

Job Satisfaction and Organizational Commitment as Factors Affecting Employee Withdrawal at Army Flight Center

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Abstract: The Army Aviation Center is the central implementing agency of the Indonesian Army, in carrying out its main tasks using aircraft requires a high level of security. One of the factors that support the creation of high security is by trying to overcome the problem of human resources, this is a serious concern by the leadership. The purpose of this study is to analyze the influence of organizational commitment and job satisfaction on employee withdrawals and the effect of the level of organizational commitment and job satisfaction together on the withdrawal of civil servants at the Army Aviation Center, either simultaneously or partially. The research method in this paper is quantitative, with a path analysis research model with a view to solving problems by collecting data, compiling data, then analyzing statistically and interpreting it to further obtain a valid result using the calculation of the Statistical Product And Service Solutions application. Based on the results of statistical data processing carried out, the research results obtained include organizational commitment has an influence on Employee Withdrawal and while job satisfaction on Employee Withdrawal is said to have an effect.

Keywords: Job Satisfaction, Organizational Commitment and Employee Withdrawal

INTRODUCTIONS

In the current 4.0 revolution, every company must be able to develop the company, by holding various ways according to the program plan, which ultimately has an impact on improving company performance. Many factors are involved in improving company performance. One of the important factors that must be considered by the company in achieving its goals is the human resource (HR) factor. Humans as the driving force of the company are the main factor because the existence of the company depends on its human resources. To be able to achieve the goals of the company, competent human resources are needed to carry out their duties.

Management of human resources is important in achieving goals. Generally, company leaders expect good performance from each employee in carrying out their duties. The company realizes that human resources are the basic capital in the company's development process, therefore the quality of human resources must always be developed and directed in order to achieve the goals set by an organization (Handoko, 2003:19).

The Army Aviation Center is the central implementing agency of the TNI-AD, in carrying out its main tasks using aircraft requires a high level of security. One of the factors that support the creation of high security is by trying to overcome the problem of human resources, this is a serious concern by the leadership. Among them are the provision of performance allowances and the provision of rewards from the leadership. However, in certain cases, contradictory conditions are still found, which if observed will affect the progress of the organization. For example, there are conditions experienced by employees who are prone to experiencing boredom due to monotonous work, or targets that are never achieved, to weak penalties. So that employees are diligent and not diligent in the same treatment, or between creative and lazy the same results. Not to mention the absence of career development due to the lack of Structural positions available for employees.

Based on observations and interviews conducted by researchers, it was found that there was job dissatisfaction and employee withdrawals at the Army Aviation Center. This is supported by the level of employee absenteeism and reports on the achievement of employee assessment targets. The average attendance is only once because the regulations are not strict on employees. They do attendance when they go home or when they enter because they have not used modern attendance methods or are still using manual signatures.

According to the employees, many jobs have not been carried out on target and on time. This is due to the pattern of activities that depend on the budget period, or the budget that is set every previous year, and the amount of pressure from the leadership to complete programs and budgets on target without any clear rewards or remuneration for employees who can complete work on time.

Based on the information obtained, the standard working time of employees at the Army Aviation Center is eight hours a day. There are almost no warning letters to employees who are negligent or not targeted. For this reason, there should be implementation of sanctions, so that employees are expected to comply with the Employee Withdrawal implemented by the Army Aviation Center. Unfortunately, the application of sanctions is still not clearly regulated based on a sense of kinship or military tradition and this is very influential as well with employee withdrawals.

Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize their work over remuneration even though remuneration is important (Hasibuan, 2007: 185). At the Army Aviation Center Employees only carry out their duties as a routine job, without any ambition to develop a career further. This causes inequality and in the end can result in dissatisfaction.

Work that is monotonous every day, at some point will definitely reach the point of saturation, which can result in employees not being able to maximize their abilities for the progress of the company. Because there is no career development and career path.

An organization is important to fulfill job satisfaction for its employees. So that employees can feel part of the company. And finally lead to good and strong performance for employees.

An organization will move if it has good employees in terms of performance, productivity and discipline. This causes the company to be able to compete with other companies. Therefore, in the management of the company, HR plays a very important role. The goals of a company will be achieved if employees get job satisfaction as expected.

