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**Perbandingan Kinerja Perusahaan Tbk di Indonesia
Menggunakan Metode Konvensional dan Fuzzy Logic**

Sugiarto , Tumpal Pandiangan

**Perbandingan *Efficient Market Hypothesis* Dengan
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Evaluasi Kinerja Perusahaan di Sektor Pertambangan

Cindy Meiliana

The logo for 'Jurnal Bina Manajemen' features the title in a stylized, orange-outlined font. The text is centered within a dark purple oval that has a subtle gradient and a slight shadow effect.

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THE INFLUENCE OF WORK ENGAGEMENT TOWARD ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION

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ABSTRACT

This study aimed to examine the influence of work engagement toward organizational commitment and turnover intention of employees from various companies that operating in finance, banking, services, mining, textiles, health, and education in Jakarta. Paper based and online survey were conducted involving 200 participants and SPSS 16 was employed to analyze the data using simple linear regression. The results of this study showed that work engagement is positively and significantly affects organizational commitment by 16.3%. On the other hand, work engagement also negatively and significantly affects turnover intention by 16.9%. In addition, the results of this study also showed that organizational commitment has negative and significant influence to turnover intention by 7.9%. The conclusion is high organizational commitment and low turnover intention can be achieved by increasing work engagement. Organizations can use the results of this research to increase work engagement by providing job resource and individual can engage to their work by being more proactive through job crafting.

Keywords: *Work Engagement, Organizational Commitment, Turnover Intention*

INTRODUCTION

Facing with highly intense competitions, organizations often require more productivity from employees. On the other hand, while had to perform more job demands, employee who don't want to risk their employment force themselves to follow the demands. This may lead to many negative affects such as emotional stress, boringness, or stress. These negative affects may deteriorate employees' organizational commitment and may further to resign and organization suffer from turn over. Theory of *job demand – resources* suggests that organization should facilitate the employee with the adequate job resources (Bakker &

Demerouti, 2007). Job resources in term of physical, psychological, social or organizational aspects may mitigate the downside of job requirement, but may also improve employee engagement.

Work engagement is increasingly popular concept but frequently debated both by practitioners and academia. Practitioners often define *work engagement* in term of organizational commitment (particularly as affective commitment and continues commitment) and extra role behavior (Bakker, Albrecht, & Leiter, 2011). In addition, work engagement have been connoted as involvement, passion,

enthusiasm, or workaholic (Schaufeli & Bakker, 2010). These various conceptualizations of engagement confusing and risks to become "putting old wine in new bottles" (Schaufeli & Bakker, 2004).

Organizational researchers also view *work engagement* in different perspectives. Maslach dan Leiter (2008) characterize *engagement* as energy, involvement, and belief. Other researcher posit that this character is a distinct concept and a direct opposite of *burnout*, a state of employee's mental weariness (Schaufeli & Bakker, 2004). Schaufeli and Bakker (2004) define engagement as a positive, fulfilling, work-related state of mind that involves vigor, dedication, and absorbtion. It describes employee experiencing excitement energetic at their work that they want to dedicate their effort and time, significant and meaningful pursuit and fully something they are fully concentrated (Bakker, Schaufeli, Leiter, & Taris, 2008).

When employees experiencing these psychological connection in their work, they are likely become committed to high quality standard performance and easily connected with organizational purpose. It seems sensible that their commitment to organization, which is characterised as the alignment of personal goals and organization's, and a desire to belong to the organisation maintain could be increased as well. Extensive studies concluded the role of several aspects in creating OC, such as job satisfaction (Spagnoli & Caetano, 2012) or OCB (Mamman, Kamoche, & Bakuwa, 2012). However, none of these consider work engagement. Likewise, previous research along the same line shows that turn over should be managed as it may risk

organisation continuation program in human resources.

On the other hand, employee engagement may predicts how employees are maintaining their commitment to the organization and mitigating their intentions to resign. This would facilitate organisation to manage the well-organised turn over rate and human resources planning. The aim of the present study is twofold. First, it aims to expand the literature on the employees' engagement studies. How engagement involve in establishing employee's organizational commitment and at the same time alleviate their intention to leave from an organisation. Second, it aims to contribute organizational studies on how engagement influence organizational commitment and turn over.

