



## The Effect of Job Involvement and Work Stress on Turnover Intention with Organizational Commitment as an Intervening Variable PT. Perkebunan Minanga Ogan

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### **Abstract**

The purpose of this study was to determine the effect of work involvement and work stress on the turnover intention with organizational commitment as an intervening variable at PT. Perkebunan Minanga Ogan. The approach used in this research is quantitative. To determine the sample using probability sampling, then probability sampling used is simple random sampling. The sample in this study were contract employees totaling 200 people at PT. Perkebunan Minanga Ogan. The analytical method used to determine the relationship between these variables is path analysis using the structural equation model (SEM) method and the AMOS program. The results of hypothesis testing are as follows: the work involvement variable has a positive and insignificant effect on organizational commitment. The job stress variable harms organizational commitment. The organizational commitment variable has a positive and significant effect on turnover intention. Job involvement variable harms turnover intention. The job stress variable has a positive and significant effect on turnover intention. Job involvement has a positive and significant effect on the turnover intention with organizational commitment as an intervening variable and work stress has a negative and significant effect on the turnover intention with organizational commitment as an intervening variable.

**Keywords:** *Job Involvement; Job Stress; Turnover Intention; Organizational Commitment*

### **Introduction**

Human resources are an important asset for the company to carry out all previously planned activities and are very valuable for the company to create company goals, success or failure of the company, one of the factors that determine is the individual aspect (Tulangow et al, 2018). The activities of poor human resource management can cause big losses, such as an increase in the willingness of employees to leave their jobs or turnover intention. Continuous turnover can make it difficult for the company because the company has run out of employees and these losses must be replaced with new employees (Tnay et al., 2013). Turnover Intention or the desire to leave the company has been described as an effort or willingness of employees to voluntarily leave their workplace (Takase, 2010).

According to (Tnay et al., 2013) if in the area of activity, the essential case of employee turnover has increased beyond normal. This is explained by the observations of the Hay Group regarding the overall

level of employee turnover which is always increasing (Hay Group Survey Results Information, 2014). If in 2010-2018 the turnover rate in the country experienced a fairly relevant increase every year. A very large overall rate of employee turnover took place in 2014, with the most development taking place that year. In addition, in general, the turnover ratio in the next 5 years will increase to 23.4%. After that, in the regional scope, the percentage of turnover rates obtained from the Hay Group survey results where Indonesia with a percentage of 25.8% succeeded in climbing to the 3rd level of the country with the highest employee turnover rate compared to Brazil (24.4%), US (21.8%), China (21.3%), and the UK (14.6%).

In the industry, turnover is felt by PT. Perkebunan Minanga Ogan. Total turnover at PT. Perkebunan Minanga Ogan, the period of 2015-2018 is said to be large, this is based on the statement (Gillies, 1989) which explains that employee rotation is considered reasonable, ranging from 5-10% per year and is called large if more than 10% per year. The number of turnovers that took place at PT. Perkebunan Minanga Ogan, in 2015 it was 20% or 224 employees, in 2016 it was 24% or 268 employees, in 2017 it was 19% or 206 employees and in 2018 it was 37% or 414 employees. If you observe the information above, it appears that the Turnover Intention value escalation in the last 4 years duration, where a very relevant Turnover Intention escalation took place in the 2017 to 2018 duration span of 18%.

Many aspects are quite important that can influence a person's desire to leave the agency in search of the latest agency so that in this research the observer carried out a pre-survey to identify what variables for respondents had an impact on Turnover Intention. The results of the pre-survey questionnaire state that there are three lowest variables, namely work involvement with a total score of 238 or 91%, work stress with a total score of 231 or 88%, and organizational commitment with a total score of 239 or 91% which has the lowest percentage so that it makes the variable this is problematic. One influential aspect that causes employees' willingness to switch is the presence of work involvement (Kanungo, 1982). Work involvement is a part where the person is known from his profession, participates actively in it, and thinks the performance is meaningful for self-esteem (S. P. Robbins, 2013).

