

The Influence of Organization Commitment towards Turnover Intention: A Literature Review

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Abstract. This literature review aims to review researches on the influence of organizational commitment towards turnover intention. The review was conducted on 12 national and international research journals from 1974-2017. In this review, the subjects involved consist of various elements of employees, both company employees and teachers. The main results of research reveal that those employees who have work commitment can reduce turnover intention from the company where the employees work, so the companies that can generate the sense of commitment among their employees can save recruitment costs. However, for companies that are unable to produce employees who are committed will incur large costs due to the large number of employee turnovers. The conclusion obtained from this review is that commitment is an important aspect that must be possessed by every employee in any company.

Keywords: Organizational commitment, turnover intention, employee, review

Introduction

Turnover is permanent parting of working relationship between company and employee (Toly, 2001). There are several aspects which may cause employee turnover intention (TI) (Dreher, 1982), one of them is when the employee decides to resign from the company in order to upgrade their quality of work and life. Besides, there are discriminations whether from amount of tasks, or unfair assessment that lead to turnover intention, such as different incentive between employees. There are also several aspects that may decrease the intensity of turnover such as the awareness of psychological well-being (Amin & Akbar, 2013), work performance (Biron & Boon, 2012), work satisfaction (Mbah & Ikemefuna, 2012), and also job commitment (Jehanzeb, Rasheed, & Rasheed, 2012) in employee self.

Organization commitment is a construction that tries to explain the consistency which involves attitude, confidence, and behavior (Eslami & Gharakhani, 2012). In working world, the company values an employee's commitment as something very crucial because it will increase the productivity, working spirit, enhance the employee's loyalty and decrease turnover intention. Commitment will increase by several factors which are 1) by providing work facilities to support employees work satisfaction (Abdurrahman, Anisah, & Dewi, 2017), 2) being given support by the superior or supervisors which can be implemented through mentoring programs (Payne & Huffman, 2005).

If the employee has no commitment, the result will be the opposite. Underappreciated, receiving less mentoring programs from supervisor (Payne & Huffman, 2005), unwanted organizational change (Widhaharthana, 2012) may decrease employee commitment. Because if there is no commitment, it will lead to work dissatisfaction

(Martin & Roodt, 2008), the decrease of work productivity, and turnover intention.

Abdurrahman Anisah, & Dewi (2017) stated that organizational commitment can push employees turnover intention. Porter, Steers, & Mowday (1974) declared that the relation between attitude and turnover intention is clearly seen when the employee has the intentions to leave the organization, so organizational commitment is found to differentiate between employees who want to stay and those who want to quit. For example, according to Park, Charles, & Sype (2014), in union company, employees are considered to be more committed than in non-union. But, they have bigger turnover intention. It is because employees in a company with labor union have solidarity (for example: labor organization) but they are bound with many rules that are susceptible to hostile changes compared to non-labor union. Therefore, commitment can differentiate labors that have higher or smaller turnover intention.

The review is compiled to review the influence of work commitment towards turnover intention through 12 research journals measured from company employees and teachers who worked in certain agencies.

Literature Review

Turnover intention is a phenomenon that will harm the company, if this is a common occurrence, then the company will have to pay huge amounts of money to anticipate it (Hall & Smith, 2009). Turnover intention is an employee's intention to find other alternative job (Tett & Meyer, 1993).

Dreher explained that there are three conceptual framework models that cause turnover intention which are as follows (i) Personal aspect: where turnover is based on the level of intention of working for that employee personally, (ii) Job characteristic aspect: Variations of challenge and excitement can affect the

intention to leave company for the employee. (iii) Organizational aspect: Differences of reward system in an organization is organizational or situational influence towards intention to change job (Dreher, 1982).

Eslami & Gharakhani (2012) stated that definition of organizational commitment is a construction that tries to explain consistency including trust, behavior and attitude of the employee. Besides, according to Halimsetiono working commitment is level of trust and acceptance of employee towards company goals, therefore loyalty, willingness, and satisfaction inside employee's self will increase and the employee will keep working in that company (Halimsetiono, 2014).

According to Meyer & Allen (1990), there are several aspect (i) Affective aspect is commitment based on emotional aspect towards the company, (ii) Normative commitment is commitment based on self-awareness related to responsibilities that should be done by the employee who works in the company, (iii) Continuation commitment is commitment that describes employee necessity to keep working because the employee does not have other option.

Discussion

Twelve journals available about the influence of organization commitment towards turnover intention have been reviewed. The purpose of this review is to give understanding especially in turnover intention to the readers. After a short review, discussion will be delivered regarding each aspect of the review.

