On Identifying the Factors that Affect Turnover Intention

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ABSTRACT

The present paper attempted to determine the factors that might affect turnover intention. Although the research participants consisted of 234 employees of PT Petrosea, only samples from 152 employees were used. The samples were derived by using the simple random sampling method and collected through a questionnaire. The collected data was then analyzed based on the Structural Equation Modeling (SEM) with an application software called *Lisrell.* The results showed that the following variables, adversity quotient, job satisfaction, and job motivation, did not have a significant effect on turnover intention. However, the regression equation showed that the higher scores of adversity quotient, job satisfaction, and job motivation would make turnover intention lower. Thus, to prevent staff or labor turnover, a company is advised to select those prospective employees that have a higher score of adversity quotient since it has a significant effect on job satisfaction and motivation. This might result in decreasing turnover intention.

INTRODUCTION

Human resources play a very important role in the smooth operation of companies. No matter how sophisticated the equipment owned by a company, the availability of human resources is much more important because they are the individuals that operate the equipment. Some companies even state that their employees are their assets and they play a determinant role in the success of a company (Robbins & Coulter, 2015). Because of this, a company will try its best to maintain its employees and to prevent staff or labor turnover.

PT. Petrosea. Tbk is a company that is engaged in oil and coal businesses. Its headquarter is located in Tangerang, but its oil and coal businesses are located in Kalimantan and Papua. One of the big problems faced by this company at present is its labor turnover that reaches 28%, while the standard labor turnover for coal mining companies is approximately 9-17% (AMMA, 2013). Thus, such a high level of labor turnover in this company is expected to have an effect on the employees' performance. According to the performance report published in 2017 by the Ministry of Industry, labor productivity for the mining sector was, in general, decreasing from 9,83% (in 2014), to 7,65% (in 2015), and to 7,21% (in 2016). In addition, Indonesian economic growth only reached 5,06%. In terms of growth, the mining sector (oil, gas, and coal) contributed only a small percentage, namely 0,74% (Detik Finance, 2018).

To improve employee performance, a company should try its best to decrease the rate of labor turnover. There are several factors that might affect labor turnover. One of them is adversity quotient, which has proved to have a significant negative correlation with turnover intention (Wirabrata, 2013). In addition, the adversity quotient has a significant relationship with job satisfaction (Mirza, R & Atrizka, D, 2018). Therefore, the management should be concerned with the following question: Have they given their employees suitable work that is motivating to improve their job satisfaction and job performance? If employees are given work that is motivating, this will improve their job satisfaction and will decrease turnover intention (Ting-Pang Huang, 2011). Research by Sajjad, Aseif., Ghazanfar, Hassan, and Ramzan (2013) demonstrated the effect of motivation on the turnover intention of the employees of a telephone and communication company in Pakistan. They showed that the higher the motivation was, the lower the turnover intention would be. In addition, a study conducted by Chao-Ying Shen (2014) on the adversity quotient (AQ), which measured how individuals responded to adversity, showed that the higher the AQ score was, the higher the employees' ability to respond to adversity would be. This means employees are able to manage job stress well and turn it into motivation. In other words, although such employees have higher stress related to their work, with a higher AQ score they are able to turn the stress into motivation.

According to previous research, AQ has been shown to play an important role in reducing the rate of labor turnover. However, in hiring their new employees, many companies frequently take only Intelligence Quotient (IQ) and Emotional Quotient (EQ) into consideration. Someone who has high IQ and EQ scores does not automatically lead to the high AQ score. There are many cases in which people with the high IQ and EQ scores fail to overcome difficulties and obstacles in life, but there are people who are determined to overcome difficulties and obstacles they face and are successful in their lives. The AQ seems to distinguish one individual from another (Stoltz, 2000).

Thus, the present research attempted to determine the extent of the effects of AQ, job satisfaction (JS), and job motivation (JM) on the turnover intention (TOI) of PT.

Petrosea employees. Our study was based on previous research, but we argued for the existence of intervening variables. In previous research, many researchers only conducted partial studies, for example, the effect of Adversity Quotient on Turnover Intention, Job Motivation on Turnover Intention, Job Satisfaction on Turnover Intention, and they analyzed their data based on the regression equation with *Amos*. In our present research, we studied the effect of Adversity Quotient on Turnover Intention using two intervening variables, i.e., Job Satisfaction and Job Motivation, and we analyzed our data based on the Structural Equation Modeling with Lisrell.