Gumilar (2007) states that if a person becomes an employee who has joined in an organization, of course, he will form a work expectation which consists of his desires, desires, needs and past experiences into the organization or company where he is now. Job expectations will later be related to one's job satisfaction in the organization, where the expectations that arise will be compared with the rewards of work that form a conformity, namely job satisfaction (Umar, 2008: 21).

Job satisfaction is a feeling that arises from within a person, where he evaluates the characteristics of the job positively (Robins, 2008: 107). Rivai (2009: 856) states job satisfaction as an overflow of feelings of likes or dislikes, satisfied or dissatisfied with someone's work. According to Robins (2008:108) job satisfaction can be measured from the nature of work, supervision, current pay, promotion opportunities and temporary co-workers. In addition, Afrizal (2012; 45) shows that compensation is another factor that affects job satisfaction.

Just like organizations in general, Army Aviation Center employees also have problems regarding job satisfaction and dissatisfaction which give rise to various things, one of which is what is called Withdrawal. This issue is an important matter that must be paid attention to by the ARMY FLIGHT CENTER. The Army Aviation Center is the Central Implementing Agency at the TNI AD level with the main task of organizing the development of the Air Force unit and carrying out flight operations in order to support the main tasks of the Indonesian Army. by personnel who have qualifications in the field of Aviation and are specially trained and prepared so that they are able to carry out their duties according to the main tasks of Puspenerbad consisting of Military personnel and Civil Servants (PNS). Therefore, the Army Aviation Center continues to update the facilities and infrastructure, equipment, and adequate human resources. In connection with the development of the Army Aviation Center Organization, it is necessary to improve some of the software that regulates the procedures applicable in the Puspenerbad environment in order to achieve order in its implementation.

For this reason, the Army Aviation Center must improve the professionalism and discipline of its personnel because the Indonesian Army Aircraft/Helicopter owned is one of the military air commodities that must meet operational and human safety requirements. Therefore it is important to look at the HR and HR satisfaction levels at the Army Aviation Center in order to reduce withdrawals, or withdrawals. Various efforts have been made by the government in an effort to increase job satisfaction of civil servants, one of which is the provision of performance allowances, and the opportunity to participate in various kinds of education.

However, inadequate career development makes employees look less focused and intense in working at the Army Aviation Center. This can be seen from the data:

Data on the number of Civil Servants at the Army Aviation Center are 51 personnel, 2 people choose to move agencies to the Depok Regional Government and to the Tangerang

Health Office, 2 personnel are applying for agency transfers with the following data:

- a. Initial F moved to another agency due to unavailability of positions
- b. Initial W moved to another agency with the reason that his career did not develop
- c. Initial N proposes to move to another institution for reasons of position.
- d. Initial M proposes to move agencies for reasons of service orientation and commitment
- e. Source: Processed from Army Aviation Center Personnel.

LITERATURE REVIEW

Work Satisfaction

Currently, competition in government organizations is so tight that it demands an increase in human resources (HR) in terms of quality, because in organizational management,

HR plays a very important role. The goals of an organization will be achieved if employees get job satisfaction as expected.

According to Stephen Robbins, Timothy Judge (2015: 147) The term job satisfaction describes positive feelings about a job, which comes from an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his job, while someone who is dissatisfied has negative feelings. When people talk about their job attitudes, they usually mean job satisfaction. In fact, these two terms are often used interchangeably or interchangeably.

According to Mathis (2016: 241) People can be more satisfied with certain work configurations than with others, it is important to be able to identify what makes a job “satisfied” in its most basic sense. Achievement leads to satisfaction rather than satisfaction leads to a form of work that excels.

According to Stephen Robbins, Timothy Judge (2015: 129) Job satisfaction is not only about working conditions. Personality also has an important role in shaping job satisfaction. People who don't think positively about themselves tend to like their jobs less. Research shows that people who have positive self-evaluations, are confident in their basic abilities and competencies, and are generally more satisfied with their jobs than those who have negative basic competencies and abilities. They not only see work as fulfilling a need but they are also more likely to move towards more challenging jobs. People with a negative core self-evaluation have less ambitious goals and are more likely to give up when faced with adversity. So, they are more likely to be in a boring state with routine work.