Based on the Table above, it can be seen that work commitment can affect turnover intention, means the higher the employee commitment, the lower turnover intention that the employee has (Abdurrahim, Anisah, & Dewi, 2017; Jehanzeb, Rasheed, & Rasheed, 2012; Salleh, Nair, & Harun, 2012). The results may lead to higher demand in working commitment for every employee, either new employees or senior employees, and obviously it is a duty of Human Resources (HR) division to be more selective in choosing the right candidates. In working world, commitment is a key aspect in determining employee who will choose to stay and the one who will choose to leave (Porter, Steers, & Mowday, 1974), or in other words commitment is measurement standard for company to see loyalty and acceptance of their employees. There are many factors in giving commitment to company, but certainly not all employees have constant commitment, in other words each employee gives different reaction towards different aspects, for example it can be seen from demographic aspect of the employee.

Based on the demographic aspect, the employee gender can moderate the relation of organizational commitment and turnover intention, but education does not moderate the relation of both variables (Chen & Francesco, 2003). The reason behind that statement is because gender may differ characteristics and attitudes either that has been done or will be done by the employees, while education cannot moderate those

variables because it does not differentiate the personality and behavior of the employee, considering the education level of employees in a company is almost in the same degree. Besides gender, there is culture that is considered to have an influence in the relation.

Tabel. 1 Review of Journals

Year/ Researchers	Variable		
	X		M
Abdurrahim, Anisah, & Dewi. (2017)	Work Satisfaction (X1)	TI	
	Working Commitment (X2)		
Chen, Z. X., & Francesco, A. M. (2003)	Organizational Commitment	TI	Employees demography
Culpepper, R. A. (2011)	Organizational Commitment	TI	
Jehanzeb, K., Rasheed, A., & Rasheed, M. F. (2012)	Organizational Commitment	TI	
Martin, A., & Roodt, G. (2014)	Organizational Commitment	TI	Work Satisfaction
McInerney, et al. (2015)	Organizational Commitment	TI	
Park, H. Y., Christie, R. L., & Sype, G. E. (2014)	Organizational Commitment	TI	Work Satisfaction
Porter, L. W., Steers, R. M., & Mowday, R. T. (1974)	Organizational Commitment	TI	Work Satisfaction
Salleh, R., Nair, M. S., & Harun. H. (2012)	Organizational Commitment	TI	Work Satisfaction
Somers, M. J. (1995)	Organizational Commitment	TI	<i>Absenteeism</i>
Stanley, et al. (2013)	Commitment Profiles	TI	
Widharthan a. (2012)	Working Commitment	TI	Organizational Change

According to Meyer, et al. (2007), culture influences employee commitment in dealing with organizational changes which often affects turnover intention. The occurrence of turnover intention depends on how big the influence of culture is towards commitment which may lead to the decision to leave a job or not. If the culture taught the employee to respect each other and have strong mental and physical abilities to perform a job because they are important things, turnover intention will be decreased, if otherwise, employee turnover intention may rise. Not only demographic aspect which are gender and culture that can influence commitments, but

religiosity could also influence employee commitment towards turnover intention. For example, McInerney, et al. (2015) a teacher of religious school has higher affective commitment towards organization compared to non-religious teachers who have higher normative commitment to their profession. Besides religion, the relation between commitments towards turnover intention can be seen from work location as stated by Park, Christie, & Sype, (2014). In union company, employees have more commitments than non-union labor, but they have bigger turnover intention.

Other than demographic aspect, there are also other aspects that may influence commitment relations towards turnover intention. Salleh, Nair, & Harun (2012) explained that even if employees feel quite satisfied with work satisfaction aspect excluding salary, they still have moderate level of commitment or they may still have high intention to leave the company. It is because even the employees are satisfied to their job, they still have strong desire to upgrade their quality by choosing better job than the current one. Even Martin & Roodt (2014) also concluded that commitment do not have strong correlation as well as work satisfaction influencing turnover intention. That statement strengthened the research of Salleh, Nair, & Harun which concluded that work satisfaction can highly influence turnover intention compared to the commitments itself. Besides work satisfaction, one of other factors that can influence employee commitment towards turnover intention is organizational change, where Widaharthana (2012) stated that organizational change can mediate negative relation between commitment to the organizational change and intention to leave the company. Organizational change may have good or bad impact, depends on how the employees interpret it. The change can influence work commitment to increase or decrease employees turnover intention. For example, if an employee has commitment and company has positive change of organization, employee turnover intention will be decreased.

From the aspects of commitment (affective, normative, and continuation), each aspect has different impacts. Somers (1995) stated that affective commitment appears as the most consistent variable and it is the only aspect that has positive correlation to turnover intention and absenteeism, according to Stanley, et al. (2013), an employee with affective commitment tends to look dominant compared to the employee with other commitment aspects, in other words the employee who has high affective commitment is the most likely to have turnover intention compared to employees with other commitment aspects. Normative commitment only correlates to self parting and continuation commitment interacts with affective aspect in predicting work parting and absent. Regardless of the dominant or passive commitment aspects, employees who had commitment could decrease turnover intention compared with the employee with no commitment.

Conclusion

Based on the above discussion, it can be concluded that work commitment can influence turnover intention, and it can also be mediated by the other factors such as organizational change or employee satisfaction. The advice for the next researcher is to do meta-analysis in researches about organizational commitment towards turnover intentions.

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