

The Employees Turn Over Factors at Carrefour ITC BSD

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Abstract. Employees are always looking for better opportunities, better working conditions, better careers and successful developments in the organization, so employee turnover is a major problem, especially in the field of human resource management. This study aims to determine, develop and test the impact of motivation, job satisfaction and discipline factors on turnover impact at Carrefour ITC BSD branch in Tangerang Selatan. In answering of the management business impact related to the increasingly turnover that gradually happening time to time since the year of 2015 to 2019 as a period of observation with an average of 25% turnover rate per year. The type of research being used is descriptive with quantitative approach, through PLS method (Partial Least Square) using Smart PLS 3.2.8 as data processing tool. The research sample set was fully population of the entire employee within those organization which is 104 employees for multilevel position available within the organization. The result of this study proves that the impact of motivation, job satisfaction and discipline factors are simultaneously impacting on the employee turnover (Y), whereas based on path coefficient motivation (X1) and job satisfaction (X2) are significantly positive while discipline factor (X3) shows negative nonsignificant. Thus, the Carrefour management is advised to improve the industrial relationship between employees and the top management level in order creating more intense communication and harmony among all the employees concerned.

Keywords: Motivation, Job Satisfaction, Discipline and Turnover

1 Introduction

At the present moment in the worldwide scale, most of employee are facing uncertainty due to dynamic situation that happening in the global work force and this situation may affecting their career path and as well even their job security. While in contrary employee always seek the working atmosphere, which be able to give them a peace of mind for him or herself along with the family member at home. In responding to this uncertainty, employees keep trying their level best to find a suitable workplace that can give them a better working condition thus they are keep searching any better opportunities that may arise from the job market and the pursue will be continued until they found the stable job with prospect career path along with the organization that may support their long-term success or development.

The bottom line from all of the high turnover that happened in the job employment sector is due to monetary reason that make everyone pursuing their better compensation and benefits. Therefore, employee turnover has been one of the biggest challenges in the human

resources management. One of the companies facing such turnover issue is a retailer with the brand of Carrefour. Carrefour is one of the largest modern retail chains nationwide which providing all of customer needs under one roof with their hypermarket concept. Carrefour also having their international retail chain with its head quarter is located in France and Carrefour is number second largest international retail chain worldwide after Wal-Mart, USA. Carrefour Indonesia which is part of the global retail player aims to give the best service standard in its retail industry segment therefore due to this reason Carrefour in Indonesia needs large number of employees to support the operation in the stores as well in the head office. This study will be focusing on the turnover phenomenon that occur in Carrefour that located in ITC BSD in Tangerang Selatan.

From the pre-survey conducted within 30 samples from any employees that work in Carrefour ITC BSD the result shows that there are 3 highest factors that influencing them for such intention to quit or turnover factor, there are motivation, job satisfaction and discipline. According the study of the background and problem identification from turnover issue there are quite complex factor thus need to have a limitation on the study which will be focusing only on the top 3 factors as above which are motivation, job satisfaction and discipline into employee turnover. This study aims to understand, find out, develop and test of framework of thinking which are related to the influence of motivation into employee turnover, the influence of job satisfaction into employee turnover, the influence of discipline into employee turnover and as well the simultaneously of influences of motivation, job satisfaction and discipline into the employee turnover. The following is a definition of the variables studied, including:

1.1 Motivation

Motivation is a process of willingness to carry out a high level of effort to achieve organization goals, which being conditioned by the ability of the effort to satisfy the needs of number of individuals. Even though in general motivation used to refer to the effort that dedicated to achieve the set target, motivation also refer to the organization objective as the focus is the behavior of employee toward job assignment [1]. Another theory of Motivation said that motivation is being described by delegation of power to create a joyful while working for each any individual, to make them able to cooperate each other with effectively and integrated with all of kind resources enable achieving of the company's goal [2]. From the expert statement which has been put forward above motivation can be concluded as such of urge of will that make someone willingly to do something that make to achieve the desired goals.

1.2 Job satisfaction

Job satisfaction is an effective feedback or emotionally response against various facets of a person's job [3]. This definition is indirectly stated that job satisfaction is not a unity of concept, but anyone can be felt satisfied with just one of the job aspects fulfilled and in other side can be felt unsatisfied due to one or several other aspects. Job satisfaction reflects on how individual find a satisfaction in their job. Low rate of job satisfaction can be impacted on absenteeism, come to work late and mental health issues [4].

1.3 Discipline

Discipline is a tool that being used by managers to change any behavior and as well an effort to improve awareness and willingness for employee to make them obey towards all company regulations including adhering of any valid social norms [5]. Can be described also

that discipline is an attitude of employee to cooperate and eagerly to follow all norms and job regulation that applied in the surrounding working atmosphere [6].