According to Mathis (2016: 231) for most individuals, continuing to improve their abilities and knowing that there are development opportunities within the organization can lead to greater job satisfaction and longer work with the organization.

Job satisfaction is not entirely clear. An important factor is what employees expect in their work and what they receive in return for their work.

According to Stephen Robbins, Timothy Judge (2015:136) Work requires interaction with coworkers and bosses, following organizational rules and policies, meeting performance standards, living with work conditions that are often less than ideal, and so on. This means that an employee's assessment of how satisfied he is with his job is a complex summation of a number of separate work elements.

According to Mathis (2016:165) that people who are relatively satisfied with their work are somewhat more involved with their organizations and also people who are relatively involved in their organizations are likely to have greater job satisfaction.

According to Jason Colquitt (2015:106) job satisfaction is defined as a happy emotional state due to praise for one's work or work experience. In other words, job satisfaction shows how you feel about your job and what you think about your job. Workers with high job satisfaction experience positive feelings when they think about their tasks or participate in task activities.

According to Schermerhorn (2010:228), formally job satisfaction is defined as the degree to which individuals feel positively or negatively about their work. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. At first glance and from the perspective of Herzberg's two factor theory, some aspects of job satisfaction should be motivated and lead to a positive job relationship and high levels of individual work performance.

Organizational Commitment

In the dynamics of life in organizations, organizational commitment is needed in order to achieve organizational goals. Commitment in this sense reflects the strength of organizational members in identifying their involvement in the organization's part of the

acceptance of organizational values and goals, readiness and willingness to try seriously on behalf of the organization and the desire to maintain membership in the organization (becoming part of the organization). Likewise, the definition of organizational commitment according to Samuel C. Certo who said that organizational commitment can be defined as the dedication of organization members to uphold the values of the organization and to make worthwhile contributions to fulfilling organizational purposes. This means that organizational commitment can be defined as the dedication of organizational members to uphold the values of the organization and to make valuable contributions to meet organizational goals. Here it appears that organizational commitment in the organization reflects loyalty, loyalty, readiness, dedication and a strong will to be involved in the organization.

Almost the same thing was stated by Don Hellriegel & John W. Slocum, Jr. According to him, organizational commitment is the strength of an employee's involvement in the organization and identification with it.

Organizational Commitment is related to the total involvement of organizational members in an organization towards the organization which then guides them to be interested in and accept the values, goals and objectives of the organization; and with that then an affective involvement is built which is manifested in the form of a strong desire, willingness and determination to act on the organization, including staying in the organization.

Employee Withdrawal

Withdrawal Behavior theory is an important organizational problem, because it affects the organization both financially and non-financially (Laczo, & Hanisch, 2010: 455). This behavior reflects a negative attitude that includes psychological activities (eg decreased commitment and work involvement) as well as physical activity visible (lateness and absenteeism).

In Withdrawal, tardiness is described as arriving late for work or leaving before the end of the day (Koslowsky, 2010; 390-407) and has been recognized as having motivational antecedents. Theoretically, it is classified into three dimensions: chronic, unavoidable, and avoidable. Chronic tardiness is a response by employees to bad work situations. relevant antecedents to chronic tardiness, for example, lack of organizational commitment and job satisfaction. Avoided delays occur when employees have better or more important activities to do than to arrive on time. Having other opinions and work-family conflict may be positive antecedents for this type of delay. unavoidable delays are due to factors beyond the control of employees, such as transportation problems, bad weather, and accidents (Blau, 1995; 1483–1496).

Sagie (1998 ;156–171) distinguishes between two basic types of presence: voluntary absences, which are usually under the direct control of the employee and often exploited for personal matters such as the prospect of other job alternatives, and intentional absences, which are usually beyond the direct control of the employee.

