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

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ABSTRACT

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

INTRODUCTION

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

There are many factors that can influence the desire to move from the company in employees including the low organizational commitment, insecurity of the work environment or organizational climate, work stress, career development that is not promising and low employee job satisfaction (Hwang & Chang, 2009, Ahn, Lee, Kim, & Jeong, 2015. Cho & Song, 2017).

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

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

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

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

Organizational commitment is a strong predictor of voluntary turnover. The tendency of commitment (commitment propensity) before entering the organization will be positively related to

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

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

Table 1. Employee Turnover Data for PT. Bumi Sarimas Indonesia Padang
In Periode 2016-2018

	Jan	Feb.	Mar.	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec.	Tot
2016													
In	1	2	1	1	3	2	1	1	0	0	1	1	14
%	2.26	4.44	2.22	2.22	6.67	4.44	2.22	2.22	-	-	2.22	2.22	31.11
Out	1	0	0	0	1	1	2	1	0	0	1	2	10
%	2.22	-	-	-	2.22	2.22	4.44	2.22	-	-	2.22	4.44	8:00
Tot													45
2017													
In	2	1	1	1	2	2	1	1	0	1	0	0	12
%	4.35	2.17	2.17	2.17	4.35	4.35	2.17	2.17	-	2.17	-	-	26.09
Out	1	1	2	0	2	1	1	0	0	1	0	1	10
%	2.17	2.17	4.35	-	4.35	2.17	2.17	-	-	2.17	-	2.17	21.74
Tot													46
2018													
In	2	0	1	2	1	0	0	3	0	1	2	3	15
%	4.08	-	2.04	4.08	2.04	-	-	6.12	-	2.04	4.08	6.12	30.61
Out	1	1	2	0	1	1	0	1	1	2	1	1	12
%	2.04	2.04	4.08	-	2.04	2.04	-	2.04	2.04	4.08	2.04	2.04	24.49
Tot													49

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

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

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

need time to replace them with new employees because they have to take training first before being given the authority of the task.

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

METHOD

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

RESULTS AND DISCUSSION

Ethical Climate

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

Table 2. Ethical Climate Frequency Descriptions

No	Statement	SS		S.		CS		TS		STS		The mean	TCR	Information
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
A	Code of Ethics													
1	The work climate is pleasant because the leadership is very accommodating	32	65.5	11	22.4	5	10.2	1	2.0	0	0.0	4.51	90.2	Very good
2	Friendly employee ethics, is the reason I remain in this company	21	42.9	17	34.7	7	14.3	2	4,1	2	4,1	4.04	80.8	Well
3	The company code of conduct requires us to work according to the rules	30	61.2	11	22.4	6	12.2	1	2.0	1	2.0	4.37	87.4	Well
4	The code of ethics must be upheld by all employees without exception and without distinguishing rank and position.	31	63.3	14	28.6	3	6.1	1	2.0	0	0.0	4.53	90.6	Very good
B	Organizational Policy													

5	The work system implemented is less autonomous	25	51.0	18	36.7	4	8.2	0	0.0	2	4,1	4.27	85.3	Well
6	Job promotions are not in accordance with work seniority and professionalism	24	49.0	15	30.6	8	16.3	2	4,1	0	0.0	4.24	84.9	Well
7	I feel the leadership is implementing a strict company policy	25	51.0	18	36.7	4	8.2	2	4,1	0	0.0	4.35	86.9	Well
8	I feel pressured because of company policies that do not allow employees to take time off during peak hours	19	38.8	20	40.8	8	16.3	1	2.0	1	2.0	4.10	82.1	Well
C	Management, Reward and Punishment Actions													
9	I feel the current position is in accordance with the work achievements provided	23	46.9	19	35.8	5	10.2	1	2.0	1	2.0	4.24	84.9	Well
10	Awards and promotions are given to outstanding employees	23	46.9	19	35.8	3	6.1	1	2.0	3	6.1	4.12	82.5	Well
11	The penalty given to employees who are often late and absence is to cut salaries according to their short working hours.	26	53.1	15	30.6	4	8.2	2	4,1	2	4,1	4.20	84.1	Well
12	I like the organization's policy because I do the office work first rather than my personal work	18	36.7	17	34.7	8	16.3	4	8.2	2	4,1	3.88	77.6	Enough
												4.24	84.8	Well