We will first differentiate the concepts of work engagement and other related concepts. Then organizational commitment and turn over will be disscussed. After that, we will relate those variables using studies related. We conclude with future studies, research limitation and managerial implications.

LITERATUR REVIEW

Work Engagement

The past decade has evidenced a sharp increase in organizational studies on engagement (Bakker et al., 2011). Employees who perform high quality standard work make the true difference for competitive advantage of the organisation. To involved in this kind of performance, employee needs to be energetic and dedicated, proative and have efective connection to their works. However this

may involved resources that employee has and demand of the work itself.

Based on Bakker and Demerouti (2007) Job Demand and Resources model, resources such as autonomy, performance feedback, opportunity for grow function as motivating resources for where extrinsic factor of works such as support and recognition from others. On the other hand, personal resources, in term of optimism, self-efficacy, resilience or self-esteem could also serve as other resources of work engagement. However, these two resources are moderated by job demands that employee received from their organizations or managers. This make work engagement can be viewed as a construct that independently related with job-demand (Bakker & Schaufeli, 2008). This study will be based on the perspective as it indicate more on intrinsic karena konsruk yang ketiga lebih mengindikasikan peran internal ketimbang eksternal.

Using JD R model as foundation, Bauker and Demerouti (2008) define three important dimensions for work engagement: Vigor, dedication and absorption of their work. Vigor is refers to high and optimal function of energy and persevere and bounceback in facing work challenges. On the other hand, dedication characterized by a high level of involvement of work and experience of enthusiasm and significant and challenge. Absorption is viewed as being fully focus and occupied in one's work where employee less concern on time passes. As these characteristics more likely to be synchronized with organization purpose, engagement may influence employee's organizational commitment.

Engagement and commitment

Organizational commitment is one of term that many practioners often define work engagement (Bakker et al., 2011). This view seems sensible, as in general terms, commitment involves emotional attachment to the organization that is closely related to engagement.

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization (1979) that be characterized by at least three related factors: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization. According to Mowday et al., (1979) and Mowday (1999), these three elements of commitment posit that it capturing something beyond mere passive loyalty to an organization. Organizational commitment involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the the organization's succeed. Therefore, organizational commitment is emotional connection between employee and their organization. This emotional component shows that organizational commitment may relate to work engagement.

While they are closely related, organizational commitment can be clearly distinguished from work engagement. Kahn (1990) argue that employee who engaged are engaged connected to their work, not necessarily "organization". Additionally, evethough Saks (2011) explain that engaged employees may also

emotionally connected with some of their colleagues, it is not involve broader context as the whole organisation (Saks, 2011). Therefore, work engagement focusing on emotional connection between employee and their job. Hallberg and Schaufeli (2006) who spesifically discriminate work engagement and organization commitment thorough a validation study also found that they are two different constructs. The model specifying work engagement and organizational commitment as two different construct depicted a substantial fit as compared to the one dimensional model.

Eventhough different, work engagement may influence organizational comittment especially because they both have an emotional connection element. An engaged employee will tend to stay in his/her organization or has organizational commitment in order to able doing his/her job. This study want to test this notion as below hypothesis:

H₀ : *Work engagement* did not positively affect organizational commitment

H_{A1} : *Work engagement* positively affect organizational commitment.

Work engagement and turnover intention

Other than related with organizational commitment, Schaufeli and Bakker (2004) says that work engagement mediates the relationship between job resources and turnover intention. Low et al., (2001) define turnover intention as the degree of the tendency of attitudes held by employees to find new jobs elsewhere or plans to leave the organization during the coming three months, six months to come, the coming year, and two years that will come (Carolina, 2012). As with organizational commitment one of three dimensions of

work engagement may involve in this leave intention.

If job resources is sufficeint, employees would tend to be tied with their work or have work engagement. Therefore, employees who had a work engagement will be less likely to think or have a desire to get out of the organization because they had emotionally bonded with their job. Differ from employees who have work engagement, employees who didn't have work engagement would easily think or have the desire to get out when they face problems with their job eventhough job resources is sufficient.

Most organizational studies found that turnover intention

Therefore, work engagement could decrease turnover intention.

