



# DETERMINANTS OF TURNOVER INTENTION WITH ORGANIZATIONAL COMMITMENT AS MODERATING

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## ABSTRACT

This study aims to determine the influence of self-efficacy, perceived organizational support, and Islamic work ethics on turnover intention with organizational commitment as moderation at PT. X Semarang. This research is quantitative research using primary data sources. The population in this study found 278 employees. The sampling technique used is purposive sampling, while the sample size is calculated using the Slovin formula so that the number of samples is 75 employees. This research uses multiple regression analysis with the moderated regression analysis (MRA) test. The results of this study are that self-efficacy (SE) positively and significantly affects turnover intention (TI). Perceived organizational support (POS) negatively and significantly affects TI. Islamic work ethic (IWE) negatively and significantly affects TI. Organizational commitment (OC) cannot moderate SE on TI. OC cannot moderate POS on TI. OC cannot moderate IWE on TI. This study provides a new perspective, namely from the employee's point of view psychologically, the company can be used as a reference to reduce the turnover rate at PT. X Semarang. Specifically, regarding what factors need to be addressed so that the employee turnover rate can be reduced, this study can also reduce turnover rates by increasing perceived organizational support and the employee's Islamic work ethic.

Keywords: Islamic work ethics, organizational commitment, perceived organizational support, self-efficacy, turnovers intention.

## INTRODUCTIONS

The pandemic has affected many sectors, including business and human resources, which continue to experience many challenges, especially post-pandemic changes (Kasdi and Saifudin 2020). Human resources become a vital asset for an organization (Saifudin 2022), whether the organization is large or small. This is because human resources are sources that move an organization and maintain and develop the organization in various demands and times (Susiawan and Muhid 2015). Many factors influence the development of human resources in an organization. These factors are undoubtedly different from one organization to another, but these factors can be estimated or planned through discoveries in human resource management theories based on experience and research (Firdaus 2017).



Turnover is significant to pay attention to in an organization, so many predictors range from comfort to satisfaction (Saifudin 2018; Saifudin and Kusumawati 2020a). This is because turnover can affect organizational performance (Asmara 2018). Employee performance is the main thing in the survival of an organization (Saifudin and Kusumawati 2020b; Wahyono et al. 2020). The high-level turnover in a company hurts the company, especially if those who leave are employees who have competence and experience or workers who hold important positions in the company. This situation will undoubtedly affect the effectiveness of the company (Khomariah, Pawenang, and Hadi 2020).

Based on the results of interviews with the human resources department (HRD) staff of PT X Semarang, almost every month, some employees make a turnover. More importantly, employees who do turnover are those who are in the office, mainly playing an essential role in the company, and usually have higher education. Even though there are employees in the production department who do turnover, they will still impact the company, such as having to train if a new employee enters the company. So it needs to be studied so that there are no more employees who do turnover, especially if there is turnover without new employees coming in to replace the position of employees who make a turnover.

Self-efficacy is an individual's belief in his ability to perform a job successfully (Bandura 1977). The role of self-efficacy in influencing employee turnover rates has been studied by Chamariyah (2015); Rohmawati (2019). This is different from the research conducted by Saraswati and Prihatsanti (2017); Ramadhoani (2020), where self-efficacy has no significant effect on turnover intention. Perceived organizational support (POS) is the belief that the extent to which employees perceive the organization where they work to appreciate their work and care about their welfare (Eisenberger et al. 2001). The role of perceived organizational support in influencing employee turnover rates has been studied by Putra, Bastari, and Kartika (2015); Agustini, Dewi, and Subudi (2017). This is different from the research Ayuningtias et al., (2019) found that POS had no significant effect on turnover intention.

Islamic work ethics could be defined as a set of values or beliefs derived from the Qur'an and Sunnah concerning work and hard work (Ahmad and Owoyemi 2012). The role of Islamic work ethic in influencing employee turnover rates has been studied by (Muchamad 2016; Zusrony 2013). This is different from the research conducted by (Fatmawati 2019). Commitment is an emotional attachment to the organization, its goals, and values that can produce a willingness to exert optimal efforts to achieve organizational goals (Allen and Meyer 1990). Organizational commitment moderates the effect of the Islamic work ethic on turnover intention, as studied by (Park and Jung 2015). Different from the results of Hassan et al. (2020) research, organizational commitment cannot moderate its effect on turnover intention.