LITERATURE REVIEW

Adversity Quotient (AQ)

According to Stoltz (2005), AQ refers to one's ability and perseverance in dealing with challenges and obstacles in daily life and one's adherence to his principle and dream no matter what happens to him. The definition of AQ was also given by Venkatesh and Shivaranjani (2016) who stated that AQ is the fundamental factor to success and is manifested in one's ability and performance. According to Madelin (2001), AQ refers to an individual's ability to respond to adversity. A high score of AQ shows someone's exceptional ability to respond to adversity, while a low score of AQ may indicate that the person gives up easily when facing adversity and obstacles.

Based on several definitions of AQ above, we may conclude that AQ refers to someone's ability to handle a problem, to question why and how the problem occurs, to identify the effects that the problem causes, and someone's ability and resilience to solve the problem. According to Stoltz (2000), someone's AQ can be categorized into several types of score, as shown in Table 1 below.

Table 1. Types of AQ Score

Score	Description
166 - 200	The individual has the ability to handle adversity and to move on with his life.
135 - 165	The individual is able to survive adversity by making use of the majority of his potential and can still improve himself by addressing several aspects of the AQ.
95 - 134	The individual is able to handle adversity adequately because he thinks everything is relatively fine.
60 - 94	The individual appears not to be able to make use of his potential. The adversity may cause him severe and unnecessary damage and makes it even more difficult for him to move on.
59 below	The individual tends not to make use of his potential and he experiences unnecessary misery because of his lack of motivation, energy, health, vitality, performance, and resilience.

AQ has 4 dimensions (Stoltz, 2000), namely:

a. *Control*

This dimension refers to how much control the individual has over adversity. A score of 38-50 points indicates that someone has high control over adversity. High control has wide and positive implications and plays an important role in improving someone's performance, productivity, and health in the long term. A score of 24-37 points shows that someone is able to respond to adversity and have control over it. A score of 10-23 points indicates that someone does not have control over adversity and there is little he can do to prevent or limit the damage. Low control makes someone less able to change the situation.

b. *Origin* and *Ownership*

This origin dimension explains who and what causes adversity, while the ownership dimension explains to what extent an individual recognizes the effects of the adversity. A score of 38-50 points reflects someone's ability to avoid blaming himself unnecessarily and places responsibility correctly to himself. A score of 24-37 points shows that someone responds to adversity as something that comes from outside and sometimes from within. The person will blame himself unnecessarily for the adversity. He will only be responsible for his faults and will not contribute any further. A score of 10-23 points indicates that the individual views adversity as his own fault and if something good happens, it is considered as luck caused by external forces.

c. *Reach*

This dimension question to what extent adversity will affect certain aspects of an individual's life. A score of 38-50 reflects someone's ability to respond to adversity as something specific and limited. If someone is able to limit the adversity, he will be more empowered and will feel less overwhelmed. This will make frustration as well as life difficulties and challenges easier for him to handle. For an individual with a high score in this dimension, a bad day is not a setback; a grueling meeting is not a failure, a conflict with someone close to him is just a misunderstanding, not a relationship breakdown. A score of 24-37 points indicates someone's ability to respond to adversity as something specific, but occasionally he lets adversity affect certain aspects of his life. When he is disappointed, he will consider adversity as a disaster and views adversity much larger than it is supposed to be. A score of 10-23 points indicates that the individual views adversity as something that destroys his life. Criticism from his superior will be viewed as career breakdown and financial loss as financial bankruptcy.

d. *Endurance*

This dimension questions how long the adversity and its causes will last. The lower the endurance is, the individual will feel that adversity will last long. A score of 38-50 points indicates that someone may consider success as something that lasts long or even permanently, while adversity is viewed as something temporary. A score of 24-37 points indicates that someone will respond to adversity and its causes as something bad and something that will last long. As a result, the person may delay making a constructive decision.

His faith and the decision to move on may be fine, but on a certain occasion, he feels weakened, especially when he experiences a heavy setback. A score of 10-23 points shows someone's feeling that adversity and obstacles will last long and something positive as a temporary thing.

Job Satisfaction **(JS)**

Robbins (2003) pointed out that JS refers to employees' perception and attitude towards the differences between the rewards that are gained and the rewards that are actually received. According to Mathis (2006), JS is the employees' good and positive emotional state based on their work experiences, while Handoko (2004) stated that JS refers to employees' opinions about their jobs, whether or not emotionally it is a pleasant one.

Based on the above definitions, JS may be defined as the feeling or the emotional conditon experienced by employees when the extrinsic factor (e.g., supervision, advancement, security, policy, working condition, colleague, compensation, social status, and recognition) and the intrinsic factor (e.g., activity, creativity, achievement, authority, compentency use, responsibility, moral value, and social service) fall within the expectation of employees.