H₀: Work engagement did not negatively affect turnover intention

H_{A2}: Work engagement negatively affect turnover intention

Turnover intention is the trigger of actual turnover (Perez, 2008). Therefore, turnover intention should be inhibited from becoming actual turnover. One of the factors that can inhibit the turnover intention is a organizational commitment .Mowday et al. (1979) says that employees who have a strong commitment to the organization where he works means shaving and having a sense of belonging, a sense of safety, efficacy, purpose and meaning of life, as well as a positive self-image that will decrease the desire to quit from his organization (Carolina, 2012). Therefore, organizational commitment can decrease turnover intention.

H₀: Organizational commitment did not negatively affect turnover intention

H_{A3} : Organizational commitment negatively affect turnover intention

Method

The subject of this study is the employees who work in the company in various fields, such as services, mining, finance, banking, health, education, etc. The object of this study is the work engagement, organizational commitment, and turnover intention of employees who are the subject of research.

The population of this study is employees of various companies in Jakarta. Most of the samples of the population above are employees from seven companies in Jakarta. The sampling was determined by purposive sampling. As for the number of samples is determined by the formula to determining the number of samples from an infinite population and the required minimum sample is 97 people. However, the number of samples used in this research is 200.

In this study, primary data was obtained by distributing questionnaires. The questionnaire was distributed manually and online through social media such as facebook. Questionnaires which were distributed manually received responses from 150 respondents while distributed online received responses from 50 respondents. The data then analyzed by simple regression using SPSS 16.

Work engagement was measured by Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003). UWES used were the student version or UWES-9 with adding one item of UWES-17. Organizational commitment was measured by

Organizational Commitment Questionnaire (Mowday et al., 1979). OCQ used were the 9-item version. The turnover intention in this study was measured by the model Mobley et al. (1979) by modifying the questionnaire Lambert (2006).

Result

To determine the level of work engagement, organizational commitment, and turnover intention of the respondents then the variabel description is undertaken. From the description of the variabels known that the respondents are employees who have high work engagement and organizational commitment and low turnover intention.

Schaufeli et al., (2002) stated that work engagement is caraterized by vigor, dedication, and absorption. As in this study, the dimensions of the greatest role in determining a person's work engagement is vigor as having the highest mean average compared to other dimensions. The average value of the mean of each dimension can be seen in Table 4.1

Table 4. 1 Mean of Work Engagement

Dimensions		
No	Dimensions	Mean
1	Vigor	4.21
2	Dedication	4.18
3	Absorption	4.20

Mowday, Steers, and Porter (1979) stated that organizational commitment is characterized by identification, engagement, and loyalty. In this study, these dimensions have an equal role in determining a person's commitment to the organization because it has mean that didn't much different as shown in Table 4.2

Table 4. 2 Mean of Organisational Commitment Dimensions

No	Dimensions	Mean
1	Identification	4.13
2	Involvement	4.13
3	Loyalty	4.14

In contrast to the results of the descriptive statistics of variables work engagement and organizational commitment, the results of turnover intention descriptive statistics showed that the mean or average is under 3.5. Turnover intention variable has the lowest mean for the plan to move within 3 months, amounting to 2.43. This means that the respondents have no plans to move within the next 3 months. The highest mean of the variable turnover intention is at 3.39 for the plan to move within a period of 2 years. It shows that the respondents are less likely to move over a period of 2 years because the mean is still below 3.5, which is 3.39.

Dimensions that play the greatest role in determining the level of turnover intention is another job. If an employee has an alternative job, the employee can easily change their job when no other factors may hamper it. However, if the employees think, have the desire, and have plans to leave the organization, they may be hampered if there is no alternative job.

Table 4. 3 Mean of Turnover Intention Dimensions

No	Dimensions	Mean
1	Leave the organization	2.96
2	Job Alternatives	3.07

This corresponds to the mean of turnover intention dimensions listed in Table 4.7. The dimensions that plays the greatest role in determining the level of turnover intention is another job with an average mean = 3.07. This value is quite different with leave the organization, which the average mean = 2.96 as shown in Table 4.7. It can be concluded that based on some of the above the respondents have a low turnover intention.

