

If you can survive, then you will stay: Resilience and Turnover Intention on Employees

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Abstract :This research aimed to understand the effect of resilience on turnover intention on employees. There were 78 respondents in this study, consisting of 44 men and 34 women who were actively working in an institution, civil servant, education, and entrepreneurs with an age range of 23 to 53 years old. Random Sampling Technique was used to get the sampling data. The research instrument which is used in this study was the Likert Scale of Aloba, Olabisi, and Aloba (2016) and the Turnover Intention Scale is adapted from Dreher's Scale (1982). This scale was distributed via online media then the results were analyzed using SPSS with a Simple Regression Test. The result of this research illustrate that there was significant value of 0.017 (sig <0.05), which means that resilience has significant effect on Turnover Intention on Employees, and the percentage role of resilience in influencing turnover intention was 73% while the rest of 27% was influenced by other factors.

Keywords: Resilience, turnover intentions, employee

Introduction

All of organizations, turnover intention of employees has become one of the major challenges. Turnover is the turn of worker or rotation of worker on employee, such as inter-company, job position, between the state of the job, and unemployment (Ongori, 2007). In addition, turnover is a psychological desire of employee to resign from a job and left the organization. Turnover rate illustrates how long an employee stays connected to one organization (Yamazakia & Petchdee, 2015).

Organizations around the world pay much attention to this issue, because they know that there is a high turnover in employees that can slow the performance and productivity of organization, and also be able to increase organization cost with purpose to recruit the new employees. There are several sources that can lead to turnover of employees. Economic, psychological, and organizations are symptoms that can lead to their turnover intention on employees (Ahmed, Sabir, Khosa, Ahmad, and Bilal, 2016), The stability of organization is one of the factor that causes employees to turnover. Organizational instability has proven to have a high tendency for employees to turnover. The indication is that employees are more likely to stay when in supportive and stable work environment, this is because being in a stable organization, they will be able to predict their career progress (Ahmed et al., 2016).

There are several factors which in part are beyond management's control such as the death or incapacity of employees (Simon & Kristian 2007).

The internal factors are important in influencing their turnover is work stress. One of the condition of work-related to stress occurs when employee can not face excessive pressure. In general, work stress is type of stress which associated with the work environment or factors relating to the individual working environment. Changes in work activities such as new technology or purpose can cause work stress. Work stress can be minimized when employees have good resilience. There was research that showed that someone resilience influenced the intensity of turnover, when employees had low resilience their turnover intensity would be high (Ghandi, Hejazi, and Ghandi, 2017).

Resilience arised from the positive psychology. Resilience was the ability to withstand the pressure or problem and was able to handle it. Resilience could be considered as process of adaptation against difficulties and stress. Resilience of individual tended to recover of trauma and describe a set of characteristics that help them to handle the life's challenges, so that the likelihood of an individual doing turnover tends to be low (Eley et al., 2013). Resilience allowed an individual to be successful in spite of being the face of adversity, as well as overcome the constitutional variables such as temperament and personality (Stuntzner & Hartley Stuntzner, 2014). Factors which shaping resilience such as impulse control, optimism, self-efficacy, the cause analysis of the problem, emotion regulation, reaching out, and empathy (Rievich & Shatte, 2002),

Based on the explanation above, it could be understood that the importance of turnover

intention on employees in organization and that was one of factors that might influence turnover intention, namely employee resilience and also the lack of research discussing according to the two issues, the researchers wanted to examine the effect of resilience on turnover intention. The aim of this study was to find out whether there was resilience effect on turnover intention on employees.

Literature Review

Turnover intention

According to Griffeth (2000) described turnover intention was caused by the level of job satisfaction and organizational commitment which was low. Job satisfaction was an attitude that most influence on turnover intention. The study showed that job satisfaction was closely related to the process of self-cognition withdraw. Based on the results of previous research, to triggered person to resign of the organization, was caused by dissatisfaction with the salary received (Wang et al., 2010). Organizational commitment was the most influential factor of intention to leave than job satisfaction. Organizational commitment could be distinguished from job satisfaction. Commitment referred to individual emotionally response to the entire organization, while satisfaction led to emotional responses on specific aspects of the job.

