

The Important Role of Employee Satisfaction to Support Employee Performance through Quitting Intention

by Saida Zainurossalamia Za

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The Important Role of Employee Satisfaction to Support Employee Performance through Quitting Intention

Ibrahim, Djoko Setyadi, Rahmad Budi Suharto and Saida Zainurossalamia

Authors

Ibrahim, ⁷ Doctoral Program of Economic and Business Faculty, Mulawarman University Samarinda, East Kalimantan, Indonesia. pelautmasakini.ibrahim@gmail.com
Djoko Setyadi, ⁷ Doctoral Program of Economic and Business Faculty, Mulawarman University Samarinda, East Kalimantan, Indonesia. djoko.setyadi@gmail.com
Rahmad Budi Suharto, ⁷ Doctoral Program of Economic and Business Faculty, Mulawarman University Samarinda, East Kalimantan, Indonesia. rahmad.budi.suharto@feb.unmul.ac.id
Saida Zainurossalamia, ⁷ Doctoral Program of Economic and Business Faculty, Mulawarman University Samarinda, East Kalimantan, Indonesia, saida.zainurossalamia.za@feb.unmul.ac.ir

Abstract

²¹ *The purpose of this study was to prove and analyze the influence of the work environment, organizational citizenship behavior, organizational commitment to environmental job satisfaction, and performance. How is the relationship between satisfaction and performance with the technological factors that impact the intention to stop? The data or information obtained was processed by statistical methods using the WarpPLS software. Methods of data analysis using PLS. The data collection technique used a Quizinoer with a Likert scale. The results showed that all relationships had a positive effect on satisfaction and performance. Satisfied employees give good performance and reduce the intention to quit. However, organizational citizenship behavior has a negative and insignificant effect on performance. This research provides input to the seafarers' business scope in Balikpapan, East Kalimantan, that many factors must be considered to increase satisfaction and performance, which will reduce the intention to stop working adoption of technology.*

Keywords: Work Environment; Organizational Citizenship Behaviors; Organizational Commitments; Satisfaction; Performance; Quitting Intention.

Introduction

Human resources are seen as important corporate assets because humans are dynamic resources and are always needed in every production process. Cascio asserts that human beings are a very important resource in industry and organization; therefore, human resource management includes providing quality labor, maintaining quality, and controlling labor costs is very important. As an

important asset for the company, should employees get the company's full attention, especially for its work that has superior potential? Good communication and feedback from management can reduce the appearance of various problems that can encourage employee dissatisfaction resulting in the desire to leave the company.

The behavioral impact of job satisfaction and dissatisfaction has been widely researched and reviewed. Job satisfaction and dissatisfaction will affect productivity, absence, and quitting intention and the impact on work performance. The negative effects of high levels of an employee quitting intention can lead to considerable cost wastage because companies have to invest in recruitment, orientation, training, overtime, and supervision. If the quitting intention occurs in middle-line management, then the company's losses will be greater. Employee exits can lead to losses, both direct and indirect costs. Quitting intentions in organizations are usually caused by individuals' desires themselves due to various factors. These factors can include 1) Organizational factors, such as working conditions, 2) Personal factors, such as psychological conditions that include personality, motivation, satisfaction, work pressures, etc. It can affect a person's personality behavior, explain a person's behavior and employee behavior, and affect the company [6].

Employees can be described through the desire to quit, leading to employees' decision to leave the organization. Several studies have been conducted showing several factors that influence quitting intention; there is a contingency theory that resource practices' effectiveness is related to environmental, individual, and organizational factors. Environmental factors, such as job opportunities and kinship responsibility, individual factors, such as; general training, job investment, positive and negative affectivity, and organizational. Based on the background of the problems outlined, the problems in this study can be formulated as follows: does work environment, organizational citizenship behavior, satisfaction at shipping companies in Balikpapan East Kalimantan?