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

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

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

Overall data on the results of research on the code of ethics obtained an average score of 4.24 with 84.8% achievement rate of respondents. This shows that the indicators of attitudes agreeing to the organizational policy are in a good category. Thus it can be said that almost all employees agree with organizational policies as seen in statement number 1, the majority of them agree that the work climate that develops in the company is very pleasant because the leadership is very accommodating, so they are not burdened in working. Then in statement number 4 which states that

all employees must uphold the company's code of ethics without exception and regardless of rank and position.

Job satisfaction

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

Table 3. Descriptions of Job Satisfaction Frequencies

No	Indicator	SS		S.		N		TS		STS		The mean	TCR	Information
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
A	**Creativity and Independence**													
1	The division of my duties in the company is in accordance with the expertise I have	30	61.2	9	18.4	9	18.4	1	2.0	0	0.0	4.39	87.8	Well
2	Each employee is responsible for carrying out his mandate duties	31	63.3	9	18.4	8	16.3	1	2.0	0	0.0	4.43	88.6	Well
3	The attitude of employees at PT. Bumi Sarimas Indonesia Padang gives sympathy so there is a strong sense of kinship and independence.	21	42.9	8	16.3	13	26.5	7	14.3	0	0.0	3.88	77.5	Pretty good
4	Independence built trains to strengthen my work creativity	27	55.1	14	28.6	6	12.2	2	4,1	0	0.0	4.35	86.9	Well
B	**Working Conditions**													
5	I feel satisfied with my work now	23	46.9	20	40.8	6	12.2	0	0.0	0	0.0	4.35	86.9	Well
6	I find my work at this company less pleasant.	25	51.0	12	24.5	6	12.2	5	10.2	1	2.0	4.10	82.0	Well
7	I feel that the problem facing the company is mine too	31	63.3	9	18.4	8	16.3	1	2.0	0	0.0	4.43	88.6	Well
8	I feel very happy spending the rest of my career at PT. Bumi Sarimas Indonesia Padang	26	53.1	12	24.5	8	16.3	3	6.1	0	0.0	4.24	84.9	Well
C	**Responsible**													
9	I feel responsible for the progress of PT. Bumi Sarimas IndonesiaPadang	22	44.6	14	28.6	11	22.4	2	4,1	0	0.0	4.14	82.9	Well
10	I feel emotionally attached to PT. Bumi Sarimas Indonesia Padang	23	46.9	12	24.5	12	24.5	1	2.0	1	2.0	4.10	82.0	Well
11	I avoid excessive duties and responsibilities from my work	23	46.9	9	18.4	15	30.6	2	4,1	0	0.0	4.08	81.6	Well
12	As my responsibility to this organization, I prioritize office work rather than personal work	27	55.1	17	34.7	3	6.1	1	2.0	1	2.0	4.37	87.4	Well
D	**A chance to advance**													
13	I stayed at this company because of clear career planning	30	61.2	16	32.7	2	4,1	0	0.0	1	2.0	4.49	89.8	Well
14	A gradual career promotion system made me stay in this company	28	57.1	16	32.7	4	8.2	1	2.0	0	0.0	4.45	88.9	Well
15	Job promotions are only given to employees who are close to their superiors	25	51.0	16	32.7	7	14.3	1	2.0	0	0.0	4.33	86.5	Well
16	The company provides opportunities for advancement for all employees without appearance discrimination	24	49.0	23	46.9	1	2.0	1	2.0	0	0.0	4.43	88.6	Well
E	**Sharia feeling towards work**													
17	Praise from superiors makes me want to give a better performance	28	57.1	19	38.8	1	2.0	1	2.0	0	0.0	4.51	90.2	Very good
18	I feel self-esteem increases if superiors praise the work	24	49.0	21	42.9	4	8.2	0	0.0	0	0.0	4.41	88.2	Well
19	I am proud if my work is in accordance with the wishes of my boss	24	49.0	20	40.8	4	8.2	1	2.0	0	0.0	4.37	87.4	Well
20	I sometimes like to blame myself for the mistakes I make at work	19	38.8	21	42.9	8	16.3	1	2.0	0	0.0	4.18	83.7	Well
F	**Individual Satisfaction**													

