

The Effect of Organizational Commitment and Organizational Support as Intervening Variables to Turnover Intention of Employees

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Abstract—Turnover intention is an interesting discussion at this time for a company because the turnover will disrupt the operations of the company both in terms of cost and time. The high turnover rate in a company is a result of turnover intention on very strong employees. Organizational commitment influences turnover intentions on employees because organizational commitment is a factor that encourages employees to remain loyal to the organization. Organizational commitment also indirectly influences turnover intentions through organizational support. Associative research is applied to find out the relationship between two or more variables. The results of calculations giving the standardized coefficients beta value of Organizational Commitment in equation 1 equal to 0.469 is the path value p_2 and is significant at 0.001. While the value of $e_1 = \sqrt{1 - 0.220} = 0.883$. The calculation results give the standardized coefficients beta value for Organizational Commitment in equation 2 of 0.224 which is the path value of p_1 and significant at 0.157, while the standardized coefficients beta value for Organizational Support in equation 2 is -0.36 is the path value of p_3 and is significant at 0.023. The value of $e_2 = \sqrt{1 - 0.107} = 0.945$.

Keywords—organizational support; organizational commitment; turn over intention

I. INTRODUCTION

Employees are organizational assets. Organizations must be able to retain employees if they want to achieve their intended goals. Loss of employees will disrupt organization's operational activities. For this reason, important conduct research on the desire of employees to turnover. A survey in December 2015 of 3,500 respondents showed that 65.8% had a desire to work after working for 12 months. The survey was strengthened by the results of the stud. The same study was conducted by Global Human Resources, where the turnover intention of all industries is still high.

Cirebon Port Hospital is a class C hospital in the city of Cirebon. Port hospitals have high employee turnover rates. Starting from January 2016 to January 2017, it is found almost every month that employees decide to stop working. The average employee who decides to leave after working for are approximately 12 months. He said many employees decided to

leave with various reasons. On the other hand, less number who go out to work for less than 12 months.

Turnover Intention desires arise among the individuals in order to no longer be part of the organization. In other words, an individual has permanent permanence to no longer be part of the organization where he works [1]. The intention occurs permanently, because the individual has no strong desire to become part of the organization. Although it has not been decided to leave, the organization is required to provide some roles that left behind.

While turnover intention is the willing or desires of every individual to be no longer part of the community, in contrast Organizational commitment is a concept of how individuals behave in carrying out their roles in the organization. The high and low commitment can be seen from how enthusiastic the individual is in carrying out his role in the organization. A study reveals that organizational commitment is as a desire for some workers to remain members of the organization [2]. Whereas according to Meyer and Allen [3], commitment in organization is a characteristic of the relationship between members of the organization and its organization and has implications for individual decisions to continue membership in organization.

Organizational support is one of the needs of employees in a company. Organizational support is measured by the extent of employee confidence in the appreciation of the contributions that individuals make to the organization. The size of the award is measured through the level of welfare felt by individuals [4]. High commitment characteristics reflect the feeling of acceptance by an employee to remain in the company in order to achieve company goals and values. In addition, the dimensions of organizational commitment are affective, continuance and normative commitment. Indicators of organizational commitment are emotional relationships, identification, and involvement, awareness of members, having needs, attachments and continuing to be in the organization. What is meant by turnover intentions in this study are the initial symptoms experienced by employees where there is a desire to leave a company. Indicators of turnover intentions are organizational policies, work regulations, performance

standards, career opportunities, supervision, location (geography) and personal or family reasons.

Accordingly, this triggers the researcher to conduct a study in Cirebon Port Hospital Employees by formulating two research problems (1) How organizational commitment directly affects organizational support; (2) How indirect organizational commitment affects turnover intention through organizational support as an intervening variable.

II. RESEARCH METHODS

In order to determine the relationship between causality between variables or more, this study applied associative research method [5]. In this study the linkage of causality studied was commitment, organizational support and turn over intention. Population of the study was the employees in Cirebon Port Hospital by using probability random sampling technique. The technique was decided based on the characteristics of respondents that can be found at certain times and places. Validity and reliability tests were conducted to test the validity of the research instrument (questionnaire) that will be used for data collection related to the researcher variables.

In order to avoid biased and inefficient measurement value of a multiple linear regression equation with the least squares method. Normality Test was applied. It was aimed to find out whether research data was normally distributed or not. Multicollinearity test was also completed to find out to have a correlation between independent variables.

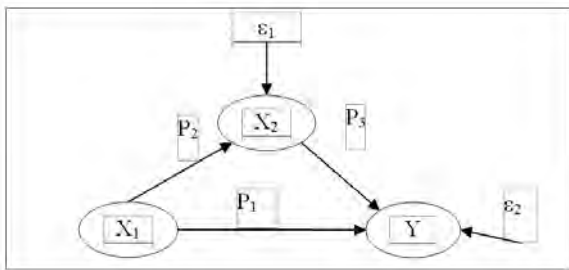


Fig. 1. Path analysis model.