Four main theoretical constructs for the internal structure of attitudes and withdrawal behavior have been suggested to describe the relationship between various withdrawal behaviors: independent, spillover, compensatory, and developmental (eg, Johns, 2003; Koslowsky et al., 1997,79–88). According to the independent model, withdrawal behavior has different causes and functions, and therefore must be related to each other. Thus, employees can choose the form of withdrawal that best suits them (Hulin, 1991; 445–505.). The spillover model argues that withdrawal behavior is positively related, without specifying a temporal or sequential relationship (Beehr and Gupta, 1978; 73-79). . Thus, an individual is more likely to react to certain antecedents with a set of withdrawal behaviors rather than with only one (Koslowsky et al., 1997;79-88). The compensatory model proposes that the same antecedents causing specific forms of withdrawal will be negatively correlated

(Nicolson and Goodge, 1976; 234-254). relatively mild psychological withdrawal, such as occasional tardiness, shifts to more severe forms such as intention to leave work and actual turnover.

Theoretical Framework

Job satisfaction in any case is very important because the tendency to improve employee performance in the company will not be achieved without employee job satisfaction. However, if employees are not satisfied with their work, various things will arise, ranging from being indisciplined to skipping work. Therefore, the company must always pay attention to the job satisfaction of its employees because if the employees are satisfied, the company itself will feel profit. And this is very influential on the goals of the company. In addition, employees who feel dissatisfied at work will always have a negative attitude and always have many reasons for not meeting targets.

The impact of dissatisfaction with Starvision, one of which is withdrawal behavior. And this withdrawal has a negative nature, for Starvision. Withdrawal behavior is withdrawal behavior on the basis of dissatisfaction that can reduce performance and productivity.

Luthans, (2006:243) states that job satisfaction received and felt by an employee will affect the results obtained from his work. By getting job satisfaction by employees, both by giving appropriate salaries, the work given according to their expertise, and good relationships with superiors, this will improve the performance of the employees.

Sumarto (2009) obtained research results which showed that there was a negative relationship between job satisfaction and quitting work. The relationship starts from the thought of quitting work, efforts to find a new job, intending to stop working, deciding to stop working.

Park and Kim (2009) also say that job satisfaction has a negative effect on the desire to leave. The negative influence of job satisfaction which consists of creativity and independence, working conditions, responsibility, opportunities for advancement, individual satisfaction, creativity and achievement in accordance with the wishes of employees will result in a low desire of employees to leave the organization where they work now and the possibility of individuals will look for work in other organizations.

In organizations, organizational commitment becomes important. Among the success factors of the organization to achieve its goals. The greater a person's organizational commitment, the lower the employee withdrawal displayed which will have an impact on achieving organizational goals. Withdrawal is an employee's bad behavior and an obstacle to staying committed in the organization. Strong organizational commitment will create positive feelings that will lead to employee alignments with the organization, employees will show loyalty to the organization, compliance with organizational regulations, active participation in the organization, hard work for the benefit of the organization so that they are reluctant to move to other organizations. So that employees who have high organizational commitment will reduce withdrawals to be low, and vice versa.

Organizational commitment can be positive, and this leads to improved performance. However, many employees have low commitment, because they think it is not in accordance with their expectations so they make withdrawals.

Richard M. Steers, (1985) defines organizational commitment as a sense of identification (belief in the values of the organization), involvement (willingness to try their best for the benefit of the organization) and loyalty (the desire to remain a member of the organization concerned) expressed by an employee. employees of the company. So that commitment is very influential on withdrawal behavior.

Azeem (2010) shows the results of research that job satisfaction has a positive effect on organizational commitment. This shows that the higher the job satisfaction felt by

employees, the higher the organizational commitment in employees. People who have a strong commitment to the organization will make them more loyal and proud of the company. Therefore, withdrawal behavior will occur if organizational commitment is weak and consequently a strong commitment will reduce withdrawal behavior.

RESEARCH METHOD

The research method in this paper is quantitative, with a path analysis research model with a view to solving problems by collecting data, compiling data, then analyzing statistically and interpreting it to further obtain a valid result using the calculation of the Statistical Product And Service Solutions application..

