

The Effect of Job Satisfaction on Turnover Intention through Person-Organization Fit at PT PLN (Persero) UP3 Tanjung Karang

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Abstract

This study aims to test and analyze the effect of Job Satisfaction on Turnover Intention through Person Organization Fit as a moderating variable on employees of PT PLN (Persero) UP3 Tanjung Karang. The population in this study were employees of PT PLN (Persero) UP3 Tanjung Karang totaling 65 people. The sample used in this study was using the non-probability sampling technique chosen was saturated sampling, which is a sampling method if all members of the population are used as samples. This study is a descriptive study with a quantitative approach. In this study, data were collected using a questionnaire of 65 respondents. Data analysis used simple linear regression analysis and Moderated Regression Analysis (MRA). The results of the simple linear regression analysis showed that Job Satisfaction partially had a negative and significant effect on Turnover Intention. While Moderated Regression Analysis (MRA) showed that Person Organization Fit was unable to moderate the relationship between Job Satisfaction and Turnover Intention.

Keywords: Job Satisfaction; Turnover Intention; Person Organization Fit.

INTRODUCTION

Human resources are one of the most important parts for every company or organization. Human resources are the key to the operation of a company or organization, all systems, management and performance of a company or organization are basically managed by human resources. Every company certainly wants its human resources to have good and quality skills or abilities to achieve optimal work results so that the goals that have been determined by the company can be achieved. Therefore, every company or organization must compete to get, maintain, and develop its human resources because every company or organization considers human resources as resources that have the potential to be developed again (Dennis Chandra et al., 2018).

In addition, the success and progress of a company in achieving the company's goals is due to the job satisfaction felt by its employees when doing their work, where the condition and behavior of employees when carrying out their work are factors that can determine that the work done can be done and completed properly. Therefore, every company needs to pay attention to the job satisfaction of its employees to achieve the success and progress of a company in achieving company goals.

Job satisfaction is one of the most important factors to get optimal work results. When a person feels satisfaction in doing his work, he will try his best with his ability to do and complete his work well (Muhtarim et al., 2017). Job satisfaction can affect and improve the productivity or performance of a company. When an employee does not feel satisfaction in doing work at his workplace, then the employee will decide to choose to quit or resign and leave his workplace, unlike vice versa if the employee feels satisfaction in doing his or her job, then the employee will decide and choose to stay in the company and have no intention to quit or resign from his workplace. If the employee has the desire or intention to resign and choose to leave his workplace, there will be a turnover intention.

The cause of turnover intention can be caused by employee job dissatisfaction given by the company to cause employees to have the intention to quit and choose to leave the company. Turnover intention will have an impact on the company's activities to result in less than optimal company activities. To reduce the occurrence of turnover intention, the company must further increase employee job satisfaction. Turnover intention is something that is desired by the employee himself and not wanted by



a company. Turnover intention is a condition in which an employee has a conscious intention or tendency to look for another job as an alternative in a different company or organization and turnover is the driving force for the exit of the workforce from his workplace (Septiari, N. K., & Ardana, I. K. 2016).

Muhammad Khairul Nasution, (2019) said that it is very important to know the level of turnover intention of a company. Every company needs to know the level of turnover intention that occurs in the company because turnover intention is one of the measurement tools used to assess the desire of employees to stay in the company. The higher the turnover intention in a company, it shows that the company's management is not satisfied with its employees, so that it has an impact on the company's activities that are not running optimally.

A high level of turnover intention in a company can indicate that the company is ineffective and show that the company is not satisfying its employees so that as a result the company has to lose experienced employees and the company has to train new employees. In addition, the occurrence of high turnover intention in a company can have a negative and dangerous impact that can result in instability and certainty of a company towards the condition of employees and in improving human resources (Sentana & Surya, 2017). Another impact felt by a company as a result of turnover intention is the difficulty in finding new employees and the company needs time and money to recruit and select new employees who have the qualities and abilities needed and desired by the company. The losses incurred from turnover intention are considered for the company's management to take policies in anticipation of turnover intention (Fani & Pawirosumarto, 2017). To overcome and minimize the occurrence of turnover intention or the desire of employees to leave the company is by the way the company needs to ensure the suitability between the organization and employees (Dennis Chandra et al., 2018).