The Minnesota Satisfaction Questionnaire (MSQ) is a research instrument widely used to collect data on JS. This instrument has been used by many researchers in their studies on JS. According to Gibson (1996), the main reason for the popularity of this instrument is that it has the criteria or the attributes of a good survey, namely validity (the instrument is able to measure what it is supposed to measure), reliability (the instrument shows consistency), content (the instrument contains factors that affect the working environment and organization effectiveness), language style (the instrument uses language that is easy to understand), norm (the instrument interprets the job satisfaction survey as absolute basis). Below in Table 2 are 20 aspects of JS included in the MSQ.

Table 2. Job Satisfaction Items in MSQ

no	item	scale
1.	Activity. The opportunity to keep busy all the time	1-5
2.	Freedom. The opportunity to do work in one's own way	1-5
3.	Variation. The opportunity to do something different from time to time	1-5
4.	Social status. The opportunity to become part of the work environment	1-5
5.	Relationship with Superior. The method used by superior to manage subordinates	1-5
6.	Technical supervision. The ability of superior to make correct decisions	1-5
7.	Moral value. The ability to do things that are not against one's own conscience	1-5
8.	Security. The opportunity to feel securely employed	1-5
9.	Social service. The opportunity to do things for other people	1-5
10.	Authority. The opportunity to inform people about things to do	1-5

11.	Competency use. The opportunity to do one's best in work	1-5
12.	Application of company policy. The company policy in practice	1-5
13.	Compensation. The opportunity of being compensated in accordance with one's achievement	1-5
14.	Advancement. The opportunity of advancement in one's work	1-5
15.	Responsibility. The freedom to make one's own decision	1-5
16.	Creativity. The opportunity to use one's own competency in work	1-5
17.	Working condition. The condition at work	1-5
18.	Colleague. The ability to get along well with colleagues	1-5
19	Recognition. The possibility of getting the reward for best work completed	1-5
20.	Achievement. The opportunity for having a sense of achievement in one's work	1-5

Source (Weiss et al. 1967)

Motivation

According to Robbins and Judge (2011), motivation refers to a process that is concerned with the intensity, direction, and resilience shown by an individual in achieving his goal. In general, motivation is related to all kinds of goals. One of them, the organization goal, focuses on work behavior. According to Colquit, LePine, and Wesson (2011), motivation is defined as a group of energetic forces, both externally and internally, shown by employees in their work efforts viewed in terms of direction, intensity, and resilience. Another definition was provided by Greenberg and Baron (2003) who stated that motivation is a series of processes that arouse, direct and maintain the human behavior in achieving a certain goal. Based on the definitions by several scholars above, it can be concluded that job motivation (JM) refers to the internal push that encourages someone to do what he is assigned to do by using his authority and skills to make his work bear fruit and there is company transparency in acknowledging the results of his work.

Someone's motivation data can be collected through an instrument called the Job Diagnostic Survey (JDS) proposed by Lee and Ross (2007) and then converted into the MPS (Motivation Potential Score), as seen below.

$$MPS = \frac{(variety + identity + significance)}{3} \ x \ otonomy \ x \ feedback$$

MPS = Motivation Potential Score

According to Hackman and Oldham (1980), the MPS may reveal employees' motivation and their motivation can be classified into three groups as follows:
1. Low motivation group with an MPS score of 1 – 16 points
2. Medial motivation group with an MPS score of 17 – 43 points
3. High motivation group with an MPS score of 44 – 125 points

Turnover Intention (TOI)

A number of scholars provided their own definitions for TOI. For example, Jen Hung Wang., et al (2016) referred to it as the cognitive process experienced by unsatisfied employees and has been viewed as a variable that may predict the actual staff or labor turnover. According to Haggala and Jayatilake (2017), TOI is a voluntary intention to regard a company as a place of employment or to leave a company totally. Another definition proposed by Sager, et al (1998) argued that TOI is a mental decision that has to be made by someone whether he should keep his job or leave his job.

Based on the definitions above, it can be concluded that TOI is someone's wish to leave his current job in order to find a better new job. The wish to leave a company is shown by behaviors such as thinking of leaving, searching for other alternative jobs, having the intention to leave, being repeatedly absent from work, feeling lazy to work, complaining to superior, and other negative behaviors.

METHODOLOGY

The research was conducted on the employees of PT. Petrosea located in Kelurahan Kariangau, Tanjung Batu, Balikpapan, East Kalimantan Timur, with a population consisting of 245 research participants. The number of samples was determined by applying the Slovin formula shown below. In this work, we used questioner based on several parameters, i.e., adversity quotient, job satisfaction, job motivation, and turnover intention. The number of questioner's statement for each variable was 40 items, 20 items, 10 items, 8 items, respectively. To measure the adversity quotient, we used Stoltz's Method. Meanwhile, the job satisfaction was based on Minnesota Satisfaction Questionnaire and the job motivation was based on Job Diagnostic Survey.

$$n = \frac{N}{N \cdot d^2 + 1},$$ (Solvin's equation)

where n is the number of sample, N is the number of population, and d is the estimated error.