No	Indicator	SS		S.		N		TS		STS		The mean	TCR	
21	I feel satisfied with my work now	20	40.8	22	44.9	5	10.2	2	4,1	0	0.0	4.22	84.5	Well
22	I found real excitement at work	20	40.8	20	40.8	7	14.3	2	4,1	0	0.0	4.18	83.7	Well
23	I am not satisfied with my current job at the company.	16	32.7	23	46.9	9	18.4	1	2.0	0	0.0	4.10	82.0	Well
24	I feel the problem faced by the company is that it makes me not comfortable working	17	34.7	19	38.8	13	26.5	0	0.0	0	0.0	4.08	81.6	Well
	Average Score											4.28	85.5	**Well**

Based on the data in table 3 above it can be seen that the average score for the variable job satisfaction is 4.28 with a respondent achievement level (TCR) of 85.5%. This shows that the employee job satisfaction variable is included in the good category which means that employee satisfaction towards their work is in line with their expectations in the organization.

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

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

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

Organizational Commitment

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

Table 4. Distribution of Frequency of Organizational Commitment

No	Indicator	SS	S.	N	TS	STS	The mean	TCR

		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			Information
A	Do work in synergy for the progress of the company													
1	I am willing to prevent things that harm the company	28	57.1	15	30.6	6	12.2	0	0.0	0	0.0	4.45	88.9	Well
2	I always try to improve performance for the company	22	44.9	21	42.9	6	12.2	0	0.0	0	0.0	4.33	86.5	Well
3	I am highly motivated towards work	18	36.7	21	42.9	10	20.4	0	0.0	0	0.0	4.16	83.3	Well
4	I am willing to do the best performance for the progress of the company	23	46.9	13	26.5	8	16.3	5	10.2	0	0.0	4.10	82.0	Well
B	Willing to devote more time for the progress of the company													
5	I am willing to work late into the night for the betterment of the company	16	32.7	24	49.0	7	14.3	2	4,1	0	0.0	4.10	82.0	Well
6	I am willing to devote full time to the company's progress	21	42.9	15	30.6	11	22.4	2	4,1	0	0.0	4.12	82.5	Well
7	I am willing to increase my work hours by bringing part of my office work to home	22	44.9	16	32.7	8	16.3	2	4,1	1	2.0	4.12	82.5	Well
8	I am willing to help friends to achieve the company's targets	20	40.8	22	44.9	6	12.2	1	2.0	0	0.0	4.24	84.9	Well
C	Giving priority to group interests over personal interests													
9	I try to share information and knowledge with the work team to increase work productivity	19	38.8	22	44.9	7	14.3	1	2.0	0	0.0	4.20	84.1	Well
10	I am willing to provide input to the team for performance improvement	28	57.1	12	24.5	9	18.4	0	0.0	0	0.0	4.39	8783	Well
11	I am willing to provide solutions to overcome the difficulties of colleagues at the office	21	42.9	21	42.9	6	12.2	1	2.0	0	0.0	4.27	85.3	Well
12	I am willing to help my colleague for the sake of a smooth task	26	53.1	16	32.7	6	12.2	1	2.0	0	0.0	4.37	87.4	Well
D	Stay in the company under any circumstances													
13	I will survive in the company even if the company goes down	27	55.1	17	34.7	4	8.2	1	2.0	0	0.0	4.43	88.6	Well
14	I am willing to continue working for the company under any circumstances	26	53.1	19	38.8	4	8.2	0	0.0	0	0.0	4.45	88.9	Well
15	I will still survive in the worst conditions though	27	55.1	17	34.7	3	6.1	2	4,1	0	0.0	4.41	88.2	Well
16	When the company experienced a financial crisis, I had no intention of leaving the company	14	28.6	18	36.7	14	28.6	3	6.1	0	0.0	3.88	77.6	Pretty good
E	Feel proud of the company													
17	There is not the slightest turnover intention the task, despite the financial condition of the bankrupt office	14	28.6	18	36.7	14	28.6	3	6.1	0	0.0	4.06	81.2	Well
18	I am proud when the company makes progress	21	42.9	12	24.5	14	28.6	2	4,1	0	0.0	4.06	81.2	Well
19	I am happy to be proud of the company I work for	20	40.8	19	38.8	9	18.4	1	2.0	0	0.0	4.18	83.7	Well
20	I am proud to be part of the family of PT. Bumi Sarimas Indonesia Padang	23	46.9	15	30.6	10	20.4	1	2.0	0	0.0	4.22	84.5	Well
	Average Score											4.23	84.5	**Well**