There were several aspects that influence the turnover. First ie salary, when the employee's salary was not as it should be the intention of employee to resign would also be high. Second, integration was the level of participation or involvement of employees in relation to the principal organization. If employees were not involved, then the turnover intention of employees would be high. Third, employee performance, when the employee performance was good then they turnover intention would be low. Fourth formal communication, which was associated with the dissemination of information among members of social system organization. Formal communication of organization was the considering factor of turnover, usually conducted in the form of feedback on employee assignments and communicated against the changes and important information of the company. Reliable formal communication channels were good in reducing turnover intention of employee. The fifth was the centralization was the level where power was concentrated in social system. Experience organization that was focused on the leader would be at great risk for the occurrence of turnover (Mobley, 1982).

Resilience

Resilience was an individual's ability to face the challenges, resilience would appear when individu faced difficult experience (Rojas, 2015; (Tugade & Fredrickson, 2004). Resilience had four basic functions, they were: first to face the difficulties experienced in the past. Second, to face difficulties in daily life, for example, which was to deal with conflicts between colleagues or family and deal with situations that were not desirable. Third, to work for people who experience traumatic event to be able to be resuscitated. Fourth, to achieve the desired performance. Resilience could help individuals to optimize the potential of individual (Rieivich & Shatte, 2002).

Herman et al., (2011) resilience had three causing factors, they were: personality factors, biological factors, and environmental factors. Personality factors such as the characteristics of personality, self-efficacy, internal locus of control, optimism, positive self-concept, demographics (age, gender, ethnicity), toughness hope, emotion regulation, and so on. In biological factors, explained that the early environment of individuals influenced the development and function of the brain structures. In addition, there were researches suggested that there was significant correlation between the results of EEG with resilience in children aged 6-12 years old. The last was environmental factors, such as social support, including relationships with family and peers, and family stability. In addition to the family and peer environment, there was a wider context of community such as a good school environment, good community service, cultural factors, and spirituality.

Methods

This study used quantitative approach that used the data in the form of numbers as tool to analyze the data that had been obtained. Quantitative research design used in this research was simple regression. The study design was used to determine the effect of variables, independent variable in this study was resilience and dependent variable was turnover intention. The researcher used this design in this study to determine the effect of resilience against turnover intention.

Subjects in this study were 78 respondents, that consisted of 44 men and 34 women with an age range of 23-53 years. Subjects in this study were employee of the SOE, civil servants, school, self-employed. In determining the sample study, researchers used simple random sampling method in which the sample used in this study were withdrawn at random without regard to the strata

contained in population. Defined characteristics that men and women in this study were being actively working.

The instrument used in this study was Likert scale which this was Psychometric scale and usually used for questionnaire and widely used in survey research. This study used three scales namely turnover intention scale, and resilience scale. Scale that used consisted of four multiple choices answers, they were 1 (Highly Inappropriate/STS), 2 (Unsuitable/TS), 3 (Neutral/N), 4 (Appropriate/S), 5 (Highly Appropriate/SS).

Turnover intention scale used in this study was adopted based on the theory of Dreher (1982), had 28 items were obtained from three aspects ie. personal aspects were 10 items, occupational characteristics aspects were 9 aspects, and organizational aspects were 9 items. Furthermore, the resilience scale was adapted from scale which owned by Aloba, Olabisi, & Aloba (2016) which had five aspects, that were individual competence, tenacity, and high standards aspects were 2 items, tolerance to the negative effects aspect was 1 item, acceptability the change aspects were 2 items, control aspects were 3 items, and the influence of spirituality were 2 items.

The procedures in this study had three stages, they were preparation, execution, and the last was the data analysis. The first was preparation, the preparation stage began with the deepening material that would be used for research, followed by making the measurement instruments that were scales of resilience and turnover intention. After that, the researcher adapting scale to be used. After adapting the scale, the researcher conducted try out by distributing them to random subject, and then try out results would be processed and evaluating whether the questionnaire was appropriate or not. Furthermore, the researcher selecting the subject based on the characteristics that had been determined by researcher.

The second stage was execution. Here, researcher distribute the scales to the 78 respondents who had been previously selected based on the criteria that had been determined by researchers. For large-scale deployment, researcher distributed via online. Each subject was given two scales that were scales of resilience and turnover intention.