According to Astuti, (2010) said that the biggest challenge faced by a company is recruiting, retaining, and developing its employees. One way to be able to face these challenges is to ensure the compatibility between organizational values and employee values. A company or organization needs Person-Organization FIT (P-O FIT), because Person-Organization FIT (P-O FIT) is the key to being able to maintain a flexible and committed workforce. Person-Organization FIT (P-O FIT) can be interpreted as the conformity between organizational values and individual values. Person-Organization FIT (P-O FIT) can help a company to select or select employees with values and beliefs that are in line with a company or organization and form experiences that can strengthen that fit (Dennis Chandra et al., 2018).

PT PLN (Persero) UP3 Tanjung Karang is one of the branches of PT PLN (Persero) business unit which manages the business of electricity services in Lampung Province which is located on Jl. Pangeran Diponegoro No. 14, Gotong Royong, District. Tanjung Karang Pusat, Bandar Lampung.

Table 1. Employee Attendance Data of PT PLN (Persero) UP3 Tanjung Karang

Unit/Part	Number of Employees	On time	Terlambat	No Caption	Leave	Sick	Sppd	Total
UP3 Tanjung Karang	65	-	-	-	-	-	-	-
a. Manager	1	100%	0%	0%	0%	0%	0%	100%
b. URS Laksda (Procurement Matters)	3	67%	33%	0%	0%	0%	0%	100%
c. URS Implementation of K3L	2	100%	0%	0%	0%	0%	0%	100%
d. Finance, HR, and Adm	12	75%	8%	0%	0%	8%	0%	100%
e. Construction	9	78%	11%	11%	0%	0%	0%	100%
f. Planning	6	100%	0%	0%	0%	0%	0%	100%
g. Network	14	86%	0%	0%	7%	7%	0%	100%
h. Marketing and Customer Service	6	100%	0%	0%	0%	0%	0%	100%
i. Electrical Energy Transfer	12	100%	0%	0%	0%	0%	0%	100%

Based on information obtained by several employees at PT PLN (Persero) UP3 Tanjung Karang who are satisfied with their work so that they can complete their tasks on time in accordance with their

performance targets, PT PLN (Persero) UP3 Tanjung Karang rewards its employees in the form of salaries and other benefits. In addition, employees of PT PLN (Persero) UP3 Tanjung Karang are satisfied with the supervision from their superiors because they always consider their employees as partners and not subordinates so that employees feel like and satisfied. The employees at PT PLN (Persero) UP3 Tanjung Karang are satisfied with their colleagues because the employees have established a bond as colleagues who are part of a team. At PT PLN (Persero) UP3 Tanjung Karang there is a promotion for employees to increase work morale which will result in better company performance. PT PLN (Persero) UP3 Tanjung Karang pays great attention to the job satisfaction of its employees to increase productivity in the company. In 2019 and in 2021 there were several employees who resigned (turnover intention) and some were dismissed from their jobs, based on the information obtained the reasons for the resignation of these employees, namely getting a job offer from another company, quitting work due to declining performance due to frequent absences, the tasks given were not done according to the target, rarely entering work so that the work given was abandoned, and some resigned for personal reasons.

Person-Organization FIT (P-O FIT) is very much needed in maintaining the continuity of employees in a company, if employees do not feel the compatibility between the values of the employee and the company where the employee works, it is likely that the employee will feel uncomfortable in doing his or her job and may make a decision to leave or quit the company where he or she currently works (Rumangkit & Haholongan, 2019). The degree of individual suitability for an organization is highly dependent on how a company or organization can meet the needs of its employees (Cable and Judge, 1994; Turban and Keon, 1993 in Astuti, 2010). (Kristof, 1996 in Astuti, 2010) states that the fulfillment of employee needs by a company or organization, such as compensation, physical work environment, and opportunities to advance is indispensable for employees.

PT PLN (Persero) UP3 Tanjung Karang provides financial compensation to its employees in the form of a monthly salary of around 4 million and above and position allowances according to their positions, in addition to leave allowances, working period allowances and holiday allowances. The financial compensation provided by PT PLN (Persero) UP3 Tanjung Karang every month is in the form of monthly salaries and position allowances while those given in a certain period are holiday allowances, leave allowances, service period allowances and bonuses. Especially for bonuses, they are only given 2 (two) times every year, namely only during the new school year and electricity days. For salary payments, PT PLN (Persero) UP3 Tanjung Karang tries never to be late in providing salaries because it is systematic and collaborates with banks. PT PLN (Persero) UP3 Tanjung Karang also provides non-financial compensation, namely in the form of health allowances, car facility allowances for managers, and for employees vehicles are provided for operational work activities.