In this study, the role of organizational commitment as moderating self-efficacy and perceived organizational support on turnover is the renewal of previous studies because no one has tested organizational commitment as a moderator of these variables. The high level of turnover in a company will hurt the company. Therefore, this study examines the factors that cause turnovers, such as self-efficacy, perceived organizational support, and Islamic work ethic and factors that can inhibit turnover intensity, such as organizational commitment.



## LITERATURE REVIEW

### Theory of Planned Behavior

The theory of planned behavior was put forward by Ajzen (1991). This theory develops the theory of reasoned action (TRA). A person can do or not do an action depending on that person's intentions. Several primary factors influence this intention: attitude toward behavior, behavior related to subjective norms and perceived behavioral control (Ajzen 2005). The level of intention or intention to turnover intention measures turnover. This study refers to the Theory of Planned Behavior based on the abovementioned aspects. According to Ajzen (1991), turnover was caused by the first attitude toward turnover variable self-efficacy, where employees have confidence in their ability to decide things that need to be done that give them satisfaction. The second is subjective norms, where employees consider the views or opinions of the environment and those around them regarding turnover. The third is perceived behavior control, regarding the presence or absence of factors that can support or prevent individuals from eliciting a behavior.

### Turnover Intention (TI)

According to Jacobs and Roodt (2007), the turnover intention may be a mental call between a personality's perspective regarding work and the call to remain or leave. Turnover intention refers to an employee leaving an organization (Lazzari, Alvarez, and Ruggieri 2022). Turnover intention is the employee's tendency or intention to voluntarily quit his job according to his choice (Pratama & Wijayanti, 2017).

### Self-Efficacy (SE)

According to Bandura (1977), self-efficacy is an individual's belief in his or her ability to do a job or task successfully. At the same time, Singh, Bhardwaj, and Bhardwaj (2009) state that self-efficacy or self-efficacy is an individual's belief in his ability to perform in the way or control they choose over events that affect their life (Chamariyah 2015). The concept of self-efficacy is that individual confidence in their ability plays an essential role in their behavior; goal realization is usually based on their confidence about how the individual can behave to succeed (Wangid, Mustadi, and Mokshien 2020).

### Perceived Organizational Support (POS)

According to Eisanberger et al. (2001), perceived organizational support is the belief that the extent to which employees perceive the organization where they work to appreciate their work and care about their welfare. POS is also the perception that employees have about the extent to which the company supports, values, appreciates contributions, and cares about the welfare of its employees (Wulandari 2021). Meanwhile, according to Liu and Liu (2021) employee-perceived organizational support became an essential factor influencing employee attitudes and behavior formation.



### **Islamic Work Ethics (IWE)**

According to Ali (1992), the concept of Islamic work ethics comes from the Qur'an, the sayings and practices of the Prophet Muhammad, and Islamic leaders who teach that working hard can wash away sins and that there is no better food than food you get from work results. A Muslim is also encouraged to perform all tasks with dexterity and care. Islamic work ethics could be defined as a set of values or beliefs derived from the Qur'an and Sunnah concerning work and hard work (Ahmad and Owoyemi 2012).

### **Organizational Commitment (OC)**

According to Meyer, Allen, and Smith (1993), commitment is an emotional attachment to the organization, its goals, and values that can produce a willingness to exert optimal efforts to achieve organizational goals. At the same time, Cahyani, Sundari, and Dongoran (2019) suggest that organizational commitment can grow through emotional attachment to the company, which includes moral support, company values, and inner willingness to serve the company. Commitment is a person's willingness to bind himself and show loyalty to the organization because he feels involved in organizational activities (Rembet, Firdiansjah, and Sutriswanto 2020).

