

# Stay or Out: Commitment and Employee Turnover Intentions among Indonesian Employees

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*Abstract. The purpose of this study was to determine the role of the working commitment to the intention turnover in employees in Indonesia. The subjects in the study consisted of 111 employees from Borneo, Maluku and Java from various agencies. The average age of employees is 29.64 years with the number of female employees is a total of 61 and male employees are 50. The study was conducted by using a scale commitment of Meyer & Allen, who have 18 items ( $r = .86$ ) as well as the scale of which has a turnover of Dreher 27 items ( $r = .93$ ). In general, the results showed that work commitment has a role or significance of 63% of the turnover intention. The role has a negative value which means a highly committed employees has a low turnover intention, and vice versa. Not much different, commitment to play a significant role in the employee turnover intention of Borneo, Maluku, Java or partially. In addition, work commitment of Indonesian officials is at the level of medium to high, while turnover was at low levels on the whole among the employees coming from Borneo, Maluku, and Java.*

*Keywords: Commitment, employee, turnover intention*

## Introduction

Turnover intention is the condition of the dissolution of the working relationship between companies with permanent employees (Toly, 2001). Turnover intention resulted in the company being abandoned by their employees to pay back in the recruiting process (Wahyuni, Zaika, and Anwar, 2014), the sustainability of the organization is threatened even the productivity of the company being distracted (Joarder et al., 2011). Aspects of personal and organizational aspects are rated as the cause of an employee doing turnover (Dreher, 1982). Those that found job related factors, organizational factors, and voluntarily vs. involuntary turnover caused turnover (Ongori, 2007), Some of the results from previous research stated that the turnover intention can be inhibited by the conditions of psychological well being of the employees (Amin & Akbar, 2013), work performance (Biron & Boon, 2012), job satisfaction (Mbah & Ikemefuna, 2012), and work commitments (Jehanzeeb Rasheed, and Rasheed, 2012).

Work commitment in an organization is consistency involving the construction of attitudes, beliefs and behaviors of employees (Eslami & Gharakhani, 2012). Commitment is considered to be an important attribute to be owned by employees because work commitments can increase productivity, enthusiasm and loyalty for the company and improves the overall quality of the employee's work. More specifically, the commitment can decrease turnover intention. Commitments can arise for a variety of things, such as the facilities that support employee satisfaction (Abdurrahim, Anisah & Goddess, 2017), and the support of your boss or supervisor that can be channeled through the provision of mentoring (Payne and Huffman, 2005). An employee who does not have the commitment can lead to be less valued by the company, the lack of guidance given by the employer (Payne and Huffman, 2005), if there are unwanted

organizational changes (Widharthana, 2012), then it can lead to decreased employee commitment. Because of the lack of work commitment, there is the emergence of job dissatisfaction (Martin & Roodt, 2008), lack of productivity, and turnover intention can also occur.

Porter, Steers, & Mowday (1974) suggests that the relationship between attitude and strong turnover intention is discovered when the employee intends to leave the organization, so that organizational commitment was found to distinguish between employees who choose to live by the go. Abdurrahim, Anisah & Goddess (2017) state that organizational commitment can press on employee turnover intention. In contrast to the results of research Park, Christie, and Sype (2014) which shows that employees unions considered more committed than non-unionized, but has a larger turnover intention. The relationship between commitment and turnover intention to be positive and it is contrary to the results of other studies. Therefore, further research was conducted by the writers to examine the role of commitment and turnover intention in employees especially those in Indonesia.

## Literature Review

Organizational commitment is acceptance and trust of employees in companies where employees work on the objectives of the company, thereby increasing loyalty, willingness, and pride in themselves will continue to work in the company (Halimsetiono, 2014). Aspects of commitments consisted of (i) affective commitment is a commitment that is based on emotional values of the company, (ii) Continuous commitment is a commitment that describes the needs of employees who want to continue working for the organization because the employee has no other alternative, and (iii) normative commitment is a commitment based on the employee's awareness of their own that work at the company is a

responsibility that must be performed by these employees (Meyer & Allen, 1990).