RESULT AND DISCUSSION

Result

In this study, using path analysis with the help of SPSS, as follows:

To obtain the path coefficient of the variable organizational commitment and job satisfaction on employee withdrawals, it can be seen from the Standardized Beta Coefficient (Harahap, 2014), as follows:

**Table 1. Path Diagram (Coefficients)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.290	6.189		2.794	.007
X1	.294	.099	.363	2.957	.005
X2	.454	.142	.394	3.206	.002

a. Dependent Variable: Y

Based on table 1, the results of SPSS 25 For Windows data processing are known to have the value of the path equation:

$$Y = 0.363X_1 + 0.394X_2 + 0.85$$

- b1 = 0.363 means that if organizational commitment (X1) has increased by one unit, and the value of other variables is constant or equal to zero, the value of the employee withdrawal variable is predicted to increase by 0.363 units.
- b2 = 0.394 means that if job satisfaction (X2) has increased by one unit, and the value of other variables is constant or equal to zero, the value of the employee withdrawal variable will be predicted to increase by 0.394 units.

This analysis is used to determine the degree or strength of the relationship between organizational commitment and job satisfaction on employee withdrawals. The interpretation of the assessment of the correlation relationship or how much influence the dependent variables have, the guidelines proposed by Sugiyono (2013: 184) are used.

Next, the correlation value is calculated using IBM SPSS

**Table 2. Simultaneous Correlation
Model Summary**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.526 ^a	.277	.247	4.01670	.277	9.182	2	48	.000

a. Predictors: (Constant), X2, X1

Based on table 2, it is known that the multiple correlation value (R) of 0.526 is in the criteria 0.400 – 0.599, it means that the variables of organizational commitment and job satisfaction on employee withdrawal have a fairly strong level of relationship.

The R Square test is used to see how many percent of organizational commitment and job satisfaction on Employee Withdrawal simultaneously affect employee withdrawal.

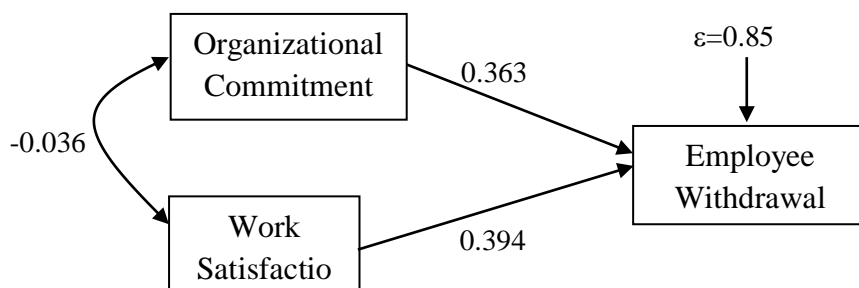
Table 3. Simultaneous Determination Correlation Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.526 ^a	.277	.247	4.01670	.277	9.182	2	48	.000

a. Predictors: (Constant), X2, X1

Based on table 3, it is known that the value of determination or R Square is 0.277. The value of R Square is equal to 27.7%. This value means that the variables of organizational commitment and job satisfaction have a simultaneous effect on employee withdrawal by 72.3%. While the path coefficients for residual factors that are not included in the specifications are:

$$P_{y\varepsilon} = \sqrt{1 - 0,277} = 0.85$$



Picture 1 . Path diagram of organizational commitment and job satisfaction on employee withdrawal

Through the path diagram, the influence of each variable is calculated as follows:

- a. Effect of Variable X1 on Y
 The direct effect of X1 on Y = $PYX1.PYX1 = 0.132$
 Effect of X1 on Y through X2 = $PYX1.rX1X2.PYX2 = -0.01 +$
 Total Effect = 0.127
- b. Effect of Variable X2 on Y
 The direct effect of X2 on Y = $PYX2.PYX2 = 0.155$
 Effect of X2 on Y through X1 = $PYX2.rX1X2.PYX1 = -0.001 +$
 Total Effect = 0.150
 Overall effect = $0.127 + 0.150 = 0.277$

From these calculations it is known that the total contribution given by the two independent variables is 0.277 or 27.7%, it turns out to be 0.127 or 12.7% of organizational commitment (X1) and 0.150 or 15% of job satisfaction (X2). So it can be seen that the variable job satisfaction provides the most dominant contribution to employee withdrawal.