Hypothesis Testing

Hypothesis 1:

H_0 : *Work engagement* did not positively affect organizational commitment

H_{A1} : *Work engagement* positively affect organizational commitment.

From hypothesis above, work engagement is the independent variabel (X) and organizational commitment is the dependent variabel (Y)

Table 4. 4 Hypothesis 1 Regression Result

Explanation	Symbol	Value
Constant	A	21.558
Regression		
Coefficient	B	0.354
$t_{\text{calculated}}$	T	6.215
F Significant	Sig	0.000
Correlation		
Coefficient	R	0.404
Determination	R	
Coefficient	Square	0.163

According to the regression result in Table 4.4, the regression equation for the first hypothesis is:

$$\hat{Y} = a + bX$$

$$\hat{Y} = 21.558 + 0.354 X \text{ (work engagement)}$$

Table 4.4 shows that the calculate significance obtained from the F-test is 0.000. This means the calculate significance is less than used significance ($0.000 < 0.05$). That is, the effect of work engagement on organizational commitment is statistically significant. Therefore, the H_0 is rejected and H_{a1} is accepted.

The F-test result is also relevant with t-test result. From the t-test results in Table 4.4 shows that calculated t is 6.215. While the values of t_{table} is obtained by looking the degrees of freedom (df) and the significance level. According to the equation then $df = n - k - 1 = 200 - 1 - 1 = 198$ and a significance level of 5%, so the value t_{table} is 1.960. Because calculated t is greater than t_{table} ($6.215 > 1.960$) then H_0 is rejected and H_{a1} is accepted, that is work engagement has a positive effect on organizational commitment. This can be seen in Figure 4.1 below:

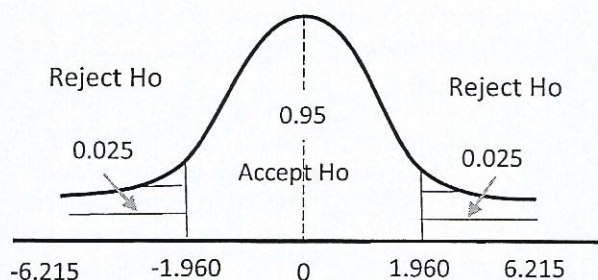


Figure 4.1 Regions of rejections and nonrejections in hypothesis 1

Furthermore, to know how big the organizational commitment is affected by

the work engagement then R^2 analysis is undertaken. From Table 4.4 the value of R Square is 0.613 indicates that organizational commitment is affected as 16.3% by work engagement.

Hypothesis 2:

H_0 : Work engagement did not negatively affect turnover intention

H_{A2} : Work engagement negatively affect turnover intention

The independent variable of hypothesis 2 is work engagement and the dependent variable is turnover intention.

Table 4.5 Hasil Uji Regresi Hipotesis 2

Explanations	Symbol	Value
Constant	a	34.83
Regression		
Coefficient	B	-0.352
$t_{calculated}$	t	-6.349
F Significant	sig	0.000
Correlation		
Coefficient	R	0.411
Determination	R	
Coefficient	Square	0.169

According to the regression result in Table 4.5, the regression equation for the second hypothesis is:

$$\hat{Y} = a + bX$$

$$\hat{Y} = 34.83 - 0.352 X \text{ (work engagement)}$$

Furthermore, Table 4.5 also shows that the calculated significance obtained from the F test is 0.000. This means that calculated significance is greater than used significance ($0.000 < 0.05$). That is, the effect of work engagement on turnover

intention is statistically significant. Therefore, the H_0 is rejected and H_{a2} is accepted.

The F test result is also relevant to the t-test result. From the t-test results in Table 4.5 calculated t is -6.349. While t_{tabel} value is 1.960. Based on the decision rules, calculated t is less than negative t_{tabel} ($-6.349 < -1.960$) then H_0 is rejected and H_{a2} is accepted. This can be seen in Figure below:

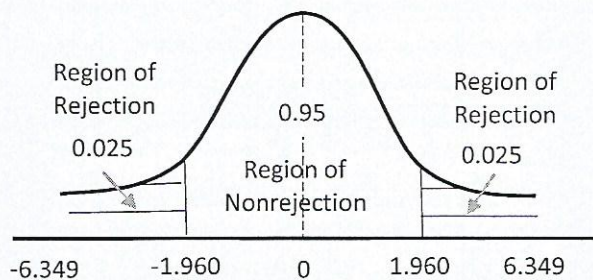


Figure 4.2 Regions of rejections and nonrejections in hypothesis 2

As seen from Table 4.5 that the value of R Square is equal to 0.169 which indicates that the turnover intention is influenced by 16.9% by work engagement.