1.4 Employee turnover

Turnover is an intention by employee to quit from the job in any organization by freewill due to job shifting to other organization as per their own choices [7]. Based on the definition above can be concluded that high employee turnover will bring negative impact into the organization, either from the cost lost or also times opportunity lost due to empowering gap. If any large number of employees quit at the same time this will lead into infectivity of the organization due to losing too many experience employees thus the company need to do another recruitment and a training session should be conducted to train the new comer for some times before capable to do the job [8]. The bottom line of employee turnover is a shifting or losing an employee from one organization into other organization due to the job change [9].

The study of theory and empirical studies state the relationship between the variables of Motivation, Job satisfaction, Discipline and Employee Turnover is stated in the following conceptual framework diagram:

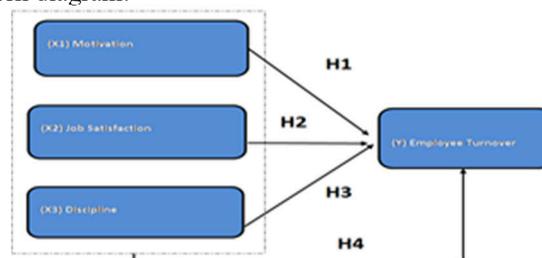


Fig 1. Conceptual Framework

Hypothesis:

H1: Motivation has a positive and significant effect on Employee turnover

H2: Job satisfaction has a positive and significant effect on Employee turnover

H3: Discipline has a positive and significant effect on Employee turnover

H4: Motivation, Job satisfaction and Discipline are simultaneously having a positive and significant effect on Employee turnover.

The relationship between organizations and employees should not only focus on the task itself. Organizations should take initiative to develop an effective motivation system to increase employees' motivation towards their work. This in turn will help to improve the efficiency and quality of work, enabling organizations to meet their performance outcomes [10]. Job satisfaction as a complicated and diverse theory has obtained a substantial interest in the job and organizational literature in social psychology, management, and another discipline.

Due to its excellent value, academic scholars and experts have provided their definitions in copious directions. Nevertheless, the most-used interpretations in business literary works are as a universal workforce's pleasurable mental and psychological situation along with their commitment [5].

2 Research Method

This type of research is quantitative research, about which the analysis of data in the form of numbers as a tool to find the information we would like to explore and to know further. This research is a causal explorative study, which is to explore data and information about the topic on the study and have an objective to explain one or more factors that cause the problems. The population in this research were all employees within the organization of Carrefour ITC BSD, Tangerang Selatan with the total employees of 104 peoples. The sample used on this study is taking all of the employees as the number of employees is quite manageable to be applied within this research. Data collection techniques employ a questionnaire instrument with a Likert scale measurement. The data analysis method employs SEM or Structural Equation Modeling to test hypotheses and produce a viable model, and data processing uses Partial Least Square (SmartPLS) software program version 3.2.8.

3 Results and Discussion

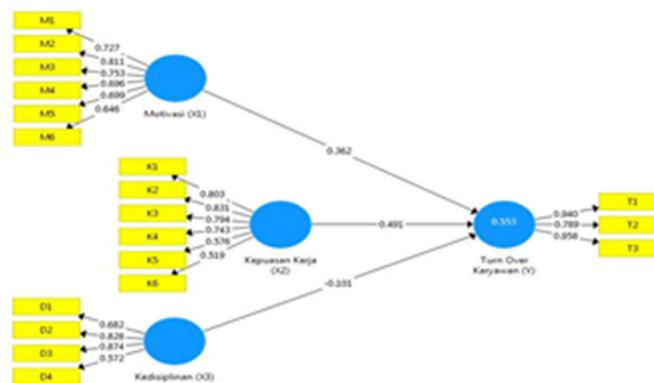


Fig 2. Testing the outer model

3.1 Outer model Testing

The outer model defines the relationship of each indicator with its latent variables with the Confirmatory Factor Analysis (CFA) technique done through validity and reliability testing. Convergent validity is testing the validity of each construct indicator. An indicator is considered good valid if the loading factor value is greater than 0.70, loading factor 0.50-0.60 can be adequately considered [11]. Based on Figure 2 it shows that the loading value of the indicator factors of all variables is greater than 0.70, so it can be concluded that all indicator variables used in this study are valid or meet with convergent validity.

The second stage of validity testing is the discriminant validity test by looking at the AVE value, if the AVE value is above 0.5, it is considered valid. For each, each indicator block, Indicator Reliability Test is determined from the composite reliability and Cronbach's alpha. Rule of thumb alpha value or composite reliability must be greater than 0.7 though the value 0.6 is still acceptable.