The samples were selected by using the simple random sampling method. The data was collected by requesting the research participants to fill out the questionnaires. Before it was administered, the questionnaires were tested for validity and reliability with a sample consisting of 30 respondents. After the questionnaires had been proved to be valid and reliable, they were administered to collect the research data, resulting in a sample consisting of 152 respondents. The collected data was later analyzed based on the Structural Equation Modelling (SEM) with an application software named *Lisrell.*

DISCUSSION

Respondent Characteristics

As stated earlier, a sample consisting of 152 respondents was collected from PT. Petrosea is located in Kelurahan Kariangau, Tanjung Batu, Balikpapan, East Kalimantan. The sample has the characteristics shown in Table 3 below.

Table 3. Respondent Characteristics

Characteristics		Number of respondents	percentages
Gender	male	94	62%
	female	58	38%
total		152	100%
Age	21-25	24	16%
	26-30	52	34%
	31-35	35	23%
	36-40	20	13%
	41-45	13	9%
	46-50	6	4%
	51-55	2	1%
total		152	100%
Length of work	< 1 year	40	26%
	1-5 years	51	34%
	6-10 years	40	26%
	> 10 years	21	14%
total		152	100%

As we see in the above table, the majority of employees consisted of men (62%) and women (38%). The age of the employees was dominated by 21-35-year-old employees (73%), while the rest was more than 35 years old (27%). The length of the work consisted of 0 – 5 years (60%) and more than five years (40%).

The adversity quotient (AQ) measurement

The results of the AQ measurement from PT. Petrosea are shown in Table 4 below.

Variable	Sub-Variable	Questionnaire Item	Score Average	Total Score
AQ	Control	The fact that my colleagues at work did not accept my idea is something that … (C1)	3,18	31,26
		The fact that I had a violent quarrel with my colleagues at work is something that … (C2)	2,94	
		The fact that my colleagues at work did not pay enough attention to me is something that … (C3)	3,20	
		The fact that my colleagues at work were seriously sick is something that … (C4)	3,08	
		The fact that I did not get picked up by the company bus is something that … (C5)	3,16	

Table 4. The AQ Scores for all Restructuring Employees

		The fact that the company project that I was responsible for failed is something that … (C6)	3,05	
		The fact that I was forced to accept salary reduction is something that … (C7)	3,14	
		The fact that the doctor warned me about my health is something that … (C8)	3,16	
		The fact that I accepted the unfavorable results of my work evaluation is something that … (C9)	3,26	
		The fact that I was not promoted is something that … (C10)	3,07	
	origin	The reason why my colleagues did not accept my idea is completely related to … (O_{r1})	3,19	32,03
		The reason why my colleagues did not pay enough attention to me is completely related to … (O_{r2})	3,14	
		The reason why I did not get picked up by the company bus is completely related to … (O_{r3})	3,31	
		The reason why I was forced to accept salary reduction is completely related to … (O_{r4})	3,18	
		The reason why I was not promoted is completely related to … O_{r5})	3,30	
	Qwnership	The fact that I had a violent quarrel with my colleagues at work is something that I feel … (O_{w1})	3,23	
		The fact that my colleagues at work were seriously sick is something that I feel … (O_{w2})	3,18	
		The fact that the company project that I was responsible for failed is something that I feel … (O_{w3}).	3,26	
		The fact that the doctor warned me about my health is something that I feel … (O_{w4})	3,20	
		The fact that I accepted the unfavorable results of my work evaluation is something that I feel … (O_{w5})	3,04	
	Reach	The fact that people did not pay attention to my presentation is something that … (R_1)	3,16	30,91
		The fact that my relationship with colleagues at work and with family did not work well is something that … (R_2)	3,07	
		The fact that I was asked to move if I still wanted to work is something that … (R_3)	2,97	
		The fact that I was not approved to do something important is something that … (R_4)	3,06	
		The fact that I had negative feedback from my close friend is something that … (R_5)	3,07	

