

# Influence of Organizational Commitment and *Perceived Organizational Support* Against *Turnover Intention* on *Work Engagement* as Mediation on Employees of PT. Bank Negara Indonesia (Persero)

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## ABSTRACT

The aim of this research is to find out the influence of organizational commitment and *Perceived Organizational Support* (POS) on *turnover intentions* with *work engagement*. The population of this study is an employee of PT. Bank Negara Indonesia (BNI) Tbk. Padang Branch. The sample in the study was 159 respondents. Research instruments are questionnaires distributed to respondents. The results showed that Organizational Commitment and *Perceived Organizational Support* had a significant positive effect on *Work Engagement and Turnover Intention*. *Work engagement* as a mediation has an impact on Organizational Commitment and *Perceived Organizational Support* has a significant positive effect on *and Turnover Intention*

**Keywords:** *Organizational Commitment, Perceived Organizational Support, Engagement, Turnover Intention, Bank BNI*

## 1. INTRODUCTION

Acceleration of the development of employee capabilities is an absolute thing to do to support the achievement of the Bank's strategic plan. In response to the challenges, BNI also implemented *Human Capital Architecture (HC Architecture)* which became a guideline in human resource management at the Bank. BNI Bank consistently adapts hr management and addresses challenges in the banking industry, as well as various disruptions in the digital era that have the potential to arise. Factors that influence of *turnover intention* include organizational commitment [3], *Perceived Organizational Support (POS)* and *work engagement*. Previous research has not found the influence of *organizational commitment and perceived organizational support (POS)* on *turnover intentions* mediated by *work engagement* in a conceptual framework model. Therefore, this gap led researchers to conduct research on the effects of organisational and POS commitments on *turnover intentions* mediated by *work engagement* to employees of Bank BNI Padang branch.

## 2. DEVELOPMENT OF HYPOTHESES

Organizational commitment is one of the contributing factors to *turnover intention*, because organizational commitment is one of the most critical issues in an organization because it has an impact on dedication, employee loyalty and negative effects on turnover intention furthermore the field of human resource development has explored turnover and turnover intention closely related to job satisfaction, organizational commitment, personality, talent, intelligence, government policy, and unemployment rate. Research conducted revealed that organizational commitment negatively affects propensity to leave.[3]

Furthermore, the factor that influences turnover intention is *Perceived Organizational Support (POS)*. When organizations support and act positively toward employees, employees feel the need to respond. Such replies are generally done in a positive way that is beneficial to the organization and will ultimately decrease *turnover intention* [4].

Employees assume that if the organization appreciates their hard work to realize organizational goals and care about their comfort and well-being, then the employee is likely to stay in the organization for a longer period of time [6]

Work engagement is the next factor that influences turnover intention. Work engagement is a positive work situation that will affect the improvement of organizational performance [7]. Employees who are highly engaged positively with work and organization such as treating coworkers with more respect, helping other coworkers to improve work success, and improving work-related skills, as well as being active will show good performance. For that, it is necessary to support the organization and superiors such as ensuring line-level employees are motivated, engaged with their work and provide optimal performance. Research conducted by [8] revealed that work engagement negatively affects turnover intention. In this case, the support of the organization and superiors to always trust more employees to be involved with their work, which in turn benefits the organization as a whole such as decreased turnover intention [9].

Next is work engagement as a mediation. Work engagement can play the role of mediation such as between organizational commitment and turnover intention [10] and mediation between organizational support and turnover intention [11].

The following hypotheses proposed in this study are as follows:

- H1: Organizational commitment negatively and significantly affects turnover intention
- H2: Organizational commitment has a effect on work engagement
- H3: Perceived organizational support negatively affects turnover intentions
- H4: Perceived organizational support has a significant effect on work engagement
- H5: Work engagement negatively and significantly affects turnover intentions
- H6: Work engagement as has a negative effect as mediating influence between organizational commitment and turnover intention
- H7: Work engagement as has a negative effect as mediating between perceived organizational support and turnover intention