Table 1. AVE (Average Variance Extracted)		Table 2. Value of Composite Reliability of the Research Model		
Variabel	AVE	Variabel	Composite Reliability	Cronbach's Alpha
Motivation (X1)	0.524	Motivation (X1)	0.868	0.818
Job Satisfaction (X2)	0.52	Job Satisfaction (X2)	0.863	0.807
Discipline (X3)	0.56	Discipline (X3)	0.832	0.736
Turnover (Y)	0.808	Turnover (Y)	0.926	0.878

Source: Analysis Results using Smart PLS 3.2.8

From the data in table 1, we can see the AVE value of all the variables above 0.5. Thus, while the Discriminant validity test has been fulfilled this research model is valid. Learned from table 2 we can conclude that the model meets with the Composite Reliability and Cronbach's Alpha criteria so that it meets with the reliability criteria and it is a reliable and reliable measuring tool.

3.2 Inner Model Testing

Testing with aims to measure how far the ability of the model in explaining the variance of the dependent variable is done by looking at the coefficient of determination. The coefficient of determination value is between zero and one. The criteria for limiting the value of R^2 in three classifications are $R^2 = 0.67, 0.33,$ and 0.19 as substantial, moderate, and weak.

Table 3. R Square Value (R^2) of the Research Model

Construct	R Square	R Square Adjusted
Employee Turn Over	0.553	0.540

Source: Analysis Results using SmartPLS 3.2.8

Table 3 shows the relationships between constructs based on the R-square Adjusted value that the Employee Turnover variable (Y) is 0.540, which shows that 54.0% of the Employee Turnover (Y) that can be influenced by the Motivation variable (X_1), Job satisfaction (X_2) and Discipline (X_3), while the remaining 46.0% is influenced by other variables outside the study.

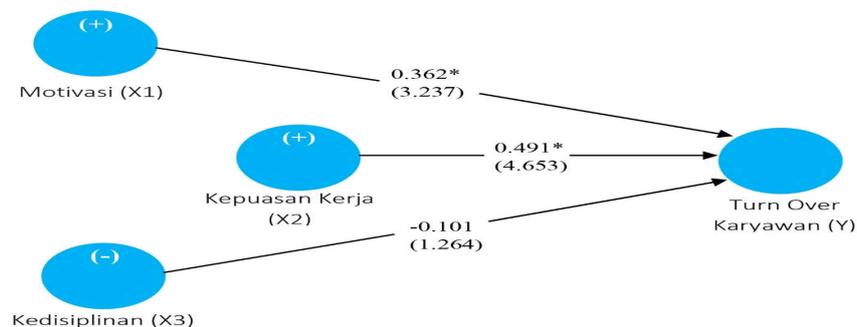


Fig 3. Inner Model

Table 4. Path Coefficient, t-Statistics, and P-Values values

Inter Construct Relation	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Description
Direct Influences				
Motivates (X1) → Employee Turnover (Y)	0.362	3.237	0.001	Positive Significant
Job satisfaction (X2) → Employee Turnover (Y)	0.491	4.653	0.000	Positive Significant
Discipline (X3) → Employee Turnover (Y)	-0.101	1.264	0.207	Negative Not significant
Indirect Influences				
Motivation (X1) → Job satisfaction (X2) → Discipline (X3) → Employee Turnover (Y)	0.254	2.367	0.422	Positive Significant

Source: Analysis Results using SmartPLS 3.2.8

3.3 The influence of Motivation on Employee turnover

Motivation has a positive and significant effect on Employee turnover at Carrefour ITC BSD. Motivation is a human psychologic characteristic that contributing into level of commitment from any employee towards the organization, this one include of the factor that dedicating to maintain of human behaviour into certain acts [6]. This also show quite significantly of the influence either low or high from any employee motivation factor that can lead into turnover fluctuation (either high or low turnover rate). Even though the current situation in the job market is quite challenging and difficult, employee can still take a risk to quit from the job if their expectation from the company is not fulfilled properly and this act of quit can lead into the increasing of turnover rate.

High motivation shows that employee enthusiastic and happy to work in the organization. This will lead employee come to work on time, follow the job regulation and have a good cooperation & synergize with other peers. The high motivated employee will work hard voluntary and eagerly doing the job with their level best. Besides, the high motivated employee also love their job and have a passion on their job as well[12]. If any employee face difficulties or have some obstacle in their job, the high motivated employee will always find a way to solve all of the problems and not easily to give up. According this study, vice versa situation is being face by low motivated employee, they don't feel enthusiastic and not shown any good interest while they are working in their job.

This low motivated employee also occurs in Carrefour ITC BSD that resulted a low performance because apparently quite decent number of employees are always thinking to quit and to find another job in elsewhere. They think that the company not really giving appreciation and not giving a decent salary with the worth rewards expected while they think they may get in the other company. Due to job motivation within this company is quite low therefore the turnover rate is also quite high.