Relationships between Variables & Hypothesis

Work Environment, ¹⁰ Organizational citizenship behavior, and Organizational Commitment to Satisfaction

The work environment is one factor that can affect employee job satisfaction to achieve its goals. Robbins [28] stated that one of the factors driving job satisfaction is supportive of working conditions. The company needs to provide job satisfaction to employees, providing a comfortable, safe, and pleasant work environment [1]. Employee job satisfaction can arise as a result of the situation and work environment within the company. Job satisfaction reflects employees' attitudes and feelings, whether the employee is happy or unhappy, feeling comfortable or uncomfortable, and positively or negatively. With pleasant working environment

conditions, employees feel more happy, comfortable, and at home. Also, it can reduce the level of saturation as well as the stress level of employees.

Employees' willingness to participate in the organization usually depends on what purpose it wants to achieve by joining the organization in question [10]. Employee contributions to the organization will be higher if the organization can provide what the employee wants [11]. Job satisfaction is an important factor in getting optimal work results [13]. The definition of job satisfaction is a feeling of pleasure or positive emotion towards his work generated by the balance of employee remunerate company with the level of reciprocity provided by the company both financially and non-financially. Job satisfaction has a strong relationship with OCB [21]. The definition of OCB is voluntary conduct, not a forced action on things that put the organization's interests first and is not directly and blatantly bound by a formal reward system [20].

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Organizational commitment can be defined as a belief and acceptance of the organization's goals and values, A willingness to use earnest efforts for the organization's benefit, and a desire to maintain membership in the organization [2]. Organizational commitment and job satisfaction are two things that are often taken into consideration when reviewing the turnover of working accountants. Some previous studies have suggested that organizational commitment affects job satisfaction.

Empirical studies that state that the work environment significantly influences employee job satisfaction include research conducted by [1], [19], [8]. Empirical studies stating that OCB directly influences employee job satisfaction include research conducted [5], [26], [21]. Empirical studies that state that organizational commitment significantly influences employee job satisfaction include research [20], [14], [17].

Work environment, Organizational citizenship behavior and Organizational Commitment for Performance

Human resources play a role in processing and utilizing resources and materials so that they become products, therefore to improve achievement, it is important to note that human resources can work efficiently and display performance that contribute to productivity is a fundamental problem for performance achievement [12]. The work environment is everything around the workers, which affect him in carrying out the duties he or she is responsible for. According to Hendri [13], the work environment greatly affects performance because a good work environment will create ease of executing tasks. This work environment consists of a physical and non-physical work environment that employees cannot separate from employee performance.

All different types of OCB are valuable to the organization. However, OCB is often undetectable by the reward system, but it is proven that individuals who exhibit OCB will have good performance, effectiveness in groups, and organizations. Pio & Tampi [26], Citizenship behaviors are as influential as task activities in how managers evaluate employees' performance and are considered an important element in the job performance domain. While both citizenship behavior and performance evaluations are important in organizational settings, little research has examined possible impacts of including OCB informal performance evaluations. This study looked at how various weights assigned to OCB may influence employee reactions and how they are contingent on their task performance [31].

Ref [2] states that organizational commitment is a term used to describe an employee's readiness to accept the organization's goals and face work [29] states that the organization's commitment as an attitude from employees reflects their feelings toward the organization, they live in. Organizational commitment is a strong and close feeling of a person towards the purpose and value of an organization about its role in achieving those goals and values [24]. If employees are highly committed to the company they work for, their performance will also be high and better for the organization's goal prospects. Organizational commitment is a strong and close feeling of a person towards an organization's goals and values about their role in achieving those goals and values [24]. If employees are highly committed to the company they work for, their performance will also be high and better for the organization's goal prospects.

Empirical studies stating that the work environment significantly influences employee performance include research conducted. Empirical studies stating that OCB has a significant influence on employee job satisfaction include research conducted by [31], [5], [10],[26], [14]. Empirical studies stating that organizational commitment has a significant influence on employee performance include research conducted by [20], [25], [27].

Satisfaction with Performance

Job satisfaction is defined as a pleasant state or positive emotion resulting from assessing a person's work or work experience. Job satisfaction results from employees' perceptions of how well their work provides what is seen as important. The Job Descriptive Index measures five aspects of job satisfaction: the work itself, the quality of supervision, relationships with colleagues, promotional opportunities, and payments [22]. Research Gap obtained from empirical studies on the effect of job satisfaction on performance can be explained through empirical studies stating that job satisfaction has a significant influence on employee performance including research conducted by [25], [23], [27].