According to (Robbins, SP, 2014) Another aspect that affects Turnover Intention is work stress. Work stress is a feeling of being squeezed by employees in their careers (Mangkunegara, 2013). The impact of stress-related attitudes includes changes in creativity, large employee turnover, high absenteeism levels, and accidents at work (Robbins, SP, 2014). Another aspect that influences Turnover Intention is organizational commitment (Mobley, 1978) Organizational commitment is a trust that binds employees to the institution where they work, which is indicated by the presence of compliance, participation in careers, and an introduction to the values and goals of the organization (Meyer, 1997).

### **Research Method**

This research was conducted at PT. Perkebunan Minanga Ogan. The type of research used in this study is quantitative, using a causal relationship, namely research designed to examine the effect of one variable on other variables. The population in this study were all contract employees at PT. Perkebunan Minanga Ogan. To determine the number of samples in this study using probability sampling, probability sampling used is simple random sampling. In this study, the number of samples is 200 contract employees at PT. Perkebunan Minanga Ogan. The data collection technique in this research is a questionnaire. The type of data used in this study is qualitative data which is then converted into quantitative data in the form of scores or numbers obtained from respondents' answers to the questionnaire. In conducting data analysis in this study, researchers used structural equation model analysis (SEM) techniques from the AMOS statistical software package, namely in model formation and hypothesis testing.

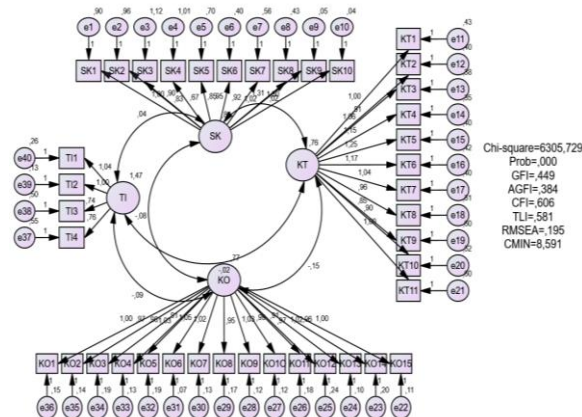
## Results and Discussion

### Structural Equation Modeling Analysis

Data analysis in this study used Structural Equation Modeling (SEM). In SEM analysis, two stages of analysis must be carried out, namely first, testing the factors that make up each variable, where testing is carried out using a confirmatory factor analysis model and the second is testing regression weights in full model analysis.

### Confirmatory Factor Analysis

The Confirmatory Factor Analysis Covariance test was carried out using the goodness of fit value criterion. The data can be said to be fit and further analysis can be done if all the calculation value criteria meet the goodness of fit criteria. Figure 1 shows the Confirmatory Factor Analysis (CFA) test model associated with all variables in the study, including work involvement (KT) 11 statements, work stress (SK) 10 statements, turnover intention (TI) 4 statements, and organizational commitment (KO). 15 statements.



**Figure 1. The Confirmatory Factor Analysis (CFA) test model associated with all variables in the study**

From the picture above, it can be seen that confirmatory factor analysis (CFA) has not met the criteria for the goodness of fit confirmatory factor analysis (CFA) that have been set. One method to see the source of unfit results is to look at modification indices (Byrne, 2001). Modification Indices will show the number of correlated indicator errors. Error rates that have a large relationship can be linked or removed from the analysis (Jöreskog and Sörbom, 1996).

In this case, indicators that have a high error are removed from the analysis. In the work involvement variable, the indicators dropped from the analysis include KT2, KT3, KT5, KT6, KT8, KT9, KT11. Then the work stress indicators that were dropped from the analysis included: SK1, SK2, SK4, SK5, SK7, SK8. Furthermore, the Turnover Intention indicator variable that was dropped from the analysis was TI1 and the indicator organizational commitment variable that was dropped from the analysis included: KO1, KO2, KO3, KO4, KO5, KO8, KO10, KO11, KO12, KO13, KO14.