The purpose of this study is to find out whether Job Satisfaction affects *Turnover Intention* at PT PLN (Persero) UP3 Tanjung Karang, as well as to find out whether *Person-Organization* FIT affects the relationship between Job Satisfaction and *Turnover Intention* at PT PLN (Persero) UP3 Tanjung Karang.

METHOD

This study uses a type of quantitative research with a descriptive analysis method. Quantitative research is used to research a specific population or sample, using research tools in the form of data collection and analyzing statistical data to test predetermined hypotheses. The independent variable (X) in this study is in the form of Job Satisfaction, the dependent variable (Y) used is in the form of *Turnover Intention*, and the moderation variable (Z) used in this study is in the form of *Person-Organization* FIT.

The population to be studied in this study is 65 employees of PT PLN (Persero) UP3 Tanjung Karang. The determination of the number of samples in this study was carried out by *non-probability sampling*. The *non-probability sampling* technique chosen is *Saturated Sampling*, which is a method of drawing samples when all members of the population are used as samples. In this study, the sample taken was all employees of PT PLN (Persero) UP3 Tanjung Karang totaling 65 people. The data collection technique in this study uses a questionnaire. The measurement of variables in this study uses the Likert scale. There are five scales used, namely SS = Strongly Agree (5), S = Agree (4), N = Neutral (3), TS = Disagree (2), STS = Strongly Disagree (1).

This study uses validity and reliability tests. The data analysis used was descriptive analysis and normality test, as well as linear regression analysis and hypothesis testing in the form of T Test (Partial Test), and Moderation Regression Analysis Test. This study processed and analyzed research data using

the IBM SPSS application program version 26.

RESULTS AND DISCUSSION

Validity Test Results

Table 2. Validity Test Results

Variable	Items	R Count	R table	Significant	Information
Job Satisfaction (X)	X.1	0,888	0,205	0,000	Valid
	X.2	0,845	0,205	0,000	Valid
	X.3	0,835	0,205	0,000	Valid
	X.4	0,847	0,205	0,000	Valid
	X.5	0,813	0,205	0,000	Valid
Turnover Intention (Y)	Y.1	0,776	0,205	0,000	Valid
	Y.2	0,674	0,205	0,000	Valid
	Y.3	0,785	0,205	0,000	Valid
	Y.4	0,704	0,205	0,000	Valid
	Y.5	0,748	0,205	0,000	Valid
	Y.6	0,647	0,205	0,000	Valid
	Y.7	0,771	0,205	0,000	Valid
	Y.8	0,776	0,205	0,000	Valid
	Y.9	0,558	0,205	0,000	Valid
	Y.10	0,594	0,205	0,000	Valid
Person Organization Fit (Z)	Z.1	0,858	0,205	0,000	Valid
	Z.2	0,874	0,205	0,000	Valid
	Z.3	0,897	0,205	0,000	Valid
	Z.4	0,875	0,205	0,000	Valid

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the validity test of the research instrument/questionnaire with each statement is calculated $> r_{table}$, so that the statements on all variables of Job Satisfaction, Turnover Intention and Person Organization Fit are declared valid as a measuring tool, so that the data produced can be further analyzed. Reliability Test Results

Table 3. Reliability Test Results

Variable	Cronbach Alpha Values	Information
Job Satisfaction	0,898	Reliable
Turnover Intention	0,881	Reliable
Person Organization Fit	0,897	Reliable

Source: SPSS data processing results, 2024.

Based on the table above, it can be seen that all values of each variable have a Cronbach Alpha value > 0.60 . Based on these results, it can be concluded that the questionnaires on each variable of Job Satisfaction, Turnover Intention and Person Organization Fit are declared reliable as a measuring tool, so that all statements in this study have a good level of reliability and can be used in this study.