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

From the data found the highest average score obtained on two indicators, namely: First, the indicators do work in synergy for the progress of the company in statement number 1 namely "*I am*

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

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

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

Turnover Intention

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

Table 5. Distribution of Turnover Intention Frequencies

No	Statement	SS		S.		CS		TS		STS		The mean	TCR	Information
		Fi	%	Fi	%	Fi	%	Fi	%	Fi	%			
A	*Thoughts of Quitting*													
1	High or low salary influences my decision to stop working	0	0.0	8	16.3	28	57.1	13	26.5	0	0.0	2.90	57.9	Less
2	Low salary affected me to quit the company	0	0.0	10	20.4	28	57.1	10	20.4	1	2.0	2.94	58.8	Less

No	Statement	f	%	f	%	f	%	f	%	f	%	Mean	%	Category
3	My salary does not affect my intention to stop working	1	2.0	4	8.2	29	59.2	15	30.6	0	0.0	2.82	56.3	Less
4	The salary I received did not match the effort I had put in, so I wanted to quit	0	0.0	10	20.4	22	44.9	17	34.7	0	0.0	2.86	57.1	Less
B	*Intention to quit*													
5	The business I did was not worth the salary I received so I intended to leave this job	0	0.0	8	16.3	29	59.2	11	22.4	1	2.0	2.88	57.6	Less
6	In my opinion, the decision taken by my employer was a one-sided decision that encouraged me to quit this job	0	0.0	9	18.4	26	53.1	14	28.6	0	0.0	2.90	57.9	Less
7	My involvement as an employee is not so necessary in making decisions that encourage me to quit this job	0	0.0	9	18.4	26	53.1	14	28.6	0	0.0	2.90	57.9	Less
8	My participation in the company is very much needed, so it was not intended for me to leave this job	2	4,1	10	20.4	26	53.1	10	20.4	1	2.0	3.02	60.4	Less
C	*Intention to Search for Another Job*													
9	I was given the freedom to express my opinion so I did not intend to find another job	1	2.0	6	12.2	35	71.4	7	14.3	0	0.0	3.02	60.4	Less
10	I find it difficult to achieve the set target for work, I want to find another job that is easier	2	4,1	7	14.3	34	69.4	6	12.2	0	0.0	3.10	62.0	Less
11	I have the ability to match my work so that I will stay in this company	2	421	8	16.3	30	61.2	9	18.4	0	0.0	3.06	61.2	Less
12	I feel that I can achieve the targets set by the company so I feel comfortable working at this company	1	2.0	7	14.3	30	61.2	11	22.4	0	0.0	2.96	59.2	Less
	Average Score											2.95	58.9	**Less**

Based on the data in table 5 above, it can be seen that the average score for the turnover intention variable is 2.95 with a respondent achievement level of 58.9%. This shows that the indicators of thoughts about stopping at the company is in the lower category.

