

Conference Paper

The Relationship Between Organizational Commitment and Employee Turnover Intention in PT. X Mojokerto

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The turnover intention for employees occurs in every company, including PT. X Mojokerto which is located in Jabon District, Mojokerto Regency. The purpose of the study is to empirically examine whether there is a relationship between organizational commitment and employee turnover intention in PT. X Mojokerto. A quantitative approach is used in this study with a descriptive correlational research design. Correlational research was used in the design of this study, where this study illustrates the presence or absence of relationships between the variables to be measured. There are 57 employees of PT. X Mojokerto who were recruited through accidental sampling. The instruments were the OC organizational commitment scale and the Turnover Intention Scale 14 (TIS-14). The data analysis techniques used in the study are descriptive analysis and Pearson Product Moment correlation data analysis techniques. Descriptive analysis aims to describe organizational commitment and turnover intention. The results showed a significant negative relationship.

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Published 21 November 2022

Publishing services provided by
Knowledge E

Keywords: organizational commitment, turnover intention, employees

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Selection and Peer-review under
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1. Introduction

The current era of globalization is a time of many changes as well as various challenges and threats in various fields. Challenges regarding various changes and developments must receive serious attention by various parties including business owners or company managers in managing their businesses and organizations. Companies must realize how important human resources are in the competitive process. Companies must be able to maintain their human resources properly. Based on the results of a survey conducted in the Deloitte Millennial Survey [1] shows that 66% of employees will turnover or leave their company. Putra and Prihatsanti [2] Meanwhile in Indonesia, around 10%-12% of employees turnover every year. Both surveys show that there is significant employee turnover behavior. Employees have the turnover intention because they expect better circumstances. Along with the contract system that is currently widely applied by many

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companies, employees become more anticipatory early on before being laid off by the company Putra and Prihatsanti [2] Putra and Prihatsanti [2] said that the non-provision of a good future by the company is sometimes also the cause of outstanding employees having the turnover intention at companies that seem better their future

The turnover intention for employees occurs in every company, including PT. X Mojokerto which is located in Jabon District, Mojokerto Regency. Based on data obtained from company data and HRD staff of PT. X Mojokerto in the last 4 years found that the flow of employees in and out of the company is quite high, this is shown by the percentage of 40%. As a labor supply and distribution company, PT. X Mojokerto certainly gets a negative impact from the number of employees who leave and work for less than 6 months. As stated by Aamodt [3], there are two impacts of high employee turnover, namely visible and invisible impacts The visible impact is usually in the form of additional costs such as recruitment advertisements, selection processes, and placement of new employees as well as training costs for new employees. Meanwhile, the invisible impact can be in the form of a decrease in productivity due to the loss of employees and employees who are still surviving have to work more. In line with the opinion of Stamolampros et al. [4] that the turnover of employees is very important for an organization because of the costs resulting from talent loss, severance pay, additional work / recruitment and training and reimbursement, as well as the difference between the performance of those who leave the organization and the performance of newcomers. Employees had various reasons so they decided to leave; this is in line with Sakina [5], that there are many reasons behind employee turnover. From the results of the initial survey with various field coordinators, it shows that the employees who leave are caused by various things such as decreased responsibilities, frequent absences, poor relationships with superiors and co-workers, the company's physical environment, inappropriate salaries and other organizational culture related to employee behavior in the work environment.

Turnover intention is an early sign of the emergence of reactions from turnover itself or also known as actual turnover, because this is evidenced from the research of Mobley et al. [6] which said that there is a significant correlation between turnover intention and actual turnover In a study conducted by Griffeth [7] stated that the occurrence of turnover intentions was due to a low level of organizational commitment Chughtai and Zafar [8] also stated that fostering organizational commitment among employees is very important, since employees who have a high commitment to their organization tend to last longer in the workplace. Mobley et al. [6] also mentioned that the factors that cause employees to have the turnover intention are organizational commitment . In

addition, there are many studies that support the relationship between organizational commitment and turnover or the desire to move.