Satisfaction and Performance with Quitting Intention

This is reinforced by Jiang et al. [18] research stating that job satisfaction negatively affects the tendency to quit. Aspects of job satisfaction, such as establishing a family atmosphere, and obtaining a promotion, increase job satisfaction, making employees continue working for the company. According to Hidayah & Harnoto [14], Satisfied employees will benefit the organization and save the cost of satisfied employees, benefiting the organization in saving related work costs and reducing their intention to leave the organization, which ultimately reduces turnover. Charles et al. [7] state that job satisfaction, including salary, promotion, and awards, negatively affects the tendency to quit.

The presence of employees in the company is very important in improving the effectiveness and efficiency of the company so that the company will do all it can to maintain its employee membership in the company to increase the productivity of the company and prevent the onset of costs from the tendency to quit. The desire to quit is an early signal of employee perpindahan displacement within the organization. The tendency to quit is the degree of inclination of attitudes that employees have to look for new jobs elsewhere or the plan to leave the company in the next three months, the next six months, one year to come, and two years to come, as shown in figure 1.

Empirical studies stating that job satisfaction significantly influence quitting intention include research. Empirical studies state that job satisfaction exerts an insignificant influence on quitting intention, including research [30]. Empirical studies stating that performance exerts a significant influence on quitting intention include research conducted while empirical studies stating that performance exerts an insignificant influence on quitting intention include research conducted by Some of the hypotheses proposed in this study are based on theoretical and empirical studies with the following hypotheses:

- H1: The work environment affects the satisfaction
- H2: The working environment affects the performance
- H3: Organizational citizenship behavior affects sailor satisfaction
- H4: Organizational citizenship behavior affects the performance
- H5: Organizational commitment affects the satisfaction
- H6: Organizational commitment affects the performance
- H7: Satisfaction affects the performance
- H8: Satisfaction affects the quitting intention
- H9: Performance affects the quitting intention

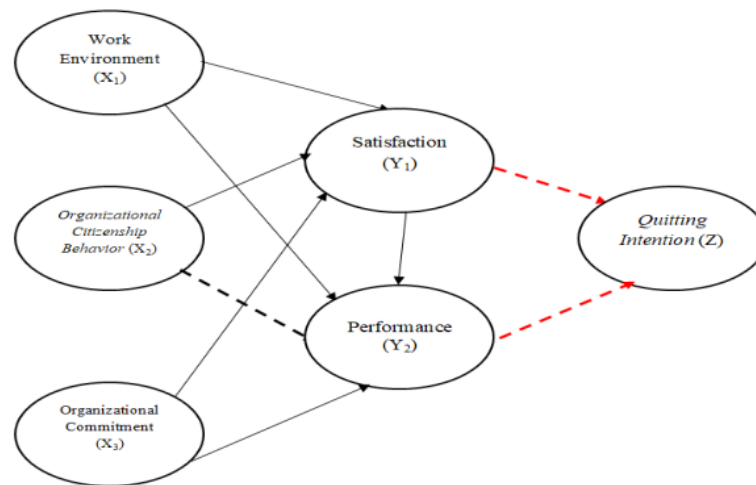
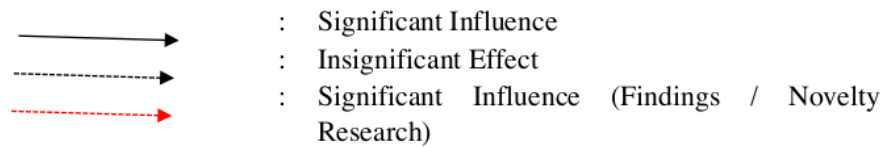


Figure 1. Concept Framework

Description:



Method

Population and Research Samples

The population is the total number of all members studied, while the sample is the smallest part of the population. The population in this study was Sailors in Balikpapan, which numbered 517 employees, with the following details in table 1:

Table 1. Sailors in Balikpapan

No	Department / Division	Amount
1	Deck Department	250 Sailors
2	Department of Machinery	212 Sailors
3	Stewart Department	35 Sailors
4	Other Departments	20 Sailors
Total		517 Sailors