Results of Statistical Descriptive Analysis

Table 4. Results of Statistical Descriptive Analysis Test

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	65	6	25	18,43	3,450
Turnover Intention	65	13	50	34,60	5,308
Person Organization Fit	65	6	20	14,04	2,912

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the number of samples (N) in this study is 65 data samples. Based on the results of the descriptive analysis of the statistics above, it can be seen that the Job Satisfaction variable shows a minimum value of 6, a maximum value of 25, a mean (average) of 18.43 and has a standard deviation of 3.450 which means that the mean value is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

The results of statistical descriptive analysis of the Turnover Intention variable showed a minimum value of 13, a maximum value of 50, a mean (average) of 34.60 and a standard deviation of



5.308 which means that the *mean value* is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

The results of statistical descriptive analysis of the *Person Organization Fit* variable showed a minimum value of 6, a maximum value of 20, a mean (average) of 14.04 and a standard deviation of 2.912 which means that the *mean value* is greater than the standard deviation value so that the data deviation is low, so the distribution of the value is even.

Result
Normality Test

Table 5. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters ^{a,b}	Mean	0.000000
	Std. Deviation	5.09129578
Most Extreme Differences	Absolute	0.083
	Positive	0.083
	Negative	-0.076
Test Statistic		0.083
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS data processing results, 2024.

Based on the table above, it shows that the magnitude of the Asymp. Sig. (2-tailed) *Kolmogorov-Smirnov* value is 0.200. Asymp Value. Sig. (2-tailed) *Kolmogorov-Smirnov* is larger than the *alpha* value of 0.05, indicating that the data used in this study are normally distributed, so it can be concluded that the model meets the assumption of normality.

Results of Simple Linear Regression

Analysis

Table 6. Results of Simple Linear Regression Analysis Test Equation 1
Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	27,653	3,523		7,849	0,000
Job Satisfaction	-0,377	0,188	-0,245	-2,006	0,049

Source: SPSS data processing results, 2024.

Based on the table above, it is the result of a simple linear regression calculation using the SPSS program. The result of the linear regression equation $Y = 27.653 - 0.377 X + e$ was obtained

1. Constant = 27,653

The constant value of 27.653 means that if the Job Satisfaction variable is not included in the study, the *Turnover Intention* of employees at PT PLN (Persero) UP3 Tanjung Karang still increases by 27.653%.

2. $\beta X = -0.377$

The value of the βX coefficient has a value of -0.377 which means that if the Job Satisfaction variable is further increased (such as by increasing employee salaries, providing promotion opportunities, maintaining good communication between employees and superiors) then the level of *Turnover Intention* at PT PLN (Persero) UP3 Tanjung Karang will decrease by 0.377% assuming that other independent variables still have the same value.

Table 7. Results of Simple Linear Regression Analysis Test of Equation 2 Coefficients^a

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	15,697	9,297		1,688	0,096
1 Job Satisfaction	1,302	0,531	0,846	2,453	0,017
<i>Person Organization Fit</i>	0,719	0,887	0,394	0,810	0,421



X*Z	-0,057	0,039	-1,010	-1,459	0,150
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Source: SPSS data processing results, 2024.

Based on the table above, it is the result of a simple linear regression calculation using the SPSS program. The result of the regression equation $Y = 15.697 + 1.302 X + 0.719 Z - 0.057 X*Z + e$ was obtained

1. Constant = 15,697

The constant value of 15.697 means that if the variables of Job Satisfaction and Person *Organization Fit moderation* are not included in the study, the *Turnover Intention* of employees at PT PLN (Persero) UP3 Tanjung Karang still increases by 15.697%.

2. $\beta X = 1,302$

The value of the βX coefficient has a value of 1.302 which means that if the Job Satisfaction variable is further increased (such as by increasing employee salaries, providing promotion opportunities, maintaining good communication between employees and superiors), then the *Turnover Intention* level at PT PLN (Persero) UP3 Tanjung Karang will increase by 1.302% assuming that other independent variables still have the same value.

3. $\beta Z = 0.719$

The value of the βZ coefficient has a value of 0.719 which means that if the *Person Organization Fit* variable is further improved (such as by increasing communication between the company and employees, listening to the opinions and desires of employees with the aim of improving or adding work systems and regulations that employees want to increase suitability and compatibility between the company and its employees) then the level of *Turnover Intention* at PT PLN (Persero) UP3 Tanjung Karang will increase by 0.719% assuming that other independent variables still have the same value.