		The fact that my colleagues at work were seriously ill is something that … (R_6)	3,09	
		The fact that my investment strategy failed is something that … (R_7).	3,20	
		The fact that my car broke down on a trip is something that … (R_8)	3,03	
		The fact that my friends did not reply to my messages is something that … (R_9)	3,22	
		The fact that my cholesterol level was too high is something that … (R_{10})	3,04	
	Endurance	The reason why people did not pay attention to my presentation ... (E_1)	2,95	30,24
		The reason why my relationship with someone I loved did not work well … (E_2)	2,95	
		The reason why I was asked to move … (E_3)	2,99	
		The reason why I was not approved to do something important … (E_4)	2,95	
		The reason why I had negative feed-back from my close friend … (E_5)	3,16	
		The reason why my colleagues at work were seriously ill … (E_6)	3,07	
		The reason why my investment strategy failed … (E_7)	3,04	
		The reason why my car broke down … (E_8)	2,95	
		The reason why my cholesterol level was too high … (E_9)	3,11	
		The reason why my friends did not reply to my messages ... (E_{10})	3,06	

As seen in Table 4 above, the total score of control reached 31,26 points, which means it lies between 24-37 points. This score shows that the employees of PT. Petrosea experienced adversity at work, but the adversity was still within their control. However, if the adversity got worse, they might not be able to maintain their control. The total score of both origin and ownership control reached 32,03 points, which means the score lies between 24-37 points. This score shows that on average the employees of PT. Petrosea responded to adversity as something caused by external forces and sometimes brought about by their own faults. On average the employees of PT. Petrosea blamed themselves unnecessarily for the unfavorable effects of adversity and they would be responsible only for the adversity brought about by their own faults. They also did not want to offer more contributions.

The total score of reach was 30,91 points, which means it lies between 24-37 points. This score shows that the employees of PT. Petrosea responded to adversity as something special or specific, but they sometimes embraced adversity and considered it part of their life. When they felt disappointed, they would consider adversity as a disaster and make it even worse than it was supposed to be. The total score of endurance reached 30,24 points, which means it lies between 24-37 points. This score indicates that the employees of PT. Petrosea responded to adversity as something that would last long. This sometimes made the employees delay making constructive deci-

sions. It was good for them to maintain their faith and to step forward, but on a certain occasion, their spirit and hope might decrease or even disappear, especially when suffering a severe setback. The score of AQ in total reached 124,44 points, which lies between 95 – 134 points. This score indicates that the employees were quite good in their responding to all kinds of adversity at work because they thought everything seemed relatively fine.

The job satisfaction (JS) measurement

JS was measured based on the data collected from the Minnesota Satisfaction Questionaire (MSQ). The questionnaire consists of 20 items with responses ranging from completely satisfied (5), satisfied (4), neither satisfied nor unsatisfied (3), unsatisfied (2), completely unsatisfied (1). The measurement results can be seen in Table 5 below.

No	indicator	average
1	Activity. The ability to keep busy all the time	3,04
2	Freedom. The opportunity to do work in one's own way	3,14
3	Variation. The opportunity to do something different from time to time	2,86
4	Social status. The opportunity to become part of the work environment	2,63
5	Relationship with Superior. The method used by superior to manage subordinates	3,04
6	Technical supervision. The ability of superior to make correct decisions	2,93
7	Moral value. The ability to do things that are not against one's own conscience	2,80
8	Security. The opportunity to feel securely employed	3,12
9	Social service. The opportunity to do things for other people	2,89
10	Authority. The opportunity to inform people about things to do.	2,96
11	Competency use. The opportunity to do one's best in work	3,22
12	Application of company policy. The company policy in practice	2,99
13	Compensation. The opportunity of being compensated in accordance with one's achievement	2,86
14	Advancement. The opportunity of advancement in one's work	3,14
15	Responsibility. The freedom to make one's own decision	3,08
16	Creativity. The opportunity to use one's own competency in work	2,88
17	Working condition. The condition at work	2,64
18	Colleague. The ability to get along well with colleagues	2,76
19	Recognition. The possibility of getting a reward for the best work completed	2,70
20	Achievement. The opportunity for having a sense of achievement in one's work	2,58
	Total score	58,26
	Total score average	2,913

Table 5. JS Scores

The classification of employees' JS can be measured by using the following formula:

Scale Range (SR) = (Max Score-Min Score)/5
SR = (5-1)/5 = 0,8

Based on the scale range above, we can write a table containing the classification of PT. Petrosea employees' JS, as shown below.

Table 6. Classifica-   tion of JS

index	JS category
1 – 1.8	Completely unsatisfied
1.8 – 2.6	Unsatisfied
2.6 – 3.4	Fairly satisfied
3.4 – 4.2	Satisfied
4.2 - 5	Completely satisfied

The present research found that on average the score of PT. Petrosea employees' JS was above 2,913. This means the employees were fairly satisfied with their jobs. JS was one of the variables investigated in this study because it has proved to be one of the important factors that can trigger turnover intention.