Source: Sailors in Balikpapan, 2019

The sample is the smallest part of the population; the larger the number of samples, the better. The author uses the size of the Slovin formula as follows:

$$n = \frac{N}{1 + n e^2}$$

Where:

n= Sample Size

N= Population size

e= Error (5 percent inaccuracy slack)

$$n = \frac{517}{1+517 (0,05)^2} = \frac{517}{1+517 (0,0025)} = \frac{517}{1+517 (0,05)^2} = \frac{517}{1+517 (0,0025)} = 226$$

Samples as many as 226 sailors in Balikpapan. This study statistical analysis, namely descriptive analysis and path analysis (path analysis) using SPSS. Factor analysis is used to obtain factor scores from latent variables formed by indicator variables, and then factor score data will be used in linear assumption tests. Linearity assumptions are required as a condition of Partial Least Square analysis. The inference analysis in this study is to use Partial Least Square (PLS) as a technique of analyzing data, as shown in figure 2.

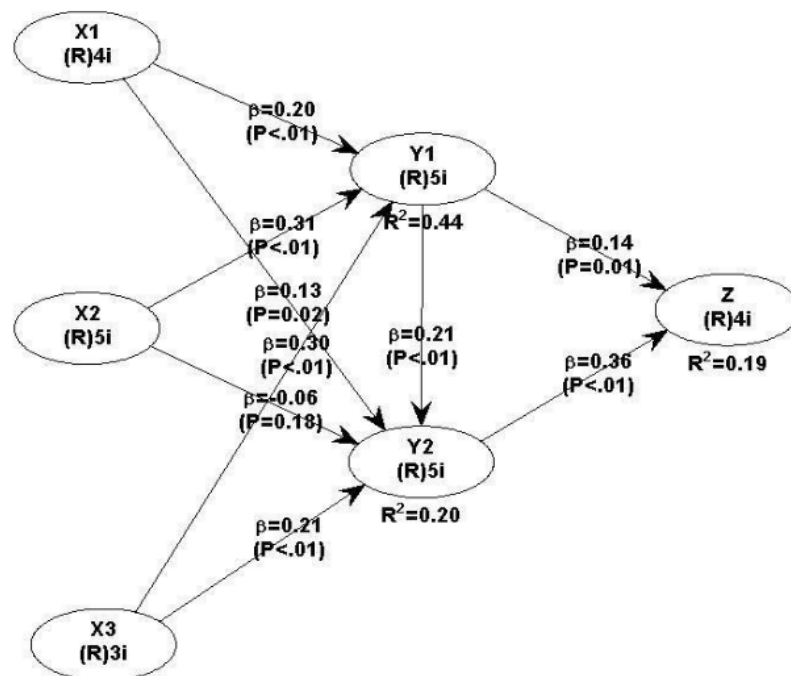


Figure 2. Research Model using WarpPLS

Discriminant Validity

Discriminant validity is performed to ensure that each concept of each latent variable is different from other variables. The model has an indicator of a latent variable having the larger loading value with another loading value against other latent variables. The results of the discriminant validity test are obtained as follows table 2:

Table 2. Value of Discriminant Validity (Cross Loading)

	X1	X2	X3	Y1, 2014 in New	Y2, 2014 in New	Z
X1.1	0.714	0.433	0.329	0.359	0.233	0.116
X1.2	0.843	0.355	0.225	0.29	0.178	0.173
X1.3	0.851	0.406	0.325	0.376	0.326	0.119
X1.4	0.599	0.449	0.362	0.346	0.243	0.076
X2.1	0.498	0.674	0.344	0.457	0.258	0.186
X2.2	0.334	0.766	0.395	0.434	0.177	0.07
X2.3	0.409	0.585	0.307	0.292	0.389	0.231
X2.4	0.256	0.635	0.326	0.272	0.157	0.142
X2.5	0.351	0.772	0.528	0.416	0.144	0.102
X3.1	0.348	0.494	0.812	0.347	0.194	0.097
X3.2	0.318	0.484	0.798	0.512	0.281	0.027
X3.3	0.244	0.287	0.684	0.403	0.487	0.166
Y1.1	0.209	0.272	0.447	0.55	0.23	0.123
Y1.2	0.385	0.451	0.381	0.786	0.286	0.252
Y1.3	0.308	0.467	0.423	0.78	0.13	0.092
Y1.4	0.331	0.347	0.332	0.711	0.306	0.129
Y1.5	0.32	0.36	0.367	0.66	0.454	0.204
Y2.1	0.272	0.262	0.465	0.437	0.68	0.253
Y2.2	0.269	0.217	0.406	0.306	0.776	0.329
Y2.3	0.236	0.247	0.274	0.216	0.768	0.277
Y2.4	0.132	0.181	0.082	0.169	0.645	0.32
Y2.5	0.229	0.214	0.203	0.28	0.697	0.289
Z1	0.162	0.169	0.081	0.21	0.561	0.567
Z2	0.077	0.125	0.095	0.195	0.241	0.767
Z3	0.187	0.174	0.134	0.202	0.281	0.779
Z4	0.07	0.137	0.048	0.083	0.202	0.799