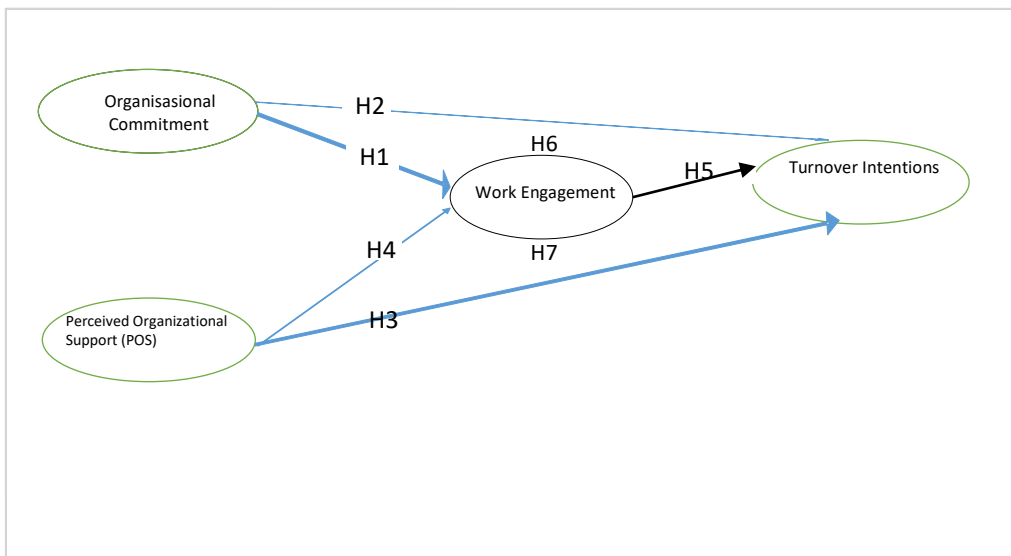


Figure 1. Conceptual Framework

### 3. METHOD

The population is an employee of Bank BNI Padang Branch amounting to 263. The sampling technique in this study uses *proportional random sampling* technique using the *Slovin* formula as follows:

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

n = Number of samples  
 N = Population  
 e = Error tolerance limit

$$n = \frac{263}{1 + 263 (0,05)^2}$$

$$n = 159$$

#### 4. RESULT

Research uses the SEM approach. Analytical tools used in analyzing SEM modeling and hypothesis testing using *Partial Least square* (PLS) with SmartPLS software. Outer *model analysis* tests indicators against latent variables. The results of variable validity and reliability tests in this study are based on the results of outer model tests which

include *convergent validity, discriminant validity, composite reliability and collinearity* [12].

**Table 1.** *Loading Factor, Cronbach's Alpha, Composite Reliability, AVE*

Item	Loading Factor	Cronbach's Alpha	Composite Reliability	AVE
Organizational commitment		0,945	0,965	0,942
AIR CONDITIONING	0,948			
CC	0,944			
NC	0,956			
<i>Work Engagement</i>		0,940	0,962	0,932
<i>Vigor</i>	0,946			
<i>Absorption</i>	0,952			
<i>Dedication</i>	0,937			
POST		0,931	0,946	0,852
POS1	0,878			
POS2	0,837			
POS3	0,883			
POS4	0,847			
POS5	0,825			
POS6	0,902			
<i>Turnover Intention</i>		0,861	0,902	0,802
TI1	0,854			
TI2	0,851			
TI3	0,813			
TI4	0,636			
TI5	0,853			

**Table 2.** *Hypothesis Test*

No	Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
H1	Organizational Commitment à Turnover Intention	-0,159	-0,172	0,102	1,955	0,030
H2	Organizational Commitment à Work Engagement	0,420	0,420	0,100	4,194	0,000
H3	POS à Turnover Intention	-0,234	-0,229	0,108	2,165	0,015
H4	POS à Work Engagement	0,298	0,297	0,100	2,995	0,001
H5	Work Engagement à Turnover Intention	-0,353	-0,352	0,106	3,345	0,000
H6	Organizational Commitment à Work Engagement à Turnover Intention	-0,149	-0,146	0,053	2,780	0,003
H7	POS à Work Engagement à Turnover Intention	-0,105	-0,107	0,055	1,929	0,027