Hypothesis 3:

H_0 : Organizational commitment did not negatively affect turnover intention
 H_{A3} : Organizational commitment negatively affect turnover intention

The independent variable of hypothesis 3 is organizational commitment and the dependent variable is turnover intention.

According to the regression results in Table 4.6, the regression equation for hypothesis 3 is:

$$\hat{Y} = a + Bx$$

$$\hat{Y} = 30.106 - 0.275 X$$

(organizational commitment)

Tabel 4. 6 Hasil Uji Regresi Hipotesis 3

Explanation	Symbol	Value
Constant	a	30.106
Regression		
Coefficient	B	-0.275
$t_{\text{calculated}}$	t	-4.97
F Significant	sig	0.000
Correlation		
Coefficient	R	0.281
Determination	R	
Coefficient	Square	0.079

Then, Table 4.6 shows that the calculated significance obtained from the F test is 0.000. This means that the calculated significance is less than used significance ($0.000 < 0.05$). That is, the effect of organizational commitment on turnover intention is statitically significant. Therefore, the H_0 is rejected and H_{a3} is accepted.

The F test result is also relevant with t-test result. The t-test result in Table 4.6 shows that the calculated t is -4.97 while t_{tabel} is 1.960. Based on the decision rules, calculated t is less than negative t_{tabel} ($-4.97 < -1.960$) then H_0 is rejected and H_{a3} is accepted. This can be seen in Figure below:

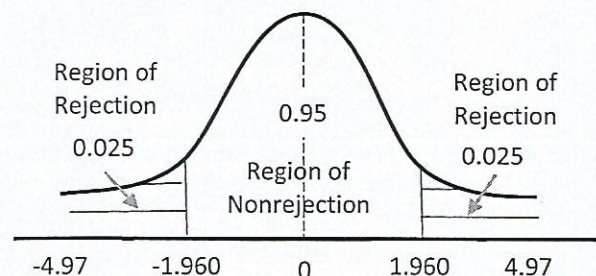
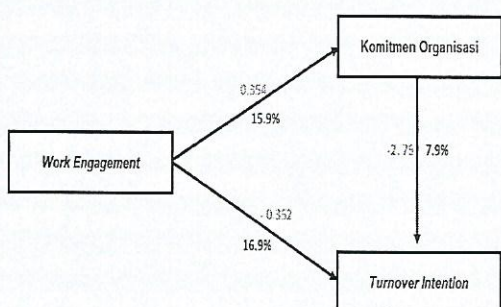


Figure 4.3 Regions of rejections and nonrejections in hypothesis 3

As seen from Table 4.6 that the value of R Square is equal to 0.079 which indicates that the turnover intention is influenced by 16.9% by organizational commitment.

Results

The results of the study been described previously have been able to prove three proposed hypothesis. The following is a summary of the research results:



Discussion of the Results

Effect of Work Engagement on Organizational Commitment

From the description of work engagement variable, that is all of the measurements have mean greater than 4, it is seen that the respondents is employees who have high work engagement. That employees' work engagement can influence employees' organizational commitment positively. This can be understood from the following description:

Regression equation formed from the influence of work engagement on organizational commitment is:

$$\hat{Y} = 21.558 + 0.354 X \text{ (work engagement)}$$

Constant of 21.588 means that if work engagement (X) is constant (zero) then the value of organizational commitment (Y) is equal to 21.588 units. The coefficient of 0.354 means that each increase of one point

of the variable work engagement will lead to an increase of 0.354 units on the variable of organizational commitment. From the regression equation it can be concluded that work engagement will increase employee commitment to the organization. The magnitude of the effect of work engagement on organizational commitment can be seen from the value of R Square, which amounted to 0.163. This value indicates that organizational commitment is affected by 16.3% by work engagement, while the remaining 83.7% is influenced by other factors.