Turnover intention is a desire of employees of a company to look for work in other companies or in other words want to go out of the previous company (Wahyuni, Zaika, and Anwar, 2014). Model conceptual framework that led to turnover intention consisted in three different concepts, namely (i) the personal aspects, aspects that cause them to do turnover is the level of performance expectation on these employees, (ii) organizational aspects, which includes a reward system of an organization is an organization or situational influence to move the work, and (iii) employee characteristic aspect, the aspect in which the variation of the challenges and attractiveness of the overall work tends to decrease the employee turnover intentions.

The relationship between variables is negative, as stated by Jehanzeb, Rasheed, and Rasheed (2012), that can suppress the organizational commitment on employee turnover intention, so that is considered to bind employees to the company.

### **Method**

This study uses a quantitative approach-survey by sending online questionnaires to get the subject's response. The participants in the study were employees who originally belong to Java, Borneo and Maluku. The total number of respondents was 111 employees aged between 20 to 54 years. The number consists of 61 female employees and 50 male employees. Employees who become participants are employees working at government-owned enterprises and also private social organizations.

The research instrument consisted of turnover intention scale and the scale of commitment. Turnover intention scale is based on the theory of Dreher (1982) which consists of the personal aspects, aspects of the employment characteristics and organizational aspects,  $\alpha = .93$ . The scale consists of 27 items assessed statement with a 5-point Likert scale (5 = strongly agree, 1 = strongly disagree). In addition, the commitment scale used in the study based on the theory of Meyer & Allen (1990). This scale was 18 statement item that serves to measure a person's level of commitment is based on three kinds of commitments, namely affective commitment, normative, and discontinuous,  $\alpha = .83$  assessed with 5-point Likert scale (5 = strongly agree, 1 = strongly disagree).

### **Result**

Analysis of the research data is processed using IBM SPSS Statistics 21 and we choose a simple linear regression test that measures the strength of the relationship and indicate the direction of the relationship between variables. The results showed that the role of commitment to turnover intention is 63% while 37% is the influence from other factors.

Partially, hypothesis testing on employees coming from Borneo showed significant gains in the value of R square of .000 so  $H_a$  is received and  $H_0$  is rejected. A significant result was generated on hypothesis testing for employees of Java (.00) and the Maluku Islands (.00). For the employees of Maluku, R-square values obtained was at .33 or 32.6%, of which 67.4% of the value indicates that the employee turnover intention of Maluku is caused by other factors in addition to commitment. The same thing also applies to employees of Borneo that get results at .82 or 82%, as well as the employees of Java with R square values obtained at .65 or 65%. Remaining 18.9% to 34.6% of employees of Borneo and Java employees also showed that turnover intention is not completely mitigated by the commitment.

### **Discussion**

Although not having fully affect, commitment still has an influence on the turnover intention of employees in Indonesia, and it is in line with the research performed by Abdurrahim, Anisah & Goddess (2017) which states that a commitment has negative correlation with turnover intention. Neither of the employees of the Moluccas, Java, and Borneo have significant results. The highest yield is owned by respondents from Maluku. Differences in demographic, geographic, and culture among the three islands could be a factor causing such a significant difference. As McNerney, et al. (2015) pointed out that the employees who are religious, have a lower turnover intention than the non-religious employees. In addition, gender is considered to have an influence on turnover intention, but the level of education does not really affect it significantly (Chen & Francesco, 2003). Employees from Maluku have the highest yield, that means the commitment factor is the most important factor that must be possessed by an employee to be loyal to the company where the employee works. Also with the employees coming from Java and Borneo, although it does not have the results of an employee from Maluku, they still make the commitment factor an important factor in the work. While in the world of work, commitment is a comparison between the employees who say they want to continue to work with who want to exit the company (Porter, Steers, & Mowday, 1974). The Company shall prepare the programs so as to increase the commitment of its employees, and specifically for the employees who are committed to the job.

### **Conclusion**

From this study it can be concluded that commitment can influence turnover intention in employees of the company in Indonesia as a whole or partially among the employees from Java, Maluku and Borneo. The role of commitment is very significant as it amounts to 63% of turnover intentions. The role is negative which means that when the commitment is high, then the turnover intention is low. It is recommended for further research to develop the role of commitment and turnover intention by adding cultural variables to deepen the study. Besides,

the majority of participants in this study were new employees, and few of the participants were former employees. For further research, participants are expected to be more evenly distributed so that the results obtained accurately demonstrates the phenomenon.

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