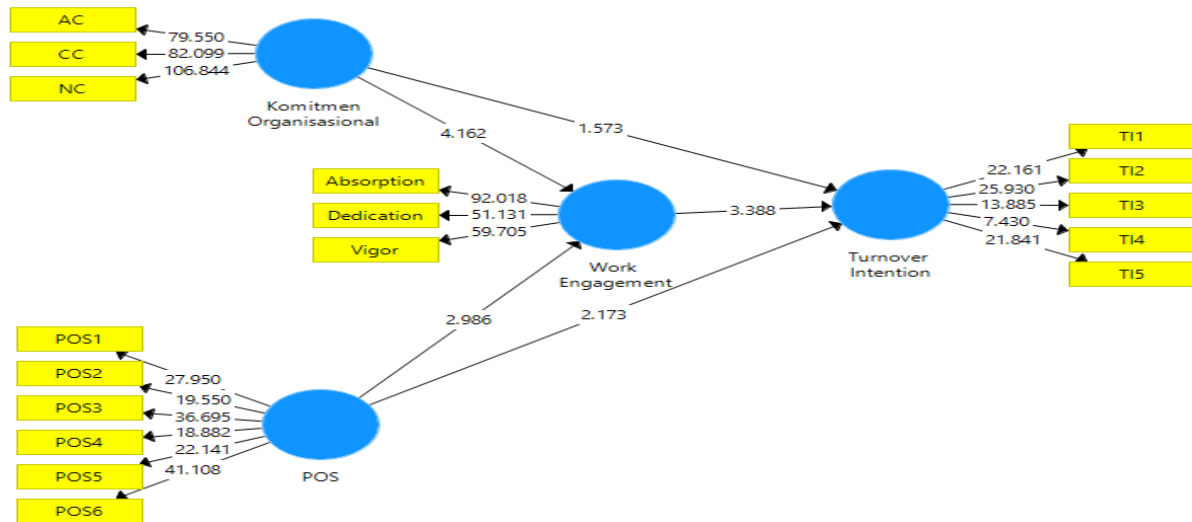


Figure 1. Inner Model

Based on Table 2 shows that the results of the hypothesis test can be concluded that:

H1 has a value ( $\beta$ ) = 0.030 which is a negative and significant effect on *turnover intention*, H2 has a path coefficient value ( $\beta$ ) = 0.000 which has a positive and significant effect on work engagement, H3 has a path coefficient value ( $\beta$ ) = 0.015 which has a negative and significant effect on turnover intention, H4 has a path coefficient value ( $\beta$ ) = 0.001 which is a positive and significant effect, H5 has a path coefficient value ( $\beta$ ) = 0.000 which is a negative and significant effect, H6 has a path coefficient value ( $\beta$ ) = 0.00, and H7 has a path coefficient value ( $\beta$ ) = 0.027 which is the effect.”

## 5. DISCUSSION

The results of the H1 Test are organizational commitment to turnover intentions have a negative and significant effect. Based on these results, it is concluded that if the organizational commitment of employees increases, then employee turnover intention will also decrease. This study supports the results of research conducted by [3]) revealed that organizational commitment negatively affects *propensity to leave*. Furthermore, research conducted by [13] also revealed that organizational commitment has a positive and significant direct influence on turnover intention.

The H2 test result is an organizational commitment to work engagement has a positive effect. Based on these results, it is concluded that if the organizational commitment of employees increases, then employee work engagement will also increase. According to [14] organizational commitment and work engagement because it refers to a positive, fulfilling, and work-related state of mind characterized by passion, dedication, and absorption.

The results of the H3 test analysis of the influence of POS on *turnover intentions* had a negative and significant effect. Based on these results, it is concluded that employee POS increases, then *employee intention turnover* will also decrease. [15] reveal that POS is the extent to which employees believe that their organization values their contributions and cares about their well-being.

The results of the H4 test that is POS against *work engagement* have a significant. Based on these results, it is concluded that if POS increases, then employee *work engagement* will also increase. [7] reveals that work attachment consists of vigor, dedication, and *absorption*. H5 Test results are *work engagement* against *turnover intentions* have a negative and significant effect. Based on these results, it is concluded that if employee *work engagement* increases, then employee *intention turnover* will also decrease. [14] revealed that *work engagement* is a positive work situation that improves organizational performance. Employees who are deeply involved with their organization's work, will have an impact on how to treat colleagues for the better, help others improve work success, continue to improve work-related skills, be very active and show performance in and out of roles.

The results of the H6 test, the role of *work engagement* as a mediation between the influence of organizational commitment and turnover intention, have a negative and significant influence. Based on these results, it is concluded that if *work engagement increases*, it will increase employee organizational commitment and ultimately *employee turnover intention* will decrease. The results of the H7 Test, the role of *work engagement* as a mediation between the influence of POS and turnover intentions have a negative and significant influence. Based on these results, it is concluded that if work engagement increases, employee POS

increases, while employee *intention turnover* will also decrease.

## 6. CONCLUSION

Based on the results of previous hypothesis tests, the results of the study concluded that at a significant level at the level of 0.05, the influence of organizational commitment, POS and work engagement on *turnover intention* was significantly negative. The results of the analysis of the influence of organizational commitment and POS on *work engagement* at a significant level at the level of 0.05 are positive and significant. The role of *work engagement* as a mediation between the influence of organizational commitment and POS with *turnover intention* exerts a negative influence at a significant level at the level of 0.05.

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