### **Hypothesis Development**

Research on the effect of SE on turnover intention has been studied by Adawiyah (2012); Chamariyah (2015); Rohmawati (2019), which state that when employees have good self-confidence, the intention to change jobs or make a turnover from their place. Based on this study, the authors can formulate the first hypothesis (H1): self-efficacy significantly affects turnover intention.

Research on the effect of POS on turnover intention has been studied by Putra, Bastari, and Kartika (2015); Agustini, Dewi, and Subudi (2017); Lase, Manurung, and Akmal (2020), which state that employees who feel there is organizational support for the work they do will make these employees feel at home and reluctant to change jobs or turnover. Based on this research, researchers can formulate the second hypothesis (H2): perceived organizational support significantly affects turnover intention.

Research on the influence of IWE on turnover intention has been studied by Zusrony (2013); Muchamad (2016); Megasari and Nugroho (2018), who state that employees who have a high IWE will choose to stay in their place of work or not to make a turnover. Based on this research, the researcher can formulate the third hypothesis (H3): Islamic work ethics significantly affects turnover intention.

Research on the effect of SE on turnover intention moderated by organizational commitment has been reviewed by Park and Jun (2015); Priambodo, Darokah, and Sari (2019), which state that self-efficacy moderated by organizational commitment has a positive and significant influence on turnover intention. This means that OC can strengthen the effect of SE on the level of turnover. Based on the results of this study, the author can formulate the fourth hypothesis (H4): organizational commitment moderates the relationship between self-efficacy and turnover intention.



Research on the effect of POS on turnover intention moderated by organizational commitment has been studied by Tambun et al. (2019); Hussain and Asif (2012), who states that perceived organizational support moderated by organizational commitment has a positive influence on turnover intention. This means that OC can strengthen the effect of POS on the level of turnover. Based on the results of this study, the researcher can formulate the fifth hypothesis (H5): organizational commitment moderates the relationship between perceived organizational support and turnover intention.

Research on the effect of Islamic work ethics on turnover intention moderated by organizational commitment has been studied by (Kurniadi and Satrya 2013; Sadozai et al. 2013). They state that an IWE moderated by organizational commitment positively influences turnover intention. This means that OC can strengthen the effect of IWE on turnover intention. Based on the results of this study, the researcher can formulate the sixth hypothesis (H6): organizational commitment moderates the relationship between Islamic work ethics and turnover intention.

## **METHODS**

The research was conducted at PT. X Semarang using a quantitative approach. The population in this study found 278 employees. The sampling technique used was purposive sampling with the criteria being employees who are Muslim. The sample size is calculated using the Slovin formula so that the total sample is 75 employees. Data was collected by distributing questionnaires and measured using a Likert scale. After the data is collected, the data is processed and analyzed using the multiple regression analysis methods. However, previously the validity and reliability test were carried out using SPSS software.

## **RESULT AND DISCUSSION**

### **Overview of Respondents**

This study involved 75 employees who worked at PT X Semarang. The majority of respondents are women, which is typical for garment companies. Respondents aged 20-30 years were 43%, 31-40 years were 17%, and aged 41-50 were 40%. In this study, most respondents are those working in the production department were 51%, manager were 11%, marketing department were 11%, operator 9%, office boy were 8%, HRD were 5%, staff were 4%, and gardener were 1%.

### **Validity and Reliability Result**

Test Validity explains how well-collected data cover the area of investigation (Taherdoost 2016). That test can be carried out using a significance test by comparing the calculated r count with the r table. If the result of the r count is more significant than the r table, it can be concluded that the indicator is valid (Ghozali 2018). The reliability test helps to know the consistency of the research instrument (Ghozali 2018). The results of the validity and reliability tests of this study can be seen in Table 1.