4. $\beta X*\beta Z = -0.057$

The value of the $\beta X*\beta Z$ coefficient has a value of -0.057 which means that if the moderated variable of *Person Organization Fit* among Job Satisfaction on *Turnover Intention* is added, it will reduce the influence of Job Satisfaction on *Turnover Intention* by 0.057% which will result in an increase in *Turnover Intention* assuming that other independent variables still have the same value.

Partial Test Results (T-Test)

Table 8. Partial Test Results (T-Test)
Coefficients

Type	T	Sig.	Information
(Constant)	7,849	0,000	
Job Satisfaction	-2,006	0,049	Negative and Significant

Source: SPSS data processing results, 2024.

Based on the table above, the hypothesis test in this study was carried out at a significance level of 0.05, while the ttable value could be calculated on the t-test table with the formula $df = n-k$ or $df = 65 - 2 = 63$, so that the ttable was obtained at 1.66940. To find out the magnitude of the influence of the partially independent variable on the dependent variable is as follows:

H1: Test the Job Satisfaction (X) hypothesis against *Turnover Intention* (Y) based on the calculation results obtained from $-2.006 >$ table 1.66940 with a significant level of 0.05, which is $0.049 < 0.05$, so that it can be concluded in accordance with Hypothesis 1 that the Job Satisfaction variable has a negative and significant effect on *Turnover Intention* employee. The value of the Job Satisfaction regression coefficient of -0.377 indicates that every increase in one unit of Job Satisfaction will decrease *the Turnover Intention* by 0.377.

Results of Moderated Regression Analysis (MRA)

This study uses an interaction test to test moderation variables in the form of *Person Organization Fit* using *Moderated Regression Analysis* (MRA). (MRA) *Moderated Regression Analysis* aims to find out the results of hypothesis 2 with the role of *Person Organization Fit* as a moderation variable. MRA is a simple linear regression test, where in the regression equation there is an element of interaction (one-way multiplication of independent variables). This interaction test is used to determine the extent to which the interaction of *the Person Organization Fit* variable can partially affect Job Satisfaction on *Turnover*



Intention.

The following results are the coefficient values in the t-test table and compare the probability level of 0.05 with the significance value and compare the calculated t-value with the t-table which is 1.669 obtained from the t-table with n-k, which is 65 and alpha 0.05. The following is a discussion of the partial test of the moderated variable of *Person Organization Fit* between Job Satisfaction and *Employee Turnover Intention*. By looking at table 7. can show the influence of moderation variables between partially independent variables on their bound variables with the following explanation:

The Effect of Person Organization Fit Moderation between Job Satisfaction and Turnover Intention

Based on the results of the interaction test or *Moderated Regression Analysis* (MRA) in table 7, it shows that the moderation variable X*Z has a calculated t-value of -1.459 and a t-table of 1.669, the value shows that the t-value is calculated < t table ($1.459 < 1.669$) and has a negative value. If viewed from the significance value of X*Z of 0.150 is greater than 0.05, it can be concluded by looking at Hypothesis 2 that the *Person Organization Fit moderation variable* does not have a significant effect on the relationship between the Job Satisfaction variable and *the employee's Turnover Intention*.

The value of the regression coefficient X1*Z of -0.057 indicates that every increase in the *Person Organization Fit* unit will reduce the effect between Job Satisfaction and *Turnover Intention* by 0.057. This shows that the *Person Organization Fit variable* is a variable that is not able to moderate the relationship between Job Satisfaction and *Turnover Intention*. Therefore, the H2 hypothesis proposed in this study was not proven or rejected.

Discussion

The Effect of Job Satisfaction on Turnover Intention

The results in table 6. show that the t-value of the job satisfaction calculation is -2.006 and the t-table is 1.669, the value shows that the t-value of the t-calculation > t table ($2.006 > 1.669$) and has a negative value. When viewed from the significance value of job satisfaction 0.049 is smaller than 0.05 so it can be concluded that the Job Satisfaction variable has a negative and significant effect on *employee turnover intention*. The results of this study are in line with research conducted by Chen et al., (2015) which shows that job satisfaction felt by a person can reduce *turnover intention behavior*.