Source: Data processing with PLS, 2020

Based on table 5.9, the loading factor value against the variable all has a value above 0.5. This study's research model can be continued with indicator Z₅, an indicator of variable quitting intention eliminated from the model.

Composite Reliability

The last evaluation of the outer model was composite reliability. Composite Reliability tests the reliability value of indicators on a construct. A constructor variable is said to meet composite reliability if it has a composite reliability value > 0.7 , as shown in table 3:

Table 3. Composite Reliability

Variable	Value	Description
Work environment X1	0.842	Reliable
Organizational citizenship behavior_X2	0.818	Reliable
Commitment organisasional X3	0.810	Reliable
Job satisfaction Y1	0.828	Reliable
Kinerja Y2	0.839	Reliable
Quitting intention_Z	0.821	Reliable

Source: Data processing with PLS, 2020

Based on the table, it can be concluded that all constructs meet the criteria of reliability. A composite reliability value indicates this above 0.70 as the recommended criteria.

Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) value of each required construct is above 0.50. The AVE value for all variables, as shown in table 4:

Table 4. Average Variance Extracted

Variable	(AVE)	Root AVE	Description
Work environment (X1)	0.576	0.758	Valid
Organizational citizenship behavior (X2)	0.477	0.690	Valid
Commitment organisasional (X3)	0.588	0.766	Valid
Job satisfaction (Y1)	0.494	0.702	Valid
Kinerja (Y2)	0.511	0.714	Valid
Quitting intention (Z)	0.539	0.734	Valid

Source: Data processing with PLS, 2020

Based on the table above, the AVE value for the work environment, Organizational citizenship behavior, organizational commitment, job satisfaction, and performance have an AVE value above 0.50, meaning all variables have a high composite reliability value.

The goodness of fit model PLS

Testing the structural model that is the Goodness of fit test of the PLS model is measured through the predictive relevance Q-square value to measure how well the model and the estimated parameters generate the observation value. The goodness of fit testing uses predictive-relevance (Q^2) values. The R-Value of ² of each endogenous variable in this study is as follows in table 5:

Table 5. R-Square Value

Variable	R Square
Job satisfaction (Y_1)	0.440
Performance (Y_2)	0.196
Quitting intention (Z)	0.190

Source: Data processing with PLS, 2020

From the above Test Results can be known the following explanations:

- Work environment, organizational citizenship behavior, and organizational commitment affect job satisfaction by 0.440 or 44%. The remaining 56% predicted other variables (not studied) that can increase job satisfaction.
- The work environment, organizational citizenship behavior, organizational commitment, and job satisfaction affect performance by 0.196 or 19.60%. The remaining 80.40% predicted there are other variables (not studied) that can improve performance variables.
- The work environment, organizational citizenship behavior and organizational commitment, and job satisfaction and performance affect quitting intention by 0.190 or 19%. The remaining 81% is predicted. There are other variables (not researched) that can increase variable quitting intentions.