Hypotheses Testing

a. F Test

The F test is used to determine the meaning of the influence given by variable X to variable Y in a combined (simultaneous) manner. In this case, the F test is used to test whether there is an effect of organizational commitment and job satisfaction simultaneously on employee withdrawals.

Decision making basis:

- 1) Based on the significance value
 - (a). If the value of sig. <0.05 then organizational commitment and job satisfaction simultaneously affect employee withdrawal.
 - (b). If the value of sig. > 0.05, then organizational commitment and job satisfaction simultaneously have no effect on employee withdrawal.
- 2) Based on the comparison of the value of F Calculate with F table
 - (a). If the calculated F value > F table, then organizational commitment and job satisfaction simultaneously affect employee withdrawal.
 - (b). If the value of F count < F table, then organizational commitment and job satisfaction simultaneously have no effect on employee withdrawal.

Table 4. Simultaneous Hypotheses Testing (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	296.268	2	148.134	9.182	.000 ^b
	Residual	774.427	48	16.134		
	Total	1070.695	50			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Based on table 4, it is explained as follows:

- Based on the significance value
Know the value of sig. of 0.000. Due to the value of sig. 0.000 <0.05, then according to the basis for decision making, the F test concluded that organizational commitment and job satisfaction simultaneously affect employee withdrawal.
- Based on the comparison of calculated F values with F Tables.
It is known that the calculated F value is 9.182. Due to the calculated F value 9.182 > F table 3.191, organizational commitment and job satisfaction simultaneously affect employee withdrawals. Based on the two things above, it can be concluded that organizational commitment and job satisfaction simultaneously affect employee withdrawal.

b. Uji t

The t test is used to determine the independent variable (X) partially affects the dependent variable (Y). In this case, a t-test was conducted to determine whether organizational commitment and job satisfaction partially affect employee withdrawal.

Hypothesis used:

- H1 : There is an effect of organizational commitment (X1) on employee withdrawal (Y).
- H2 : There is an effect of organizational commitment (X2) on employee withdrawal (Y).

Decision basis:

1. Based on the significance value
 - (a). If the value of sig. <0.05, then the hypothesis is accepted, or there is an influence between the independent variable (X) on the dependent variable (Y).

- (b). If the value of sig. > 0.05, then the hypothesis is rejected, or there is no influence of the independent variable with the dependent variable.
- 2. Based on the comparison of the value of t count with t table
 - (a). If the value of t count > t table, then there is an effect of the independent variable (X) on the dependent variable (Y).
 - (b). If the value of t arithmetic < t table then, there is no effect of the independent variable (X) on the dependent variable (Y).

**Table 5. Partial Hypothesis testing (T test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.290	6.189		2.794	.007
X1	.294	.099	.363	2.957	.005
X2	.454	.142	.394	3.206	.002

a. Dependent Variable: Y

Based on table 4.56, it is explained as follows:

1. Organizational Commitment Test (X1)
 - a. sig value. of 0.005 < 0.05, then there is an influence between organizational commitment (X1) on employee withdrawal (Y).
 - b. The calculated t value obtained is 2,957 > t table 2.01 then there is an influence between organizational commitment (X1) on employee withdrawal (Y).
2. Job Satisfaction Test (X2)
 - a. sig value. of 0.002 < 0.05, then there is an influence between job satisfaction (X2) on employee withdrawal (Y).
 - b. The calculated t value obtained is 3.206 > t table 2.01, then there is an influence between job satisfaction (X2) on employee withdrawal (Y).

Discussion

The Effect of Organizational Commitment on Employee Withdrawal

Based on the results of testing the research hypothesis, it shows that organizational commitment has an effect on employee withdrawal. This can be seen from the results of the path coefficient value of 0.363 and t count of 2.957 > 2.01 (P> 0.05). So the hypothesis of this study is said to be accepted, so that this study concludes that organizational commitment has a positive effect on employee withdrawal. The results of this study are supported by research from Bambang Swasto Sunuharyo (2016) which states that a sense of organizational commitment to employees of AJB Bumiputera 1912 Malang branch has a significant effect on employee withdrawal where the higher the sense of organizational commitment to the company, the lower the employee withdrawal attitude that employees have to their employees. company.

