, 2022) the performance of employees of PT. Sekarbumi Alam Lestari. The results of this study are in line with the results of research conducted by (Sutopo, 2018) whose research results state that the variable job satisfaction has no significant effect on performance. But contrary to the results carried out by (Wahyudi & Sudibya, 2016), (Utari & Heryanda, 2021), (Sari et al., 2015), (Nuning Nurna Dewi, 2019), (Mardiani & Dewi, 2015), (Cahyani et al., 2020) the results of his research stated that the variable job satisfaction has a positive and significant effect on performance.

The effect of locus of control on the performance of employees of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where locus of control has a positive relationship to employee performance. Where a good locus of control can improve employee performance in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and working period of less than 5 years were the most dominant in this study. Analysis of the responses of the respondents showed that on average the responses of the respondents gave a very high response to the locus of control variable. This is in line with the respondents' responses to employee performance where on average the respondents' responses gave high responses to employee performance variables at PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that Locus of Control has a positive effect on employee performance. This is also in line with the results of hypothesis testing showing that locus of control has a significant effect on employee performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that a good locus of control can have a significant impact on improving employee performance.

The results of this study are supported by the results of research conducted by (Wuryaningsih & Kuswati, 2013), (Hermawan & Kaban, 2014), (Radityastuti et al., 2017), (Ary & Sriathi, 2019), (Yusnaena, 2018) stating that locus of control has a positive and significant effect on performance, but in contrast to the results of research conducted by (Bawanda et al., 2018) stating that locus of control does not have a significant effect on performance. This means that employees' low levels of control do not always have an impact on decreasing and increasing employee performance at work.

The effect of turnover intention on the performance of employees of PT. Sekarbumi Alam Lestari

In theory that has been discussed previously where turnover intention has a negative relationship to employee performance. Where high turnover intention can reduce employee performance in an organization. Based on the analysis of the respondent's profile, it was shown that the male respondent, high school education level and working period of less than 5 years were the most dominant in this study. Analysis of respondents' responses showed that on average they gave a high response to the turnover intention variable. This is in line with the respondents' responses to employee performance where on average the respondents' responses gave high responses to employee performance variables at PT. Sekarbumi Alam Lestari. Based on the results of the PLS model equation structure test, it shows that Turnover Intention has a positive effect on employee performance. This is also in line with the results of hypothesis testing showing that turnover intention has a significant effect on employee performance. Thus, the hypothesis that has been proposed can be accepted. These results can be concluded that high employee turnover intention can have a significant impact on improving the performance of employees of PT. Sekarbumi Alam Lestari.

The results of this study are supported by the results of research conducted by Research conducted by (Alfatania Pandu Asmara, 2017) stating that Turnover intention has a positive and significant effect on employee performance. However, in contrast to the results of research conducted by (Jamal et al., 2021), the results of his research state that turnover intention does not have a significant effect on employee performance.

5.0 CONCLUSION

Conclusion

Based on the results and discussion that has been described in the previous chapter. So it can be concluded (1) the organizational commitment variable has a significant positive effect on turnover intention. This shows that not always good organizational commitment can have a reduced impact on employee turnover intention. (2) the variable of job satisfaction has no effect on turnover intention. This shows that not always good job satisfaction can have a significant impact on employee turnover intention. (3) the locus of control variable has a significant positive effect on turnover intention. This shows that not always a good locus of control can have a significant impact on reducing employee turnover intention. (4) organizational commitment variable has a significant influence on employee performance. This indicates that good organizational commitment can have a significant impact on employee performance. (5) job satisfaction variable has no effect on employee performance. This indicates that good job satisfaction cannot have a significant impact on employee performance. (6) the locus of control variable has a significant effect on employee performance. This indicates that a good locus of control can have a significant impact on employee performance. (7) The variable turnover intention has a significant positive effect on employee performance. This indicates that not always high employee turnover intention can have a significant impact on decreasing employee performance.

Limitations

Based on the results, discussion and conclusions of this study, it can be seen what are the limitations, namely: (1) This research only focuses on research variables, namely organizational commitment, job satisfaction, locus of control, work performance and turnover intention. As we all know, there are still many other human resource variables that were not included in this study. (2) The results of this study contradict many theories such as the results of organizational commitment, satisfaction, locus of control have a positive effect on turnover intention. This result should have a negative effect. (3) This research was only conducted on one object, namely PT. Sekarbumi Alam Lestari. (4) During a pandemic, this research used Google Form to collect data

Recommendation

Based on the conclusions and suggestions in this study, suggestions can be given as input both for practice and for academics. There are suggestions in this study, namely (1) Companies need to pay attention to organizational commitment and locus of control factors both on turnover intention and on employee performance. Because the results of the study prove that these two factors have a significant impact on both turnover intention and employee performance. (2) Companies need to pay attention to high employee turnover intention. If this is not prevented, it can have an adverse impact on the future of the company. (3) future researchers can add other variables that are not included in this research model. Because there are many other HR variables that are not included in this study.

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