3.4 The influence of Job satisfaction on Employee turnover.

Job satisfaction has a positive and significant effect on Employee turnover at Carrefour ITC BSD. Job satisfaction is such a level of positive affection of an employee and job situation, therefore job satisfaction is always highly relate with the employee attitude towards the job itself [10]. With the direction of a positive correlation, it shown if lower job satisfaction that company give to the employee it will create more turnover rate.

Similar above, if Carrefour ITC BSD can fulfil better job satisfaction to its employee, this will create a lower turnover rate & the number of employees that intended to leave the company also become lower. Job satisfaction in the job is a satisfaction that in the form of

clear job target/objectives, job placement, treatment from the higher authority and a conducive working environment. Employee whom enjoy and feel satisfied in their organization would dedicating their effort toward the job delegated to them rather than prioritizing first on their reward and compensation out of their job. The interesting job, challenging and have an opportunity to grow their career, equal chance to success and equal opportunity to be promoted and rewarded will create such good job satisfaction towards all of the employee[13].

3.5 The influence of Discipline on Employee Turnover.

Discipline has no positive and significant effect on employee turnover at Carrefour ITC, BSD it has a negative relation. Discipline is a procedure to make a correction or punishment to the subordinates due to breaching the regulation or procedures that has been set before and also such a self-control from the employee and to implement degree of level seriousness as a team work in the organization [6]. Discipline also as a tool that being used by managers to communicate with the subordinates to make them adhere on the attitude change as well improve their awareness and readiness for the employee to follow all the company regulation.

Employee can be considered be a faithful and discipline is whenever they have a job consistency, consequence, adherence and be responsible towards job that has been assigned to them. Discipline does not limit on such basic as come to work on time but be précised to be described as an attitude, behaviour and deeds that aligned with either written or non-written regulations. Awareness and readiness from the employee to obey and adhere on the company regulations shown as a goodwill and acceptance from the employee towards their organization. Thus, in daily job and routine, employee whom do the job properly, come to work on time and do all of the assignment properly reflect that the employee is quite comfortable on the job and therefore won't have any intentions to quit from the employment and as well the organization[14].

3.6 The influence of Motivation, Job satisfaction and Discipline on Employee Turnover.

Motivation, Job satisfaction and Discipline have a positive and significant effect on Employee turnover at Carrefour ITC BSD. Organization and the way to manage is a journey of process with certain targets to achieve that being set by all of the company, therefore both have to accommodate on the needs of employee, enabling them to work and to explore their performance. This will elaborate the objectives (job assignment) that being given to each of employee have to be proportionally suitable as per each individual including their capacity and capability. Motivational factor, job satisfaction factor and discipline factor each take a lead into employee's commitment toward job assignment and as well into the organization itself[15].

Creating decent atmosphere in the organization that lead into employee retention will have a significant impact to improve the turnover rate which mean more employee will feel more attached and bring lower turnover rate. If employee feel more attached with the organization and even, they can love their job, if this stage happening this will make a perception of great place to work, right place to work and create an enthusiastic among the employees. Relation among peers and between superior with subordinates also create a positive motivational factor, job satisfaction factor and leads into better discipline for the employee.

The decision making process to stay or move, by employees can be measured by indicators (a) working beyond the target, (b) equality of values, (c) being proud of being part of the organization, (d) inspiring organizations and (e) caring for organizational fate will be able to reduce the intention to move by employee [16]. When a person feel uncomfortable in the company than the tendency to find other job with the option to register the application in the jobseeker is quite possible, therefore to make the employee feel comfortable in the company is quite a big concerned [17].

4 Conclusions

The study conclusion shows that the variables of Motivation, Job satisfaction and Discipline affect positively and significantly on Employee turnover at Carrefour at ITC BSD, Tangerang Selatan. It suggests that organizations should be able to create a proud feeling for the employee of their job that being delegated to them, this proud feeling will boost the employee motivation while working in the organization. Superior also requested to be able to cooperate and be able to communicate in good way that can bring a positive working environment, both are dedicated into better motivation perception among the employee. Company also needs to improve the employee performance by having a custom training and as well mentoring program to support the employee performance.

While employee feels they are capable doing the job with decent performance this will lead into job satisfaction. Company also needs to make a target evaluation and giving education on each job within the organization enable employee more capable for problem solving and be able to execute the job at maximum level and also improve their discipline. It is suggested that the organization as a company in many occasions need to implement a better relation between the higher authority in the company it-self with all of the employee. This better relation will be dedicated to create a better harmony in the organization and at the end will minimize the employee turnover rate.

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