One of the things that may explain the relationship above is the high level of vigor of the respondents (mean = 4.21). Vigor measured from the level of motivation, enthusiasm, and energy. Motivated employees will have the spirit and high energy. When they get up in the morning, they feel like going to work. At their job, they feel strong and vigorous and bursting with energy. This spirit and high energy make employees enjoy their work. Because employees enjoy the work then time flies without they realize. Time flies when working is the unit of measurement of the dimensions of absorption. Therefore, it can be concluded that the dimensions of the vigor is the dimension that plays greatest role in determining an employee's work engagement as this may affect other dimensions of work engagement so work engagement increases.

Employees who enjoy their work will feel happy in their work and the level of involvement and concern about the work increased. Sense of involvement and care can sharpen employees' loyalty to the organization. The results of descriptive

statistic shows that loyalty has the highest mean of organizational commitment dimensions (mean = 4.14). Besides that, it has been mentioned previously that the level of enjoying the job is one unit of measure work engagement. In accordance with the results and the explanation we can conclude that work engagement positively affects organizational commitment, ie when work engagement increases organizational commitment also increase.

The explanations above is appropriate with the study conducted by (Hakanen, Bakker, & Schaufeli, 2006), which work engagement mediates the effect of job resources on organizational commitment in which the employee would have high work engagement if adequate job resources so that organizational commitment also high. Similarly, a study conducted by Cho et al., (2006) showed that employees with suitable jobs have a higher work engagement, which lead to higher organizational commitment.

Effect of Work Engagement on Turnover Intention

In addition to positively influence organizational commitment, work engagement can also negatively affect turnover intention. This can be understood from the description below: Regression equation formed from the influence of work engagement on turnover intention is:

$$\hat{Y} = 34.83 - 0.352 X \text{ (work engagement)}$$

Constant of 34.83 means that if work engagement (X) is constant (zero) then the value of turnover intention (Y) is equal to 34.83 units. The coefficient of 0.352 means

that each increase of one point of the variable work engagement will lead to a decrease (due to negative sign) of 0.352 units on turnover intention variable. From the regression equation, it can be concluded that work engagement will decrease employee turnover intention.

The magnitude of the effect of work engagement can be seen on the R Square of the turnover intention which amounted to 0.169. This value indicates that the turnover intention influenced by 16.9% by work engagement, while the remaining 83.1% is influenced by other factors. These factors may include psychological factors, economic, and demographic (Perez, 2008). Mobley et al., suggests that there are four cognitive part of the turnover intention, which is thinking of quitting, planning to stay or leave, searching for alternative employment, and the desire to leave current job (Lambert, 2006).

In accordance with the description of the variables, job alternative (mean = 3.07) is the dimension that plays the greatest role in determining one's turnover intention. Job alternative can increase employees' turnover intention. In order for someone to have low turnover intention then job alternative has to rare or employees should enjoy their work so will not to easily affected by other jobs. It was mentioned earlier that the level of enjoying the work so time flies when working is a unit of measure of the dimensions of absorption. Therefore, it can be concluded that absorption is the dimension of work engagement that plays the greatest role in influencing employees turnover intention.

Based on explanations above, it can be seen that work engagement negatively affects

turnover intention, ie when work engagement increases turnover intention will decrease. This is consistent with research conducted by Bakker and Schaufeli (2004), which engagement mediates the relationship between job resources and turnover intention which the employee would have a higher work engagement if job resources is sufficient so that employees turnover intention become low. Similarly, research conducted by Lee and Shin (2005) show that turnover intention was positively correlated with negative affectivity and workload and negatively correlated with the dimensions of work engagement, such as vigor, dedication, and absorption.

Effect of Organizational Commitment on Turnover Intention

From the description of the organizational commitment variable (all measurement have a mean above 3.5), it appears that the respondent is employees who have had commitments to the company. Organizational commitment that employees have can influence the employee turnover intention. This can be understood from the following description: Regression equation formed from the influence of organizational commitment on turnover intention is:

$$\hat{Y} = 30.106 - 2.75 X \text{ (organizational commitment)}$$

Constant of 30.106 means that if organizational commitment (X) is constant (zero) then the value of turnover intention (Y) is equal to 30.106 units. The coefficient of 2.75 means that each increase of one point of the variable organisation commitment will decrease (due to negative sign) of 2.75 units on a variable turnover

intention. From the regression equation it can be concluded that organizational commitment will decrease employee turnover intention.