This organizational commitment must be owned by every human resource in the organization including human resources owned by PT. X Mojokerto itself. The importance of human resources having an organizational commitment because McInerney et al. [9] described that organizational commitment is one of the factors that have a major influence on the occurrence of turnover intentions in the organization.

Several studies related to organizational commitment with the turnover intention have been carried out by both researchers and practitioners who focus on this field. Research that discusses this includes research conducted by Sianipar and Haryanti [10] regarding the relationship between organizational commitment and job satisfaction with turnover intentions in employees in the production sector of CV. X, the research showed the results of the relationship between organization commitment and turnover intentions. Another study conducted by Handaru and Muna [11] concluded that organizational commitment and turnover intentions have a significant relationship. In addition, Hussain and Asif [12] also concluded that the research they conducted in Pakistan also had results where organizational commitments provided negative support for turnover intention

The great influence of the turnover intention in hindering the smooth running of the company to achieve its goals, the researchers want to find out empirically about whether there is a relationship between organizational commitment and the turnover intention in employees of PT. X Mojokerto. The benefit of this study is that companies are expected to pay more attention to the work commitment of their employees so that the turnover intention is reduced. Companies can also use this study as a consideration to pay attention to the work commitment of their employees by creating programs to increase their employees' organizational commitment. Thus the employees' moving intention may decrease.

2. Literature Review

The turnover intention can be interpreted as a strong desire of an employee to move or leave his organization. Wickramasinghe and Wickramasinghe [13] A person's tendency to stop working or join an organization of his own free will voluntarily can also be referred to as a Turnover intention .

Jacobs and Roodt [14] explains that employees' turnover intention can be measured using three aspects, namely: a) Personal, related to individuals such as interest in work. b) Organization, related to organizations such as salaries, systems, culture, as well as

the conditions and situations of the organization's environment. c) Characteristics of the work, related to the standards, values, as well as the wishes of the employee about the type of work done by the employee.

According to Moorhead and Griffin [15] a person's behavior that describes how deeply known and attached to the organization is called organizational commitment. Organizational commitment is also defined as an encouragement for employees to maintain their status in the organization and are willing to make high efforts to achieve organizational goals.

Allen and Mayer [16] developed a theory of the three components of organizational commitment. The proposed model of organizational commitment consists of: affective commitment, continuance commitment, and normative commitment. These three components are not commitment types but rather these components are interrelated from one construction.

Allen and Meyer [16] Affective commitment is "employee's emotional attachment, identification, and involvement of employees in the organization". Allen and Meyer [16] Continuance Commitment is the awareness of the disadvantages associated with leaving the organization". Allen and Meyer [16] Normative commitment is a feeling of obligation to continue the work.

3. Method

This study uses a quantitative approach. Correlational research was used in the design of this study, which this study illustrates the presence or absence of relationships between the variables to be measured. There are two variables measured in this study, namely variable (X) the organizational commitment and variable (Y) the turnover intention of PT. X Mojokerto's employees.

The population in the study is the total number of individuals in a group of objects that will be empirically observed. In this study, the population was employees of PT. X Mojokerto, Mojokerto, East Java. According to the data provided by HR of PT. X Mojokerto there are 100 employees working at PT. X Mojokerto, Mojokerto, East Java. Based on the Slovin formula, the population known to be a sample of 57 people was obtained. The sampling technique used by the researcher is accidental sampling. This technique was used because the researcher distributed the questionnaire to all employees of PT. X Mojokerto so that all qualified employees can fill it out.

Data collection of this study uses two data collection tools, namely the scale of organizational commitment and the scale of turnover intention. Validity tests and reliability

tests are carried out on both data collection tools by construct validity methods and reliability tests using internal consistency methods.