**Table 1 Validity and Reliability Results**

Variable	R-stat	Cronbach's Alpha	Result
Self Efficacy (SE)	0.833	0.829	Valid and Reliable
	0.843		
	0.745		
	0.469		
	0.744		
	0.591		
	0.717		
	0.407		
Perceived Organization Support (POS)	0.942	0.941	Valid and Reliable
	0.907		
	0.808		
	0.884		
	0.876		
	0.867		
Islamic Work Ethic (IWE)	0.819	0.868	Valid and Reliable
	0.811		
	0.821		
	0.716		
	0.843		
	0.717		
	0.689		
Turnover Intention (TI)	0.533	0.618	Valid and Reliable
	0.599		
	0.601		
	0.486		
	0.496		
	0.510		
	0.366		
Organizational Commitment (OC)	0.456	0.882	Valid and Reliable
	0.652		
	0.725		
	0.619		
	0.718		
	0.764		
	0.719		
	0.630		
	0.616		
	0.742		
	0.690		
	0.603		
	0.413		

Source: primary data (processed)

Table 1 results of r-stat self-efficacy, perceived organizational support,





Islamic work ethic, turnover intention, and commitment organizational > r-table (0.361) so that it can be concluded that all items are declared valid. For the reliability test, each variable has a Cronbach's alpha value of more than or > 0.60, so all variables are reliable.

### Normality Result

This test was carried out to know if the residual values/differences that exist in the study have a normal distribution. Data is said to be normally distributed if its significance value is more significant than 0.05 (Ghozali 2018). Based on the Kolmogorov-Smirnov test results, the Asymp Sig value was obtained at 0.179, more significant than 0.05, so it can be said that the data was normally distributed.

### Hypothesis Result

Hypothesis testing is carried out using the t-test, both partially and in moderation, while simultaneous testing uses the F-test and the coefficient of determination tests (Table 2). The significance value is the thing that is compared when doing the t-test. The independent variable can affect the dependent variable if its significance is < 0.05 (Ghozali 2018).

**Table 2 Hypothesis Result**

Hypothesis	Coefficient	T-stat	Sig.
H1: SE → TI	0.184	2.784	0.007
H2: POS → TI	-0.222	-2.777	0.007
H3: IWE → TI	-0.240	-2.772	0.007
H4: SE*OC → TI	0.012	0.870	0.387
H5: POS*OC → TI	-0.021	-1.252	0.215
H6: IWE*OC → TI	-0.011	-0.718	0.475
<b>F-stat</b>		6.318	0.000
<b>Adjusted R-Square</b>			0.223

Source: primary data (processed)

Table 2 shows that the significance value of SE is 0.007, less than 0.05, and the coefficient value is positive, so H1 is accepted, meaning that SE significantly affects TI. The significance value of POS is 0.007, less than 0.05, and the coefficient value is negative, so H2 is accepted, meaning that POS significantly affects TI. The significance value of IWE is 0.007, less than 0.05, and the coefficient value is negative, so H3 is accepted, meaning that IWE significantly affects TI. Simultaneously SE, POS, IWE, and OC significantly affect TI with a significant influence of 22.3%.

Moderating variable (SE and OC) shows insignificant results because the significance value is 0.387, more than 0.05, so H4 is rejected, meaning that OC cannot moderate the effect SE on TI. Moderating variable (POS and OC) shows insignificant results because the significance value is 0.215, more than 0.05, so H5 is rejected, meaning that OC cannot moderate the effect of POS on TI. Moderating variable (IWE and OC) shows insignificant results because the significance value is 0.475, more than 0.05, so H6 is rejected, meaning that OC cannot moderate the effect of IWE on TI.



### **Effect of Self Efficacy (SE) on Turnover Intention (TI)**

The results of hypothesis testing conducted in this study indicate that SE has a positive and significant influence on TI. This shows that employees who have high SE will cause employees to do turnover. This situation is because of the employees of PT. X Semarang feels that the work given is less challenging and that their abilities are better than other employees, so they want to find a more challenging job by moving to another place. This is in line with research by (2012); Rahmawati (2019), which state that the SE has a positive and significant influence on TI. Different results found that there was a study by Ramadhoani (2020) found that SE had a significant and negative effect on TI.

### **Effect Perceived Organizational Support (POS) on Turnover Intention (TI)**

The results of hypothesis testing conducted in this study indicate that POS has a significant negative effect on TI. The low POS felt by employees of PT. X Semarang will cause employees to change jobs. This happens because of the employees of PT. X Semarang does not feel that there is support from the company for themselves, which causes a low level of POS, so employees decide to make a turnover. The research by Putra, Bastari, and Kartika (2015); Agustini, Dewi, and Subudi (2017), states that POS harms TI. A different result found that a study by Ayuningtias et al. (2019) found that POS did not significantly negatively affect TI.