Structural Model Inner Model Testing (Inner Model)

Inner model or structural model testing is performed to see the relationship between the research model's constructs. The basis used in testing the hypothesis is the value found in the output result for inner weight. In warps, the program is done with a T-test on each path. Hypothetical test parameters use a comparison of t values, i.e., if the value is p-value (< 0.05), then H_0 is rejected, and H_a is accepted. The results of statistical analysis and testing can be seen in the table 6:

Table 6. Result For Inner Weights

Variable Relationships	Original Sample	Q Values	Interpretation Value
Work environment (X ₁) to Job satisfaction (Y ₁)	0.199	0.001	Positive and significant
Working environment (X ₁) to Performance (Y ₂)	0.135	0.020	Positive and significant
Organizational citizenship behavior (X ₂) to Job satisfaction (Y ₁)	0.312	0.001	Positive and significant
Organizational citizenship behavior (X ₂) to Performance(Y ₂)	-0,060	0,181	Negative and insignificant
Organizational Commitment (X ₃) to Job satisfaction (Y ₁)	0,301	0,001	Positive and significant
Organizational Commitment (X ₃) to Performance (Y ₂)	0,210	0,001	Positive and significant
Job satisfaction (Y ₁) to Performance (Y ₂)	0,207	0,001	Positive and significant
Job satisfaction (Y ₁) towards quitting intention (Y ₂)	0,142	0,015	Positive and significant
Performance (Y ₂) against quitting intention (Y ₂)	0,361	0,001	Positive and significant

Source: Data processing with PLS, 2020

Based on the above ABEL, it can be known the positive influence and level of significance of each variable, if P-Values < 0.05 means that the exogenous variable exerts a significant influence on endogenous variables, and if P-Values > 0.05, then the exogenous variable exerts an insignificant influence on endogenous variables with the following explanations:

- The work environment has a positive and significant effect on sailors' job satisfaction. The work environment affects job satisfaction through the coefficient of lines of 0.199 and P-values 0.001. The value supports the first hypothesis stating that the work environment positively and significantly affects work satisfaction. The effect of the working environment on performance through the coefficient of the line 0.135 and P-values 0.020 The value supports the second hypothesis, which states that the work environment has a positive and significant effect on sailors' performance at the Shipping Company in Balikpapan East Kalimantan.
- Organizational citizenship behavior has a positive and significant effect on sailors' job satisfaction. Organizational citizenship behavior on job satisfaction through the coefficient of the 0.312 and P-values 0.001 The value supports the third hypothesis stating that Organizational citizenship behavior has a positive and significant effect on sailors' job satisfaction. Organizational citizenship behavior negatively and insignificantly affects sailors' performance at the Shipping Company in Balikpapan East Kalimantan. Organizational citizenship behavior on performance through the coefficient of the line of -0.060 and P-values 0.181 The value does not support the hypothesis of four stating that Organizational citizenship behavior has a positive and significant effect on sailors' performance at the Shipping Company in Balikpapan East Kalimantan.
- Organizational commitment has a positive and positive effect on the satisfaction of sailors' work. The effect of organizational commitment on job satisfaction through the line

coefficient of 0.301 and PP-values 0.001. The value supports the fifth hypothesis stating that the organizational commitment has a positive and significant effect on sailors' work satisfaction. The organizational commitment has a positive effect and significant to the performance. The influence of organizational commitment to performance through the line's coefficient by 0.210 and P-values 0.001. The value supports the sixth hypothesis stating that the organizational commitment has a positive and significant effect on Sailors' performance at the Shipping Company in Balikpapan East Kalimantan. P

- Job satisfaction has a positive and significant effect on the performance of sailors. The effect of job satisfaction on performance through the line coefficient of 0.207.207 and P-values 0.001. The value supports the seventh hypothesis stating that job satisfaction has a positive and significant effect on performance. Job satisfaction has a positive and significant effect on quitting intentions. The effect of job satisfaction on quitting intention through the coefficient of lines 0.142 and P-values 0.015. The value supports the eighth hypothesis that job satisfaction has a positive and significant effect on Sailors' quitting intentions at the Shipping Company in Balikpapan East Kalimantan. P
- The performance had a positive and significant effect on quitting intentions. The effect of performance on quitting intention through the line coefficient of 0.361 and P-values 0.001. The value supports the ninth hypothesis stating that performance has a positive and significant effect on sailors' quitting intention at the Shipping Company in Balikpapan East Kalimantan.