The job motivation (JM) measurement
To determine the motivation level of PT. Petrosea employees, we measured it using the JDS (Job Diagnostic Survey). The JM measurement was done by totaling the score of each item and then counting the average score for the existing 5 aspects of motivation. The table below presents the average score of each aspect of JM.

Indicator	Item	The average score of the item	Average of indicator
Variation of skills	I think the work I do is quite simple and does not vary.	3,17	3,06
	I think the work I do requires complex/complicated skills and competence.	2,95	
Work identity	I think I am able to do my work from the beginning to the end with good results.	2,86	2,875
	I think I am given chances to do my work until it is completed.	2,89	
Work significance	I think the results of my work can provide positive effects to my colleagues.	2,99	2,925
	I think the results of my work can provide positive effects on the company's progress.	2,86	
Autonomy	I think my work and my position at work do not restrict me when I make a decision or take an initiative.	2,76	2,69

	I think my colleagues and superiors appreciate the decision I make or the initiative I take.	2,62	
Feedback	I think my work enables me to interact well with my colleagues, superiors, and anyone involved with my work.	3,02	3,095
	I think my superiors and colleagues provide positive feedback for the results of my work.	3,17	

Table 7. The score of 5 Aspects of JM

To measure the employees' JM, we used the JDS method with the following formula:

$$MPS = \frac{(variety + identity + significance)}{3} \ x \ otonomy \ x \ feedback$$

$$MPS = \frac{(3,06 + 2,875 + 2,925)}{3} \ x \ 2,69 \ x \ 3,09$$

$$MPS = 2,953 \ x \ 2,69 \ x \ 3,09$$

$$MPS = 24,54$$

The JM level of employees was measured based on the MPS (Motivational Potential Score) in the JDS (Job Design Survey) with the following types of classification: i) low level of motivation with the JDS scores of 1-16 points, ii) middle level of motivation with the JDS scores of 17-43 points, iii) high level of motivation with the JDS scores of 44-125 points (Ramadhita, Setiawan, Ummi, 2017). The present research found that on average the score of PT. Petrosea employees' JM was 24,54, which means in terms of JM level, PT. Petrosea employees belonged to the middle level.

It should be noted, however, that the company should not be satisfied with the employees' current level of JM. In other words, the company should keep improving the motivation of employees because the JM has proved to give a significant effect to the performance of employees (Qadir, Ghayyur., Saeed, Imran., Khan, Saif Ullah, 2017). If the JM keeps decreasing, it might hamper the performance of the company. Research conducted by Sajjad, Asif, Ghazanfar, Hassan, and Ramzan (2013) showed that JM can be used as a predictor for decreasing the level of staff or labor turnover.

The Effects of the Adversity Quotient (AQ), Job Satisfaction (JS), and Job Motivation (JM) on Turnover Intention (TOI)