Job satisfaction is a form of positive and negative emotions in carrying out their work. A person who has negative emotions will certainly not feel satisfied in carrying out his work, on the contrary, an employee who has positive emotions will feel satisfaction in his work so that the results given will be maximized. Employees who have high job satisfaction will also indirectly reduce *turnover intention behavior* (Riswanto, 2022).

The results of this study support the research of Pristayati and Adnyani (2017) that the job satisfaction felt by employees comes from well-established relationships with colleagues. The salary received and the work provided make employees feel satisfied and have no intention of leaving the company. This shows that job satisfaction is influenced by good relationships between colleagues will create a sense of comfort at work. And the salary received in accordance with the workload provided by the company will increase job satisfaction and reduce the desire to leave the company (Pratama, 2021).

Based on the results of this study, it shows that job satisfaction has a direct effect on *turnover intention*. If the employee's job satisfaction is high, it will reduce the employee's desire to leave the company. Because job satisfaction is an important part of reducing *turnover intention*, companies need to pay attention to indicators such as salary, co-workers, satisfaction with the job itself, and good communication with superiors.

The results of this study are in line with the research of Parwita et al., (2017), Monica and Surya, (2017), Saeka and Suana, (2016) and Putri Rarasanti et al., (2016) who said that job satisfaction has a negative and significant effect on *turnover intention*. Furthermore, this research is also supported by research conducted by Lestari, and Mujiati (2018) that job satisfaction has a negative and significant effect on *Turnover Intention*. Research from Nasution (2017) states that job satisfaction has a negative and significant effect on *Turnover Intention*. Likewise, research from Amalia and Herminingsih (2020) that job satisfaction has a negative and significant effect on *Turnover Intention*.

The Effect of Person Organization Fit Moderation on the Relationship Between Job Satisfaction and

Turnover Intention

Based on the results of the interaction test or *Moderated Regression Analysis* (MRA) in table 7, it shows that the moderation variable X*Z has a calculated t value of -1.459 and a table t of 1.669, the value shows that the calculated t value < the table t (1.459 < 1.669) and has a negative value. When viewed from the significance value of X*Z of 0.150 is greater than 0.05, it can be concluded that the *Person Organization Fit moderation variable* does not have a significant effect on the relationship between the Job Satisfaction variable and *the employee Turnover Intention*.

The results of this study support the research of Widyadmono et al., (2015) which states that job satisfaction is the main reason for employees to leave the company. The existence of this influence shows that by looking at job satisfaction indicators related to adequate salaries and being able to meet the economic needs of employees, the existence of security guarantees and promotions for all employees, the existence of work facilities that support the work process will foster job satisfaction for employees and all of these indicators can affect to suppress the desire of employees to leave the company.

In line with the results of Octaviani's research, (2015) which shows that *low Person Organization Fit* and low job satisfaction will allow employees to stay in the company. With the reason, the company does not require employees to be suitable for the organization because the company implements a system of employment contract agreements and regulations that will increase employee job satisfaction and will affect the employee's desire to leave the organization. The results of this study show that *Person Organization Fit* does not have a significant effect on the relationship between Job Satisfaction and *Turnover Intention*. If the employee's *Person Organization Fit* is high, it will reduce job satisfaction and will increase the employee's desire to leave the company.

CONCLUSION

This study aims to determine the effect of Job Satisfaction on *Turnover Intention* through *Person Organization Fit* as a moderation variable in employees of PT PLN (Persero) UP3 Tanjung Karang. The respondents in this study were 65 employees and the data that could be processed amounted to 65 data. Based on the data that has been collected and the tests that have been carried out on the problem using a simple linear regression model and MRA (*Moderated Regression Analysis*), the following conclusions can be drawn:

1. Job satisfaction has a negative and significant effect on *Turnover Intention*. This means that the higher the Job Satisfaction felt by employees, the lower the *Turnover Intention behavior* in employees of PT PLN (Persero) UP3 Tanjung Karang.
2. Based on the *Moderated Regression Analysis* (MRA) test, *Person Organization Fit* does not have a significant effect on the relationship between Job Satisfaction and *Turnover Intention* in employees of PT PLN (Persero) UP3 Tanjung Karang. This means that if the employee's *Person Organization Fit* is high, it will decrease Job Satisfaction and will increase the employee's desire to leave the company.

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