

Leader Member of Exchange (LMX) and Intention Turnover Model Through Mediation of Job Embeddedness on Travel's Services according to Corona's Outbreaks

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Abstract. The challenges of diverse external environmental forces require pro-active and ongoing efforts for companies to develop effective and competitive strategies. Therefore, we need elements of human resources who have an attachment to their work. This study analyzes how the effect of job embeddedness mediation on the relationship between Leader Member of Exchange on turnover intention and actual turnover of travel service companies in Tangerang, Banten Indonesia. This research uses quantitative methods by distributing questionnaires to 130 employees of travel services in Tangerang Indonesia. The results of data collection were then analyzed using the SEM (Structural Equation Model) method using AMOS software. The results of this study state that the Leader Member Exchange (LMX) has a positive and significant effect on job embeddedness, which can reduce the turnover and actual turnover intuition. In addition, this study also resulted in the job embeddedness mediated the effect of Leader Member Exchange (LMX) on intention turn over and actual turn over.

Keywords: *LMX, job eembeddedness, intention turnover, actual turnover, post COVID-19*

INTRODUCTION

The issue of intention to move has become a serious concern for academics and practitioners in the past 10 years. Turnover behavior is considered as a crucial issue for the organization [1]. Turnover occurs continuously and has an impact on the activities and productivity of the company. If this is not handled properly, it is feared that it will disrupt stability in the company.

Turnover is a decision made by an employee to leave his job progressively and is characterized by a feeling of dissatisfaction with the company [2]. The term turnover can also be referred to as leaving or

moving someone from where he works [3]. Furthermore, it was mentioned that the consequences arising from turnover include costs for selection, recruitment, training, induction, and so on.

Substitute employee has a positive impact. But the majority of employee turnover has an unfavorable effect on the organization, both in terms of cost and in terms of lost time and opportunities to take advantage of opportunities. Turnover intentions are marked by various matters relating to employee behavior, including increased absenteeism, lazy work, increased courage to violate work rules, courage to oppose or protest to superiors, as well as seriousness to resolve all employee responsibilities that are very different from usual. These indications can be used as a reference to predict employee turnover intentions in a company.

Several factors influence the intention turnover behavior, one of them is embeddedness job. Job embeddedness is a concept where an employee feels attached to work and or to the organization [4]. Some studies mention that job embeddedness represents the accumulation of direct and indirect factors, which can bind people with their work [5]. Individuals who are embedded with their work tend to have positive behaviors in achieving organizational goals [6].

Embedded job's construction that represents the extent of employee understanding in work [7]. Job discipline influences the importance of performance outside of employee behavior and attitudes in general that can affect key organizational success factors [8] such as an intention to move, employee turnover, and performance [9].

The benefit of job embeddedness is how to maintain the relationship between the leader and his employees. When a leader divides his attention only to one particular group, while the others get

less attention, it is possible that there will be harmonization that results in the effectiveness of the organization's performance. These conditions can be indicated as part of the problem of the concept of leader-member exchange (LMX), where the quality of the relationship between leaders and subordinates should be able to improve organizational performance.

Previous research on LMX and job embeddedness has been carried out, for example, research conducted by Halbesleben and Wheeler which examined the negative shocks of worker behavior (JSB, OCB, CWB) mediated by job embeddedness [10]. Mitchell, Holtom, Lee, Sablinski, and Erez examined job embeddedness as an employee turnover predictor Holtom, Burton, and Crossley who examines job embeddedness in organization citizenship, performance, satisfaction, and commitment [5], [9]. The findings show that job embeddedness and work engagement are constructs and have a significant effect on turnover intention [11], [5]. Some studies also show that job embeddedness and work engagement are the main variables that influence turnover intention [12], [13], [11].

This study wants to examine the effect of the mediating role of job embeddedness on the relationship between Leader member of Exclusion (LMX) on intention turnover and actual turnover in travel service companies in Tangerang, Banten Indonesia.

METHOD

Researchers want to know the aims to examine the effect of LMX on Job embeddedness, intention turnover and actual turn over, besides this study also examines the mediating role of Job embeddedness the effect between LMX on intention turnover, and actual turn over. General findings on the relationship between LMX and Job embeddedness, intention turnover, and actual turn over.

The population in this study are travel service companies in Tangerang, Indonesia. The sampling technique using accidental sampling with a sample size of 130. The method of collecting primary data using instruments in the form of a list of statements based on indicators of variables. LMX measurement [10] with a 6-point Likert scale. Job embeddedness was adopted from Harrisa, Wheelerb, and Kacmarc with a 6-point Likert scale [13]. 3.2.4. Intention to turnover [13] with a 6-point

Likert scale. Actual (voluntary) turnover [14] with a Likert scale of 6. The analysis technique used is Structural Equation Modeling (SEM).