In an organization, organizational commitment becomes important. Among the success factors of the organization to achieve its goals. The greater a person's organizational commitment, the lower the employee withdrawal displayed which will have an impact on achieving organizational goals. Employee withdrawal is an employee's bad behavior and an obstacle to staying committed in the organization. Strong organizational commitment will create positive feelings that will lead to employee alignments with the organization, employees will show loyalty to the organization, compliance with organizational regulations,

active participation in the organization, work hard for the benefit of the organization so that they are reluctant to move to other organizations.

The Effect of Job Satisfaction on Employee Withdrawals

Based on the results of testing the research hypothesis, it shows that job satisfaction has an effect on employee withdrawal. This can be seen from the results of the path coefficient value of 0.394 and t count $3.206 > 2.10$ ($P > 0.05$). So the research hypothesis is said to be accepted. So this study concluded that job satisfaction has a positive effect on employee withdrawal. It can be concluded that the hypothesis formed in this study has similarities to previous research, such as research conducted by Sudarmin Manik (2017) which showed that job satisfaction had an effect on employee withdrawal. Job satisfaction in any case is very important because the tendency to improve employee performance in the agency will not be achieved without employee job satisfaction. However, if employees are not satisfied with their work, various things will arise, ranging from disciplinary action to employee withdrawal. Therefore, the agency must always pay attention to the job satisfaction of its employees, because if the employees are satisfied, then the agency/organization itself will benefit. This is very influential on the goals of the agency besides employees who feel dissatisfied at work will always have a negative attitude and always have many reasons for not meeting targets.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research that has been carried out for the effect of organizational commitment and job satisfaction on Employee Withdrawal at the Civil Service Army Aviation Center, the following conclusions can be drawn:

1. Organizational commitment of Civil Servants at the Army Aviation Center has a "good" level of organizational commitment. However, there are several things that must be considered by employees in order to increase organizational commitment including: Working hard in planning activities so that activities are achieved as expected, Overcoming deviant behavior I will anticipate quickly, alternatives in dealing with complex work tasks, discipline in the work environment , carry out orders from superiors with work safety procedures, which have become routine daily tasks, have the nature of being ready to help colleagues who need help and carry out tasks with full confidence to achieve goals.
2. Job satisfaction Civil servants at the Army Aviation Center have a "good" level of organizational commitment. However, there are several things that must be considered by employees in order to increase job satisfaction including: The salary received is in accordance with the performance, the salary is sufficient considering the responsibilities carried, the travel money is in accordance with the needs, promotions are often given by the leadership, promotions at my place work is done regularly every 2 years, and the leader/supervisor motivates his/her subordinates.
3. Withdrawal of Civil Servants at the Army Aviation Center has a "good enough" level of Employee Withdrawals. However, there are several things that must be considered by employees in order to increase employee withdrawals, including: wearing clothes according to regulations, carrying out tasks with established quality standards, doing work with full initiative, carrying out work based on directions from the leadership, collaborating with other members, and working on their own initiative without following the direction of the leadership.
4. There is a significant influence either simultaneously or partially between organizational commitment and job satisfaction on Employee Withdrawal at the Civil Service Army

Aviation Center, and is also influenced by other factors outside the Puspenerbad environment that are not examined in this study such as the work environment, motivation and leadership.

Suggestion

Based on the results of research and observations that have been carried out, the authors can provide some suggestions to be considered for Civil Servants of the Army Aviation Center, to improve employee performance. The suggestions are as follows:

1. Organizational commitment has an important role in increasing employee withdrawals, civil servants (PNS) so that they can work hard in making plans, looking for alternative solutions in completing work, increasing discipline in the work environment, helping co-workers selflessly, and carrying out tasks with confidence self.
2. Job satisfaction has an important role in increasing employee withdrawals, so there is a need for improvements in terms of salary received in accordance with performance, giving promotions and motivating subordinates.
3. In order for employee withdrawals to increase, it is necessary to provide understanding and awareness to employees to wear clothes according to regulations, carry out tasks properly, take initiative, work according to leadership directions, and cooperate with colleagues.

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