Jacobs and Roodt [14] The organizational commitment scale was developed from the organizational commitment scale. There are three aspects on this scale, namely affective commitment, normative commitment, and continuance commitment with a total of 17 valid items ($\alpha=.835$).

Jacobs and Roodt [14] The second scale uses the turnover intention scale was measured using a Turnover Intention Scale which developed from TIS-14. This scale has 3 aspects, namely Personal, Organizational, and Job characteristics with a total of 11 valid items ($\alpha = .777$).

In both instruments each uses a Likert scale with 4 alternative answer choices, namely Strongly Disagree (STS), Disagree (TS), Agree (S), Strongly Agree (SS). Given a score of 1 for strongly disagree (STS), a score of 2 for Disagree (TS), a score of 3 for Agrees (S), and a score of 4 for Strongly Agree (SS). The higher the total score obtained, the higher the level of organizational commitment and turnover intention owned by the subject. Vice versa, if the score obtained is low, then the organizational commitment and turnover intention owned by the subject are low.

The data analysis technique used in this study is a descriptive analysis which aims to describe organizational commitment and turnover intention. The assumption test used in this study is normality test and linearity test. Hypothesis test used Pearson's product moment correlation. The significance value used to see the results of the hypothesis test is less than .05 (Sig. <.05) which means that there is a correlation between related variables.

4. Result and Discussion

4.1. Description of subject characteristics

This study provides a description related to the research subject in the form of characteristics that include the age and position of the subject. It is known that the most age in this study was age in the range of 26-30 years with a percentage of 40,4% and the age with the lowest number of subjects was age in the range of 23-25 years with a percentage of 8.7%. Meanwhile, the data on positions shows that the highest number is the production part with a percentage of 26.4% of the total subject and the position with the lowest number of subjects is the cleaning service division with a percentage of 3.5%.

4.2. Descriptive analysis

The scale of organizational commitment is given to the employees of PT. X Mojokerto with the number of subjects filling in totaling 57 people. The following is a description of the statistics presented in the form of a table.

TABLE 1: Descriptive statistics of organizational commitment scale.

Variable	N	Min	Max	Mean	Std. Deviation
Organizational Commitment	57	17	68	42.5	8.5

Table 1. shows that statistical data is obtained on organizational commitment variables with a minimum value of 17, a maximum value of 68, a mean value of 42.5, and a standard deviation value of 8.5. The categorization based on the obtained statistical data is depicted in table 2.

TABLE 2: Organizational commitment score category.

Category	Norm	Frequency	Percentage (%)
Very Low	$X < 34$	1	1.8 %
Low	34 – 50	54	94.7 %
High	51 – 67	2	3.5 %
Very High	$X > 67$	0	0

Referring to table 2, it can be described that most subjects have low organizational commitment with a percentage of 94.7% of the total 57 subjects.

The next statistical data is the statistical data on the scale of turnover intention. A description on the statistical data on turnover intentions given to 57 subjects is presented in table 3.

TABLE 3: Descriptive statistics of turnover intention scale.

Variable	N	Min	Max	Mean	Std. Deviation
Turnover Intention	57	11	44	27.5	5.5

Referring to table 3, statistical data obtained from the variable turnover intention with a minimum value of 11, a maximum value of 44, with a mean value of 27.5, and a standard deviation value of 5.5. The categorization based on statistical data obtained in this study is depicted in table 4.

TABLE 4: Turnover intention score category.

Categories	Norm	Frequency	Percentage (%)
Very Low	X < 21	5	8.8 %
Low	22 – 32	52	91.2 %
High	33 – 43	0	0
Very High	X > 43	0	0

Based on table 4, it can be described that the subject has the turnover intention in the very low and low categories. Most are at a low turnover intention with the presentation of 91.2 % of the 57 subjects.

4.3. Assumption test

TABLE 5: Normality test results.