After all the variables (AQ, JS, and JM) had been measured, we needed to determine how the variables affected the TOI of the employees. The measurement used in determining the correlation between the three variables and TOI was based on the Structural Equation Modeling that was generated by the application software LISREL 8.7. Before the relationship between variables was measured, an evaluation on goodness of fit was conducted first. The modification process was done by adding covariants onto the variable that had the highest score of modification indices to improve the model. Below is the diagram containing the output modification indices.

```
The Modification Indices Suggest to Add an Error Covariance
  Between     and    Decrease in Chi-Square     New Estimate
KK6        KK5              17.3                  17.51
KK12       KK9               8.6                  12.41
KK13       KK12              9.9                  13.64
KK14       KK2               9.7                  11.52
KK18       KK17              8.8                  13.66
KK19       KK2              10.3                 -15.29
KK20       KK17             19.3                  19.72
KK20       KK19             14.6                  18.47
TOI5       TOI4             20.7                  20.72
TOI6       TOI4             10.7                  14.83
TOI7       KK9               8.6                  -9.96
TOI7       KK10             10.8                  11.37
TOI7       KK18              9.3                  10.77
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Chi-Square=801.26, df=759, P-value=0.13957, RMSEA=0.019
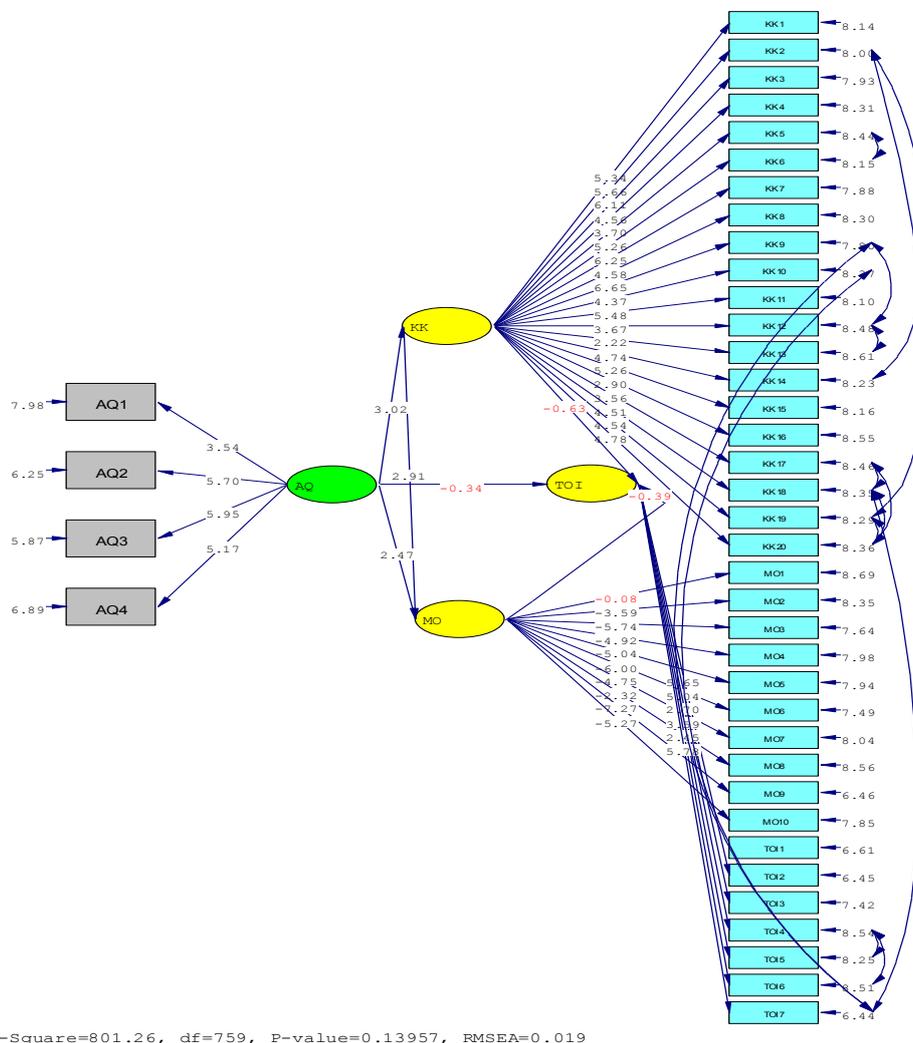
Figure 1. Path Diagram Model for T-value

A model is categorized fit if it has the p-value > 0,05 and the RMSEA value < 0,08. The output modification yielded the p-value 0,13957 and the RMSEA value 0,019. Therefore, our constructed model could be categorized as fit. The path diagram for the standardized solution yielded the output below.

```
Structural Equations


TOI       = - 0.077*KK - 0.048*MO - 0.052*AQ, Errorvar.= 1.00 , R² = 0.023
(0.12)      (0.12)      (0.15)           (0.27)
-0.63       -0.39       -0.34            3.67