To examine the effect of intervening variables, path analysis method was applied. It is an extension of multiple linear regression analysis to estimate causal relationships that have been predetermined based on theory.

III. RESULTS AND DISCUSSION

Output results from Corrected Item-Total Correlation for all statement items stated Organizational Commitments, Organizational Support, and Turn Over Intention are declared valid. The calculation results show the Kolmogorov Smirnov value > 0.05 that is 0.079 > 0.05, so the residual data is normally distributed. All independent variables have a tolerance value of 0.780 > 0.10 or equal to the VIF value of 1,281 < 10. Thus it can be said that there are no symptoms of multicollinearity between independent variables. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal causality relationships that have been predetermined based on theory.

A. Structural Equation 1

The results of calculations using the SPSS 23 for Windows program are obtained as follows:

TABLE I. R2 VALUE OF STRUCTURAL EQUATION 1

Model Summary ^b				
MModel	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,469 ^a	,220	,203	8,523

^a. Predictors: (Constant), Organizational Commitment.
^b. Dependent Variable: Organizational Support.
 Source: primary data processed.

TABLE II. ANOVA STRUCTURE EQUATION 1

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	980,763	1	980,763	13,503	,001 ^b
	Residual	3486,457	48	72,635		
	Total	4467,220	49			

^a. Dependent Variable: Organizational Support.
^b. Predictors: (Constant), Organizational Commitment.
 Source: primary data processed.

TABLE III. COEFFICIENTS VALUE OF P2 PATH

Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	
(Constant)	17,146	12,900		1,329	,190
1 Organizational Commitment	,443	,120	,469	3,675	,001

^a. Dependent Variable: Organizational Support.
 Source: primary data processed.

The results of calculations giving the standardized coefficients beta value of Organizational Commitment in equation 1 equal to 0.469 is the path value p2 and is significant at 0.001. While the value of $e1 = \sqrt{1 - 0.220} = 0.883$.

B. Structural Equation 2

The results of calculations using the SPSS 23 for Windows program are obtained as follows:

TABLE IV. R2 VALUE OF STRUCTURAL EQUATION 2

Model Summary ^b				
MModel	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,327 ^a	,107	,069	2,554

^a. Predictors: (Constant), Organizational Support, Organizational Commitment.
^b. Dependent Variable: Turnover Intention.
^c. Source: primary data processed.

TABLE V. ANOVA STRUCTURE EQUATION 2

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	36,837	2	18,419	2,823	,070 ^b
	Residual	306,683	47	6,525		
	Total	343,520	49			

^a. Dependent Variable: Turnover Intention.
^b. Predictors: (Constant), Organizational Support, Organizational Commitment.

TABLE VI. COEFFICIENTS VALUE OF LINES P1 AND P3

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14,899	3,937		3,784	,000
1 Organizational Commitment	,059	,041	,224	1,438	,157
Organizational Support	-,101	,043	-,366	-2,345	,023

^a Dependent Variable: Turnover Intention.
Source: primary data processed.

The calculation results give the standardized coefficients beta value for Organizational Commitment in equation 2 of 0.224 which is the path value of p1 and significant at 0.157, while the standardized coefficients beta value for Organizational Support in equation 2 is -0.36 is the path value of p3 and is significant at 0.023. The value of $e2 = \sqrt{1 - 0.107} = 0.945$.

IV. DISCUSSION

Organizational Commitment decreases, Turnover Intention will not be affected. No direct effect of Organizational Commitment to Turnover Intent showed that Cirebon Port Hospital employees had other causes that could influence their desire to leave the hospital apart from Organizational Commitment. It is suspected that there are several other causes including moving residence, the existence of multiple role conflicts for female employees and compensation.

Organizational Commitment has an influence on Organizational Support, this shows that Cirebon Port Hospital employees have a good commitment to their work. While Organizational Support has an influence on Turnover Intention

and the effect is negative this means that the higher the Organizational Support, the lower the Turnover Intention. The influence of Organizational Support on Turnover Intention is moderate. Cirebon Port Hospital employees are less than optimal in understanding Organizational Support. Lack of understanding of Organizational Support provided by Cirebon Port Hospital to employees can be seen where employees sometimes cannot receive praise and awards that have been given by Cirebon Port Hospital for the success that has been achieved, employees do not feel at ease working in Cirebon Harbor Hospital for various reasons, employees sometimes lazy to take part in the training provided by Cirebon Port Hospital for personal reasons.

V. CONCLUSION

Based on the results of statistical data processing analysis, it can be concluded that Organizational Commitment has no direct influence on Turnover Intention. However, it has an indirect influence on Turnover Intention through Organizational Support as an intervening variable.

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