RESULT & DISCUSSION

Table 1. Respondent's Characteristics

Respondent's Characteristics	Frequency	Percentage (%)
Gender		
Men	71	54.6
Women	59	45.4
Ages		
16-30 years old	24	18.46
31-45 years old	59	45.38
>46 years old	47	36.15
Education's Level		
Postgraduate (S2)	6	4.62
Bachelor (S1)	76	58.46
High school (SMU)	48	36.92

Based on the results state that the LMX variable can be used as a predictor that is embedded in the minds of employees. Good subordinate supervisor relationships can create work attachments. It was added that LMX also became a predictor of intention to change work (intention turnover) and actual turn over. The findings give the meaning that the high and low quality of the relationship between superiors and subordinates is determined by the form of communication factors and applicable regulations so that the intention turnover and actual turnover can be minimized. These findings support the results of the study conducted by Harrisa, Wheelerb, and Kacmarc and Holtom, Burton, and Crossley [13], [9].

Other findings show that job embeddedness triggers intention turnover but does not become a predictor for actual turnover. The most interesting result is that good job embeddedness does not make employees change jobs. In addition, Job embeddedness mediates the relationship between LMX with intention turnover, and actual turnover. These findings develop the results of previous studies conducted by Harris, Kacmar, and Witt and Harrisa, Wheelerb, and Kacmarc [14], [13].

Table 2. presents the standardized regression weight or the size of the coefficient which shows the influence between the hypothesized variables. Table 1 shows the 5 (five) hypotheses tested the results of five hypotheses that have a negative effect and five hypotheses that have a positive and acceptable effect. According to the results of indirect and total effects are explained in Table 3.

The results of standardized regression weight for H1: LMX affect the job embeddedness of 0.905 with a probability value of 0,000. This indicates that LMX has a significant positive effect on Job embeddedness. H2: LMX affects the intention turnover of 0.419 with a probability value of 0.047. This shows that LMX can encourage the intention of employees to change jobs. LMX affects the intention turnover of 0.543 with a probability value of 0.010. This indicates that LMX has a significant

positive effect on actual turnover. Job embeddedness influences intention turnover of 0.491 with a probability value of 0.020. This indicates that Job embeddedness has a significant positive effect on turnover intention. Job embeddedness influences intention turnover of 0.153 with a probability value of 0.084. This indicates that Job embeddedness has no positive effect on actual turnover.

Table 3. Testing the structural equation model

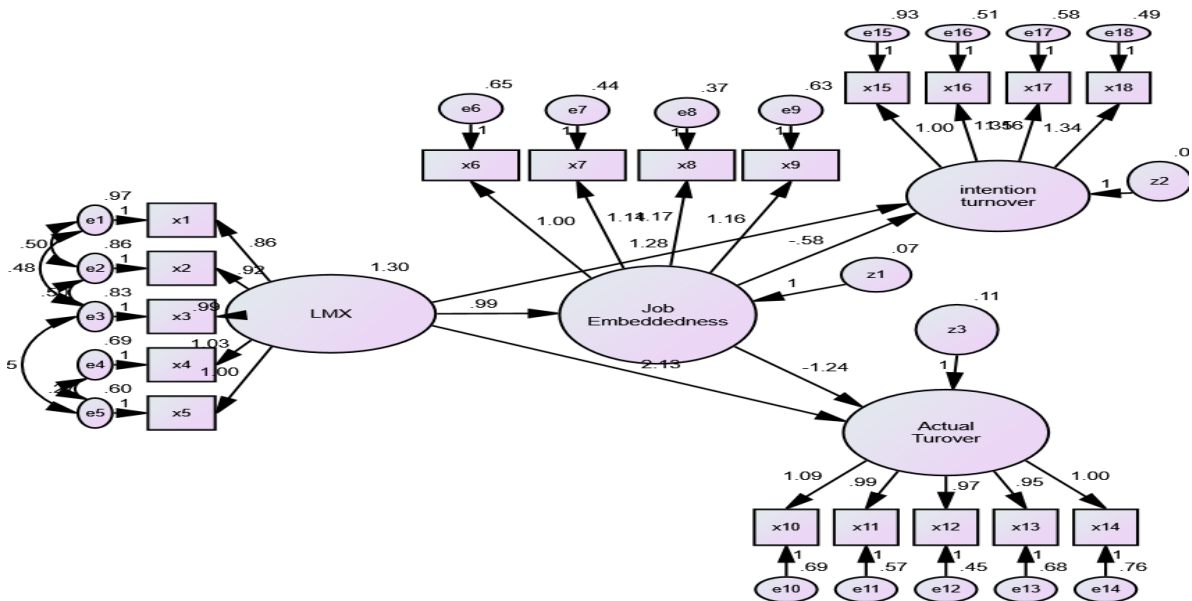


Figure 1. Structural Equation Modeling Model Results LMX, Job embeddedness, Intention Turnover, and Actual Turnover