Conclusion

Following the formulation of the problem, the purpose of the research, the results of the analysis, and the discussion, then from this study can be drawn the following conclusions:

- The work environment has a positive and significant effect on the job satisfaction of sailors in Balikpapan East Kalimantan. This means that the work environment, as measured by the coordination as the highest indicator, has encouraged increased job satisfaction of sailors as measured by the indicator of satisfaction to salary as the highest indicator. The work environment has a positive and significant impact on the performance of sailors in Balikpapan East Kalimantan. According to research [1], [19], [8] and [3], [4], [9], [16], [11]. This means that the working environment measured by the indicator coordinated as the highest indicator has encouraged the improvement of sailors' performance as measured by the quality indicator as to the highest indicator.
- Organizational citizenship behavior has a positive and significant effect on sailors' job satisfaction in Balikpapan East Kalimantan. This means that organizational citizenship behavior, as measured by the courtesy indicator as to the highest indicator, has encouraged seafaring job satisfaction measured by the satisfaction indicator to salary as the highest indicator. Organizational citizenship behavior Influential Negative And insignificant to the

performance of sailors in Balikpapan East Kalimantan. Conducted by [31], [5], [26], [21] and [5], [10], [14]. This means that organizational citizenship behavior is Measured With Indicators Courtesy as the highest indicator. It can also encourage the wording Performance Sailors, which is Measured With Indicators Quality as the highest indicator.

- The organizational commitment has a positive and positive effect on the job satisfaction of sailors in Balikpapan East Kalimantan. This means that the affective commitment indicator's organizational commitment as the highest indicator has encouraged seafaring job satisfaction as measured by the satisfaction indicator to salary as the highest indicator. The organizational commitment has a positive and positive effect on the performance of sailors in Balikpapan Kalimantan Timur. Research conducted by [20], [15], [17] and [20], [25], [27]. This means that the organizational commitment measured by the affective commitment indicator as the highest indicator has encouraged the improvement of sailors' performance as measured by quality indicators as the highest indicators.
- Job satisfaction has a positive and significant effect on the performance of sailors in Balikpapan East Kalimantan. As measured by the satisfaction indicator with salary as the highest indicator, this means that job satisfaction has encouraged sailor performance improvement as measured by quality indicators as the highest indicator. Job satisfaction has a positive and significant effect on the tendency to stop sailors in Balikpapan East Kalimantan. According to research [22], [25], [23], [27]. This means that job satisfaction, as measured by the satisfaction indicator with salary as the highest indicator, has encouraged sailors' quitting intention as measured by accepting another job as the highest indicator.
- Performance has a positive and significant effect on the tendency to stop sailors in Balikpapan East Kalimantan. Following research [15], [18], [7]. This means that the performance of sailors measured by quality indicators as the highest indicators has encouraged the sailor's quitting intention as measured by receiving another job as the highest indicator.

Limitations and Advice

After examining the various problems in this study and based on the results, the researchers considered it necessary to put forward some suggestions that were considered useful to various parties, including:

- The Company should instill a commitment to sailors by building a sense of togetherness, a sense of trust, mutual respect, creating a conducive and pleasant working atmosphere for sailors, a goodly established relationship with colleagues, and, most importantly, that sailors feel considered important by the company. The company's leadership must maintain and always pay attention to how much job satisfaction and organizational commitment its sailors feel to create sailors with organizational citizenship behavior towards other sailors.

- Sailors should further improve organizational citizenship behavior, especially regarding participation in supporting organizational functions both professionally, to create a kinship relationship between leaders and colleagues. For business people, it is expected to pay attention to the satisfaction of the Sailors. Based on the research results, it is recommended that the company pay attention to the supporting equipment so that the sailors can complete their work in a timely way. Based on the study results, sailors feel depressed with time in completing their work. It is recommended that companies pay attention to sailors' working time so that they do not feel stressed and can lower the level of a tendency to stop sailors.
- For Academic d nature, future research should be considered to use other variables that can affect the level of job satisfaction and performance of sailors and its tendency to stop sailors. For further research so that numerous coverage of the research area, for example, by taking location in other areas in Indonesia so that the research can be generalized.

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