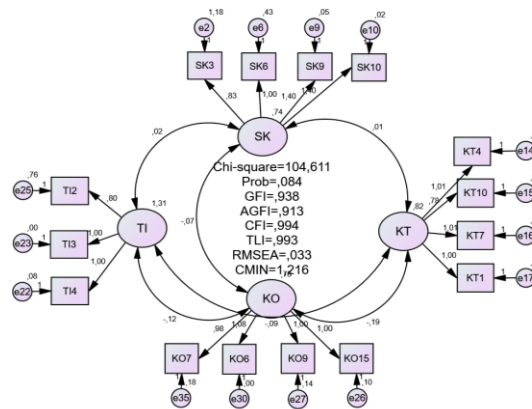


Figure 2. The Confirmatory Factor Analysis (CFA) test model (preferred indicator)

From the picture above, it can be seen that confirmatory factor analysis (CFA) has met the criteria for the goodness of fit confirmatory factor analysis (CFA) that have been determined. Because all the criteria in the goodness of fit confirmatory factor analysis (CFA) have been met, the data can be analyzed further.

**Goodness of Fit**

The model suitability test was conducted to find out that the research model that was created had met the goodness of fit criteria so that the research model that was created could be analyzed further. The following is the model suitability test in this study.

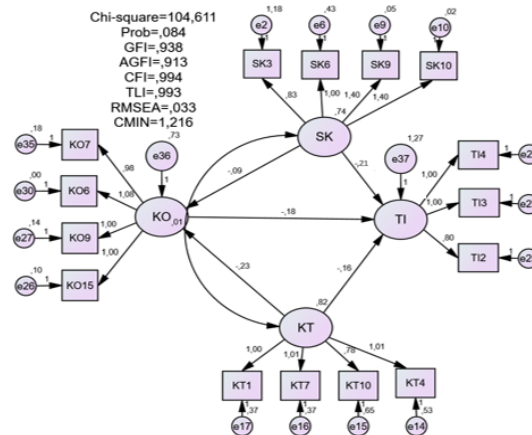


Figure 3. The model suitability test in this study

Based on the picture above, table 1 shows summarizes the criteria for the Goodness of fit research model.

**Table 1. The summarizes the criteria for the Goodness of fit research model**

The goodness of fit index	Cut-Off Value	Result	Model Evaluation
Chi-square ( $X^2$ )	Expected small	104.611	fit
Significance probability (p)	$\geq 0.05$	0.084	Good fit
GFI	$> 0.90$	0.938	Good fit
AGFI	$\geq 0.90$	0.913	Good fit
CFI	$> 0.90$	0.994	Good fit
NNFI/TLI	$> 0.90$	0.993	Good fit
RMSEA	$\leq 0.08$	0.033	Good fit
CMIN/DF	$\leq 2.00$	1.216	Good fit

The results from the table above show that all the criteria for the goodness of fit have been met, so it can be said that the model in the figure can be further analyzed to test the hypothesis.

### Hypothesis test

The seven hypothesis tests in this study were carried out by looking at the t-value, which is the critical ratio (CR) value on the regression weight with the condition that if the value is 1.96 and with a probability value of less than 0.05, the research hypothesis in this study can be accepted.

**Table 2. The seven hypothesis tests in this study**

Hypothesis	Estimate	S.E.	C.R.	P	Results
H1	-.231	.073	3.154	.002	Accepted
H2	-.088	.072	1.234	.217	Rejected
H3	-.185	.094	1.965	.049	Accepted
H4	-.156	.098	1.587	.112	Rejected
H5	-.213	.094	3.139	.004	Accepted

In general, testing this hypothesis is done by looking at the critical ratio (CR) and p-value of the significance of the data processing results compared to the required statistical limits. Related to the first objective of the study which states that this study aims to analyze and determine the significance of the effect of work involvement on organizational commitment, which then forms the first hypothesis, namely that work involvement has a positive and insignificant effect on organizational commitment. This can be seen in the critical ratio (CR) which is above 1.96 ( $>1.96$ ) and the probability value which is below 0.05 ( $<0.05$ ).