### **Effect of Islamic Work Ethics (IWE) on Turnover Intention (TI)**

The results of hypothesis testing conducted in this study indicate that IWE has a negative and significant influence on TI. This means that employees with a high IWE will make employees continue to work in the company and not make a turnover. This happens because employees with a high IWE will create a sense of pleasure to continue working in the company and create loyalty to their place of work. So it will not decide to make a turnover, following the research results of Muchamad (2016); Megasari and Nugroho (2018) state that IWE negatively influence TI. A different result found that there was a study by Fatmawati (2019) found that IWE has a positive and significant influence on TI.

### **Effect of SE on TI moderated by OC**

The results of hypothesis testing conducted in this study indicate that OC does not moderate the effect of SE on TI. This means that even though employees have high SE and are committed to the organization where they work, it will not affect employee turnover. This is because employees want to find a better position than their current job by working elsewhere. In other words, even though employees have high and low levels of SE and are committed to their organization, they will continue to turn over work. So OC cannot moderate the effect of SE on TI. This study's results contradict the research results Park and Jung (2015); Priambodo, Darokah, and Sari (2019) state that OC can moderate the effect of SE on TI.

### **Effect of POS on TI moderated by OC**

The results of hypothesis testing conducted in this study indicate that OC does not moderate the effect of POS on TI. Employees who feel their POS will





still decide to make a turnover even though they commit to the organization. This is because employees who, even though they already feel the support of the organization and have a commitment to their organization, want a better income will continue to do work turnover. So OC cannot moderate POS on TI. This is different from the results of research by Hussain and Asif (2012); Tambun et al. (2019) state that OC can moderate the effect of POS on TI.

### **Effect of IWE on TI Moderated by OC**

The results of hypothesis testing conducted in this study indicate that OC does not moderate the effect of IWE on TI. Employees who have a high IWE will still decide to make a work turnover even though they commit to the organization where they work. This is because employees who have a high work ethic want to continue to improve their existing competencies by working elsewhere, so they will still decide to make a work turnover even though they feel committed to the company. So OC cannot moderate the influence of IWE on TI. This is contrary to the results of research by Kurniadi and Satrya (2013); Sadozai et al. (2013) state that OC can moderate the effect of IWE on TI.

Based on the result of this study can be followed up by paying more attention to employee perceptions of the company to reduce the intensity of the existing turnover. Companies must provide support for employees to improve their performance; besides that, the company plans for employees with more expertise to increase appreciation so that the turnover rate will decrease.

## **CONCLUSIONS**

From the discussion of the research results above, it can be concluded that there is a significant positive effect between SE on the TI of PT X Semarang employees. There is a significant adverse effect between POS on TI of PT X Semarang employees. There is a significant negative influence between IWE on the TI of PT X Semarang employees. OC cannot moderate SE, POS, and IWE on TI of PT X Semarang employees.

This study provides a new perspective, namely from the employee's point of view psychologically, the company can be used as a reference to reduce the turnover rate at PT. X Semarang. Specifically, regarding what factors need to be addressed so that the employee turnover rate can be reduced, this study can also reduce turnover rates by increasing perceived organizational support and the employee's IWE. This study has several limitations in filling out the questionnaire; respondents usually do not provide actual data; this happens because there are differences in thinking, and they are tired of work activities, opinions, and other factors. Limited variables in this study only used three variables, namely SE, POS, and IWE, to measure TI. Thus, for further research, it is recommended to use other indicators that can affect the turnover rate, such as the comfort of the work environment, employee satisfaction, etc.

For PT. X Semarang, the company should increase the support provided to employees and provide an understanding of ethics in work so that employees feel more cared for by the company and not choose to do a turnover. For further research, it would be excellent to analyze the causes of turnover in each part of an organization and further develop variables that can affect TI.



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