The magnitude of the effect of organizational commitment on turnover intention can be seen from the value of R Square, which is equal to 0.079. This means that turnover intention is influenced by 7.9% by the commitment of the organization, while the remaining 92.1% is influenced by other factors. Mowday, Steers, dan Porter (1979) mentions three characteristic of organizational commitment:

- (1) a strong belief in and acceptance of the organization's goals and values;
- (2) a willingness to exert considerable effort on behalf of the organization; and
- (3) a strong desire to maintain membership in the organization

In accordance with description of the variables previously, it can be seen that loyalty or intention or a strong desire to remain in the organization is the dimension that plays the greatest role in determining a person's organizational commitment. High loyalty can make the employee does not have thoughts and/or desire to leave the organization. The absence of thoughts and/or desire to leave the organization makes the employee has no plans to leave the organization in the near or long term so that employees do not seek job alternatives. Thinking of quitting, plan, and desire to leave current job is the measurement of turnover intention's dimension, ie leave the organization. Therefore, it can be concluded that loyalty is a dimension of organizational commitment that plays the greatest role in influencing employees' turnover intention.

Based on the explanations above, it can be seen that organizational commitment negatively affects turnover intention, i.e. if organizational commitment increases then turnover intention decreases. This is consistent with the research conducted by Sjöberg and Sverke (2000) and Currivan (1999). Sjöberg and Sverke (2000) found that job involvement and organizational commitment have a negative relationship with turnover intention and actual turnover while Currivan (1999) found that job satisfaction affects organizational commitment as well as job satisfaction and organizational commitment are equally affecting intention to quit.

Research Limitations

The results and conclusions of a study may be limited because of various things. In this study, these limitations may arise from the sampling process (purposive sampling), analysis tools (simple linear regression analysis), and the used scale of measurement.

As previously explained, that purposive sampling is a sampling technique that is limited to those who can provide the desired information, either because only those who have the information, or as in accordance with criteria established by the researcher (Sekaran & Bougie, 2010). Therefore, purposive sampling technique is not necessarily representing the overall variation that exists. The weakness of the sampling is the type of organization that were sampled only limited to the company so it can not be generalized to other organizations. Type of hierarchy may give different results for work engagement.

It has been also explained that regression analysis is a useful method to model the

relationship between the dependent variable and independent variables, where the number of dependent variable is only one (Yamin, Rachmach, & Kurniawan, 2011). Therefore, the hypothesis must be analyzed one by one, it can not be analyzed at once.

Measurement scale used in this study is the measurement scale of work engagement, organizational commitment, and turnover intention that translated from English to Indonesian so that the meaning may differ. Moreover, the geographical area of scale measurements were made and this research areas are different. Geographical area makes a difference in characteristics and culture of the respondents so that the results and conclusions of the study may be different.

Managerial Implications

The results showed that work engagement can increase organizational commitment and decrease turnover intention. Therefore, it is recommended for the management of the organization to maintain and/or improve the employees' work engagement. Management of the work engagement can be done at the level of organizations and individuals.

Organizations can increase their employees' work engagement through the fulfillment of job resources such as social support from co-workers, supervisors, and the organization as well as procedural and distributive justice (Saks, 2006); awards, rewards, and special controls (Konyucu et al., 2006; Bakker dan Demerouti, 2008); learning opportunities and autonomy (Puspita, 2012).

At the individual level, employees can increase work engagement (Dijkers,

Jansen, Lange, Vinkenbunrg, & Kooij, 2009). In the JD-R concept models and other work-stress models, employees are generally portrayed as passive receivers of their work environment, but more recent fundamentals and empirical research points to the active role employees can take in shaping or crafting their own environment (Frese et al., 2007; de Lange et al., 2008; Lyons, 2008; Wrzesniewski and Dutton, 2001; Dikkers et al., 2009). As for the physical and cognitive changes individuals make in the task or relational boundaries of their work referred to as job crafting (Wrzesniewski and Dutton, 2001; Dikkers et al., 2009).

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