The third stage in this study was data analysis process. The researcher analyzed the results of the whole process of intervention. The data had been obtained from the scoring scale that had been distributed then inputted to excel and then made some data analysis using SPSS for Windows version 21. The first analysis was conducted normality test by using Kolmogorov-Smirno-Z to

determine whether the obtained data were normally distributed, then followed by linearity test to determine whether the three variable which had linear relationship or not. If normality and linearity test had been conducted then followed by hypothesis testing using simple regression test.

Results

The first result obtained was assumption test result. Assumption tests that made were normality test and linearity test. Based on normality test by using Kolmogorov-Smirno-Z, the result showed that the Sig. (2-tailed) was 0.948 ($p > 0.05$), so that the data in this study was distributed normally.

Linearity test has significant result was 0.928 ($p > 0.05$), it could be concluded that the relationship between the variables of resilience and turnover intention was linear. Due to data obtained was distributed normally and linear, could be conducted hypothesis test.

Based on hypothesis test, it was known that sig value = 0.017 (sig < 0.05), this showed significant data, which meant that there was resilience effect on turnover intention. Here also could be seen that the magnitude of relationship between two variables, that were $R = 0.271$, and the percentage of resilience role in influencing turnover intention by 73%, while 27% was influenced by other factors, it was shown on the value of R Square was 0.073.

Discussion

Actually, there had been little research which conducted to understand the turnover intention on employee, whereas turnover intention of employees was very important for an organization. Turnover on employees caused losses to the organization. Losses itself were divided into two, that were, the loss of direct costs and indirect costs. The direct costs associated with the loss of time and money to recruit, hire and train employees. While the indirect costs were due to the decrease in production and service organizations during hiring process or hire employees who did not have experience. Some companies were being frustrated when they learned that the recruitment process had managed to get the staff, turned out to be futile because the staff were recruited but after that chose a job in another organization. Recruiting, selecting, and training for new employees often spent a lot of costs, so the higher the turnover rate, the higher the expenditure (Frederiksen, 2016; Ongori, 2007; Pradifa & Welly, 2014),

Their turnover intention usually appeared due to the work stress which caused discomfort in

working such as wages which was not fit, did not get involved in activities or decisions that were important, the low employee performance, disillusionment on the leader, and discomfort in the field work. When individual experienced situations that caused work stress, people began to experience stressful situation in different ways. In fact, individual faced the capacity and lower energy for optimal performance whether conscious or unconscious at the time of increased stress. If they continued to deal with factors that suppress, there would be a weakening in many ways, like-performance, job satisfaction, commitment, and motivation. All of this could be minimized if an individual had a good resilience (Ghandi et al., 2017). So it could be concluded when employees had good resilience, then the turnover intention on employee would be low, if the employee did not have good resilience, the employee would have many problems were not resolved, and led to high turnover intention on employee.

This was in line with studies that had been conducted on 78 respondents which indicated that there was significant relationship between resilience and turnover intention. Resilience on employee influenced turnover intention on employee. This showed that the significant value which was equal to 0017 and the effect of resilience on turnover intention which amounted to 73%. The result is also supported by the results of research conducted by Ghandi et al., (2017) which illustrated that resilience had significant effect on turnover intention. When an individual had good resilience, then the individual would be able to face the work stress. Additionally, individual would have the good job satisfaction. Both of these were made the turnover intention on employee being low.

Based on the results and discussion that were outlined above, did not mean that this study did not had any limitation. Limitations of this study was in the number of subjects and not representative of the entire population of employees throughout Indonesia, in addition, researchers also not incorporate with the elements of local culture acculturation in this study. Next, in distributing scale, the researcher didn't meet directly the subject of research, because the scale was distributed via online.

Conclusion

This study was conducted to understand the influence of resilience against the turnover intention on employee. According to study that had been conducted, it could be concluded that resilience had significant influence of turnover

intention on employee. When the resilience of employee was high, the turnover intention on employees would be low. In addition, the role of resilience in influencing the turnover intention on employee was great enough that was 73% and the rest of 27% was influenced by other factors. For further study, it is recommended to use the respondents in larger numbers and could be examined by involving local cultural background.

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