KK        = 0.40*AQ, Errorvar.= 1.00, R² = 0.14
(0.13)
3.02

MO        = 0.39*KK + 0.40*AQ, Errorvar.= 1.00, R² = 0.32
(0.13)    (0.16)
2.91       2.47
```

Figure 9. Structural Equation after Output Modification

TOI = Turnover Intention
MO = Motivation of Employees
KK = Job Satisfaction of Employees

Table 8 below shows the recapitulation of the goodness of fit resulting from modification.

Table 8. Recapitulation of Goodness of Fit after Modification

category	Gof measurement	fitness target	estimation result	fitness value
1	*Chi-square*	small value	801,26	Not fit
	P- value	≥ 0,05	0,14	fit
	NCP	small value	42,26	fit
2	RMSEA	≤ 0,05	0,019	Fit
	P- value	≥ 0,05	1	Fit
3	ECVI	≤ *saturated* model and approximate	model 6,66; *saturated* 11,40; independent 18,82	fit
4	AIC	≤ *saturated* model and approximate	model 1005,26; *saturated* 1722; *independence* 2841,27	fit
	CAIC	≤ *saturated* model and approximate	model 1415,70; *saturated* 3006,45; *independence* 5186,56	Fit
5	NFI	≥ 0,90	0,67	Not fit
	NNFI	≥ 0,90	0,92	fit
	CFI	≥ 0,90	0,92	fit
	IFI	≥ 0,90	0,93	fit
	RFI	≥ 0,90	0,65	Not fit
6	CN	> 200	143,02	Not fit
7	RMR	≤ 0,05	0,076	Marginally fit
	AGFI	≥ 0,90	0,77	Marginally fit
	GFI	≥ 0,90	0,70	Not fit

As seen in the table above, based on the 17 parameters of Goodness of Fit, there were 10 fit parameters and 2 marginally fit. Parameters. Therefore, our constructed model could be categorized as fit.

Based on the path diagram, if T-value > 1,96 or T-value < -1,96, it means there is a significant effect of the independent variable on the dependent variable. The results of the present research showed that there was a significant effect of the AQ variable on the JS variable shown by 3,02 T-value, which means T-value > 1,96. The present research supported the previous study by Jung Hee Song and Hae-Young Woo (2015) who argued that there was a correlation between the AQ variable and the JS variable.

As for the effect of AQ on TOI, the results of the present research showed that the T-value was -0,34, which means it was larger than - 1,96 and smaller than 1,96. This means there was no direct and negative effect of AQ on TOI. The structural equation, however, showed that the higher the score of AQ is, the lower the TOI will be, while the lower the score of AQ is, the higher the TOI will be. The present research supported the previous study by Yan Tian and Xia Zhen Fan (2014) who argued that the AQ has a positive relationship with the level of adaptation with the work environment. The ability to adapt would decrease TOI.

The AQ had a positive and significant effect on job motivation (JM). As shown by the path diagram, in the present research the T-value yielded was 2,47, which means T-value > 1,96. The research results showed that the ability shown by the employees of PT. Petrosea to control adversity, to identify the causes of adversity, and to solve adversity increased their JM. The AQ indicates an individual's ability to respond to adversity. A high AQ score indicates someone's exceptional ability to respond to adversity. The stress at work that is well managed may be turned into JM. Although employees have high stress at work, those who have high AQ scores will be able to turn it into JM (Chao-Ying Shen, 2014).

There is a positive and significant effect of JS on JM. This was shown by the T-value in the path diagram that reached 2,91, which means it was higher than 1,96. The present research supported the previous study by Prof. S.K. Singh & Vivek Tiwari (2011) who argued that there was a positive correlation between JS and JM. That is, the higher the JS is, the higher the JM will be.

JS did not affect TOI. This was shown in the path diagram with -0,63 T-value, which means this T-value was larger than − 1,96 and smaller than 1,96. Therefore, the results of the present research showed that there was no significant effect of JS on TOI. Using the data collected with the Minnesota Satisfaction Questionaire, the JS score of PT. Petrosea employees reached 2,913, which means the employees were quite satisfied with the jobs they had and therefore did not have a significant effect on TOI. It should be noted, however, that the structural equation TOI = - 0,077 KK - 0,048 MO - 0,052 AQ showed that the higher the JS of PT. Petrosea employees was, the lower their TOI would be. The present research supported the previous study by Shields & Ward (2001) who stated that the employees who reported their dissatisfaction at work had 65% higher possibility of quitting their jobs than those who reported their satisfaction.

The JM of PT. Petrosea employees did not affect TOI, as shown in the path diagram with -0,39 T-value. Thus, this T-value was higher than -1,96 and smaller than 1,96, which means there was no significant effect of JS on TOI. It should be noted, however, that the structural equation TOI = - 0,077 KK - 0,048 MO - 0,052 AQ showed that the higher the JM of PT. Petrosea employees was, the lower their TOI would be. The present research supported the previous study by Anders Dyvik & Bard Kuwaas (2008) who pointed out that JM is a predictor of TOI. That is, the level of TOI will increase if employees' JM is low.

CONCLUSIONS AND SUGGESTIONS

Based on our research results, we concluded that there was a positive and significant effect of AQ on JS. Furthermore, the AQ of PT. Petrosea employees did not have a significant effect on TOI, but it should be noted that the higher the employees' AQ is, the lower the TOI will be. The AQ had a positive and significant effect on the JM of PT. Petrosea employees. JS had a positive and significant effect on the JM of PT. Petrosea employees. JS did not affect TOI, but it should be noted that the higher the employees' JS is, the lower the TOI will be. JM did not affect TOI, but it should be noted that the higher the employees' JM is, the lower the TOI will be.

When recruiting new employees, it is suggested that the company should not just prioritize IQ and EQ, but also AQ. This is because AQ may affect employees' JS and JM. These two variables might improve their job performance, which in the end benefits the company. In this way, the possibility of staff or labor turnover can be decreased or even prevented.

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