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

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

Overall research data on the variable intention out of the employees obtained an average score of 2.95 with a level of achievement of 58.9% of respondents. This shows that

the indicator of employee's turnover intention is not so much (less) and if there are employees who intend to go out looking for another job it is generally caused by 1) inability to achieve the set work targets (statement No. 10) and 2) due to salary mismatches received by employees when compared to duties and jobs it does in the office (statement number 3).

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

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

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

Table 6. Results of Regression Analysis

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	32,495	32,275		1,007	.319
Ethical climate	-1,570	.146	.929	-10,771	.000
Job satisfaction	-2020	.196	.806	-3,102	.019
Organizational commitment	-1.223	.440	.827	-2,780	.008

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

This research is the same as research conducted by Jeremy Mintongga Monga in the extent to which an ethical climate moderates the relationship between job satisfaction and perceptions of organizational commitment. From the results of the research, it was reported that the ethical climate dimensions of caring, law and code, rule, independence, and instrumental predicted 72% of the variance in job satisfaction and 73% of the variance in employee commitment. Positive perceptions of an ethical work atmosphere and a clear code of conduct would enhance employees' levels of dedication, loyalty, and commitment to the organization (Mitonga-Monga, 2018).

Another research was supported this result is the research of Ebtsam Aly Abou Hashish about Relationship between ethical work climate and nurses 'perception of organizational support, commitment, job satisfaction, and turnover intent was reported that there are positive significant correlations between nurses' perception of overall ethical work climate and each of perceived organizational support, commitment, as well as their job satisfaction. However, negative significant correlations were found between nurses' turnover intention and each of these variables. Also, approximately 33% of the explained variance of turnover intention is accounted for by ethical work climate, organizational support, organizational commitment, and job satisfaction, and these variables independently contributed significantly to the prediction of turnover intention(Aly & Hashish, 2015). Likewise, the F test is used to evaluate the effect of the ethical climate, job satisfaction, and organizational commitment simultaneously on the turnover intention. The results of the multiple regression analysis of the F test are obtained as in table 7 below.

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

	Model	Sum of Squares	df	Mean Square	F	Sig.	R Square.
				ANOVA^b			
1	Regression	30749,335	3	10249,778	71,142	.000a	.826
	Residual	6483,359	45	144,075			
	Total	37232,694	48				

Table 7 above it can be seen that all independent variables simultaneously or together have a statistically significant effect on the dependent variable where the results of SPSS program data processing show that the calculated F value of 71,142 with a significant level of 0,000. Then the independent variables together have a significant effect on the dependent variable.

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

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

Other research was supported this research is Luz, CMDR, de Paula, SL, & de Oliveira, LMB (2018) about the effect of organizational commitment and job satisfaction on turnover intention

reported that commitments and satisfaction are correlated with the intention of negative turnover significantly. Meanwhile researchMitonga-Monga(2018). reported that ethical climate influences turnover intentions(Luz, de Paula, & de Oliveira, 2018, Mitonga-Monga, 2018)

While for the coefficient of determination (R^2) test, it was obtained the R-Square value of 0.826. This indicates that the magnitude of the relationship/influence of the ethical climate, job satisfaction and organizational commitment to the turnover intention of the employees is equal to 82.6% while the remaining 17.4% is influenced by other variables such as work conflicts with family, organizational culture and others. From the results of the coefficient of determination, it can be concluded that the turnover intention of employee is largely influenced by the ethical climate, job satisfaction and organizational commitment which are tools of internal organizational factors.

CONCLUSION

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

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