Variable	Sig.	Description	Conclusion
Organizational Commitment	.200	P > .05	Normal
Turnover Intention	.163	P > .05	Normal

Based on the results of the normality test on the two variables, each Asymp value was obtained. The sig is .200 >.05 on organizational commitments and .163 >.05 on turnover intentions. Based on these data, it can be concluded that both variables are normally distributed.

TABLE 6: Linearity test results.

Variable	Sig.	Description	Conclusion
Organizational Commitment (X)* Turnover Intention (Y)	.596	P > .05	Linear

Based on the results of the linearity test using SPSS (deviation from linearity) on the variables of organizational commitment and turnover intention, the deviation from linearity value is .596, it can be interpreted that between variables have a linear relationship.

4.4. Hypothesis test

Based on the results of the hypothesis test using Pearson’s Product Moment on the variables of organizational commitment and turnover intention, a significant score (p) of .001 and a correlation coefficient value of -.412 were obtained. Therefore it can

TABLE 7: Correlation test result.

Variable	Sig. (p)	Correlation	Conclusion
Organizational Commitment with Turnover Intention	.001	-.412	Significant with Negative Relationship between X and Y

be concluded that there is a relationship between organizational commitment and the turnover intention with a negative correlation coefficient value which means that between variables have a negative relationship.

4.5. Discussion

The research conducted this time aims to see the relationship between organizational commitment and turnover intention of PT. X Mojokerto’s employees. The subjects used in this study are 57 people who are active employees of PT. X Mojokerto with various positions. Calculations performed on the hypothesis test resulted in a Pearson product moment correlation coefficient value of $-.412$ with a sig value. (p) of $.001 < .05$. The results mean that H1 is accepted, so it can be said that there is a fairly strong relationship between organizational commitment as an independent variable and the turnover intention as a dependent variable. The value of the correlation coefficient indicates that there is a significant negative relationship between organizational commitment and the turnover intention of PT. X Mojokerto’s employees.

The conclusion that can be drawn is if the higher the organizational commitment of PT. X Mojokerto’s employees, the lower the employee’s turnover intention. On the contrary, it also applies if the organizational commitment of PT. X Mojokerto’s employee is low, the higher the employee’s turnover intention. In accordance with the statement of Agus and Selvaraj [17] that the increase in organizational commitment can be related to the low turnover intention. Umam [18] also stated that one of the factors that make employees think about staying in a company is organizational commitment. This is relevant to research conducted by Santoso et al. [19] which stated that there is a significant and negative relationship between the turnover intention and organizational commitment. Research conducted by Sianipar and Haryanti [10] entitled “Hubungan Komitmen Organisasi dan Kepuasan Kerja dengan Intensi Turnover pada Karyawan Bidang Produksi CV. X” (The Relationship of Organizational Commitment and Job Satisfaction with Turnover Intentions in The Production Sector of CV. X’s Employees) shows the results of the r score of $-.655$ and the value of sig. (p) $< .01$ which means that

there is a negative relationship between organizational commitment and the turnover intention.

Similar studies using different subjects from the researcher corroborated results regarding work commitments and turnover intentions. The research conducted by Melky [20] used employee subjects, the same as the researcher but the location was different, namely at PT. RAS Samarinda. The research conducted by Melky [20] obtained the results of calculating r of $-.267$ and a p value of $< .05$ of $.001$. This means the same as the researcher that there is a significant relationship between organizational commitment and turnover intention and there is a negative relationship between the two variables. Hussain et al. [21] also reported a significant negative relationship between the two variables.

The results of another study conducted by Rismawan et al. [22] support that organizational commitment is negatively related with the turnover intention and shows a significant relationship. There are many arguments of several previous studies that agree and are relevant that organizational commitment and the turnover intention have a negative and significant relationship. Therefore from the results of the discussion, it can be concluded that organizational commitment and the turnover intention are interconnected and related to each other.

Acknowledge, Funding & Ethics Policies

Alhamdulillah, we give thanks to Allah SWT because of his will and grace, the researchers can complete this study. And also give thanks to employees to be respondents in this study.

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