Table 2. The Effect of Dependent and Independent Variables in Structural Models

Connection Amongst Variables	Standardized	CR	P	Desc.
LMX → Job embeddedness	0.905	9.870	0.000	Sig
LMX → Intention to Turnover	.419	1.984	0.047	Sig
LMX → Actual Turnover	.543	2.579	0.010	No sig
Job Embeddedness → Intention to Turnover	.491	2.320	0.020	Sig
Job Embeddedness → Actual Turnover	.153	1.699	0.089	Sig

Table 3. The Indirect Influence and Total Influence of the Variables

The Independent Variables	Mediator's Variables	The Dependent Variables	Indirect Effect	Total effect	P-Value
Job embeddedness	LMX	Intention to Turnover	0.319	0.353	0,000
Job embeddedness	LMX	Actual Turnover	0.444	0.491	0,000

for mediating variables Job embeddedness results that Job embeddedness mediates the effect between LMX on intention turnover with standardized regression weight obtained a total effect of 0.353. Likewise with Job embeddedness mediates the influence between LMX on actual turnover.

The general findings on the relationship between LMX and Job embeddedness, intention turnover and actual turnover show that LMX variables can be used as predictors to increase Job embeddedness and reduce turnover intention and have no effect on actual turnover. This finding proves that a good relationship between subordinate superiors can create work attachment and as a deterrent to intention turnover and actual turnover. These findings support the results of the study conducted by Harrisa, Wheelerb, and Kacmarc and Susilo and Thamrin [13], [15].

These findings provide an explanation that LMX can be practiced as a determinant of the quality of the relationship between superiors and subordinates and the organization and will foster good work engagement between leaders and their organizations. The development of leadership relationships with subordinates can build with the interaction of both. This investment will be followed by an exchange consequence where the individual will test one of the other factors through trust, respect, responsibility to get quality relationship development. It was even said that intention turnover can also be used in a broader scope such as the whole withdrawal action taken by the employee. In general, the intention to change work consists of two, namely voluntary changes that can be avoided and those that are not avoided. Voluntary changes that can be avoided are caused by reasons for consideration in the form of salaries, working conditions, superiors, or other organizations that are felt better and voluntary transfers that are not avoided due to changes in career paths or family factors.

Job embeddedness is one of the strategies undertaken by companies to maintain the relationship of superiors with subordinates to tie themselves to a job. These findings prove that job embeddedness can reduce the intention to move behavior and minimize the actual work change. The results showed that employees with lower levels of job embeddedness tended to have higher turnover intentions. These findings reinforce the results of previous studies conducted by Halbesleben and Wheeler and Mitchell, Holtom, Lee, Sablinski, and Erez [16], [17], stating that the quality of formal and informal relations between leaders, employees, and organizations can improve job compatibility

and have an impact on tools to maintain employee movement within the company.

Other findings from the results of this study are that job embeddedness influences actual turnover. This finding is consistent with the results of the study conducted by Takawira, Coetzee, and Schreuder that found there is a positive relationship between work engagement and work involvement working in higher education institutions [18].

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These findings also illustrate that high job embeddedness does so (1) being involved and tied to work, (2) there is compatibility with work, and (3) sacrificing valuable things if they stop. These findings develop since Collins and Mossholder stated that good relations between leaders and qualified employees respond and contribute to job embeddedness [4].

CONCLUSION

Based on the results of this study can be concluded that LMX has a significant positive effect on Job embeddedness. LMX influences intention turnover. LMX affects the actual turnover. Job embeddedness affects the intention turnover. Job embeddedness does not affect the actual turnover.

Job embeddedness is one of the strategies undertaken by companies to maintain the relationship of superiors with subordinates to tie themselves to a job. These findings prove that job embeddedness can reduce the intention to move behavior and minimize the actual work change. The results showed that employees with lower levels of job embeddedness tended to have higher turnover intentions.

The contribution of this study is for practitioners of travel services, one of which is a consideration in decision making. This finding provides evidence that the influence of LMX has an important role in implementing the mechanism of understanding work engagement.

LMX has problems that need to be overcome by way of supervision and discipline in the form of regulations that describe the value system of subordinate supervisors. In addition, the leader should be careful to consider adding more employees, because it will be difficult to maintain the relationship of subordinate superiors.

For future research, it is necessary to examine mediating variables to explain the relationship between variables such as organizational politics, organizational support, or organizational commitment.

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