Related to the second research objective which states that this study aims to analyze and determine the significance of the effect of work stress on organizational commitment, which then forms the second hypothesis, namely that work stress harms organizational commitment. This can be seen in the critical ratio (CR) which is below 1.96 ( $<1.96$ ) and the probability value is above 0.05 ( $>0.05$ ). This proves that the higher the employee's work stress level, the lower the organizational commitment and vice versa.

Related to the third research objective which states that this study aims to analyze and determine the significance of the effect of organizational commitment on turnover intention, which then forms the third hypothesis, namely organizational commitment has a positive and significant effect on turnover intention. This can be seen in the critical ratio (CR) which is below 1.96 ( $<1.96$ ) and the probability value is above 0.05 ( $>0.05$ ).

Related to the fourth research objective which states that this study aims to analyze and determine the significance of the effect of work involvement on turnover intention, which then forms the fourth hypothesis, namely work involvement harms turnover intention. This can be seen in the critical ratio (CR) which is above 1.96 ( $>1.96$ ) and the probability value which is below 0.05 ( $<0.05$ ).

Related to the fifth research objective which states that this study aims to analyze and determine the significance of the effect of work stress on turnover intention, which then forms the fifth hypothesis, namely that work stress has a positive and significant effect on turnover intention. This can be seen in the critical ratio (CR) which is above 1.96 ( $>1.96$ ) and the probability value which is below 0.05 ( $<0.05$ ).

### Sobel Test

In this study to test the indirect effect using the Sobel test with the results:

Related to the sixth research objective which states that this study aims to analyze and determine the significance of the effect of work involvement on turnover intention through organizational commitment as an intervening variable, which then forms the sixth hypothesis, namely work involvement has a positive and significant effect on the turnover intention with organizational commitment as an intervening variable.

These results can be seen in the Sobel test showing a statistical value (z value analysis results) for the influence of the organizational commitment variable as an intervening variable between job involvement and turnover intention variables 2.14081271 and significant on the two-tailed probability with several 0.03. Because z-value > 1.96 or p-value <  $\alpha = 0.05$ , it can be concluded that the indirect effect is significant, so the mediation hypothesis is supported.

Related to the seventh research objective which states that this study aims to analyze and determine the significance of the effect of work stress on turnover intention through organizational commitment as an intervening variable, which then forms the seventh hypothesis, namely work stress has a negative and significant effect on the turnover intention with organizational commitment as an intervening variable.

These results can be seen in the Sobel test showing the statistical value (z value analysis results) for the influence of the organizational commitment variable as the intervening variable between the work stress variable and Turnover Intention 0.3606780 and significant on the two-tailed probability with the number 0.07. Because z-value < 1.96 or p-value >  $\alpha = 0.05$ , it can be concluded that the mediation hypothesis is not supported.

## Conclusion

Based on the description of the research results and discussion in the previous chapter, the results of the study can be concluded that: 1. Work involvement has a positive and insignificant effect on commitment. These results prove that the higher the number of employees involved in a job, the higher the level of employee performance, which means that the higher the priority in the work, the higher the work involvement. This means that the higher the level of employee work involvement will increase organizational commitment to employees. 2. Job stress harms organizational commitment. This proves that the higher the employee's work stress level, the lower the organizational commitment and vice versa. 3. Organizational commitment has a positive and significant effect on turnover intention. This proves that the higher the organizational commitment, the lower the level of employee turnover. 4. Work involvement harms turnover intention. This proves that the lower the level of employee involvement, the higher the turnover intention. 5. Job stress has a positive and significant effect on turnover intention. This proves that the higher the employee's work stress level, the higher the turnover intention. 6. Job involvement has a positive and significant effect on the turnover intention with organizational commitment as an intervening variable. It can be concluded that the indirect effect is significant, so the mediation hypothesis is supported. This proves that the organizational commitment variable can mediate work involvement on turnover intention. 7. Job stress has a negative and significant effect on the turnover intention with organizational commitment as an intervening variable. It can be concluded that the mediation hypothesis is not supported. This proves that the organizational commitment variable is not able to mediate employee work stress on turnover intention.

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