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Analysis of Turnover Intention at PT Infia Media Pratama

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ABSTRACT

PT Infia Media Pratama is a company based in the creative content industry, primarily social media content, which is currently experiencing a quite serious turnover rate, reaching an average of 19% in the last three years. Even though the normal turnover rate is 5%, to overcome this turnover problem, an analysis of the various variables that influence employee turnover intention is needed. This research aims to try to observe the relationship between the variables' employee engagement, quality of work life, organizational commitment, and employee turnover intention. The research was conducted through a survey using a census sampling method. Primary data analysis tests use multiple linear regression, and hypothesis testing uses t-test and F-test. The research results show that increasing employee engagement and organizational commitment have a positive influence on increasing employee turnover intention. The quality of work-life variable has a negative relationship with employee turnover intention, even though the effect is only 4%. Thus, companies need to improve the quality of work life to reduce employee turnover intention.

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1. INTRODUCTION

PT Infia Media Pratama is a company that was founded in 2014, operates in the creative industry, and designs various content and promotions on Instagram social media. Based on data from the human resources division, it is stated that employee turnover in this company has averaged 19 percent from 2019 – 2021 (Table 1). Referring to the opinion of Alarcon & Edwards (2011), Labrague et al. (2018), Elshahat et al. (2019), and Shakoor et al. (2023), employee turnover is normally in the range of 5-10 percent, so it can be categorized as the employee turnover rate in this company, which tends to be high, so there must be an effort from the company to reduce employee turnover.

Table 1. PT Infia Media Pratama Employee Turnover

Year	Number of Employees	Employee Turnover	Percentage
2019	27	6	22%
2020	25	4	17%
2021	26	5	19%
Average		5	19%

Source: Research data processing (2023)

Based on the results of the exit interview, it is known that the cause of this condition is the phenomenon of employees leaving the company. Where as many as 16 employees left voluntarily (voluntary turnover) and four left involuntarily (involuntary turnover). So, in this condition, the number of voluntary turnovers is greater

than involuntary turnovers. Dessler (2015) argues that if attendance is poor, voluntary resignation often also reflects reduced employee engagement. Based on the results of observations and talent application data, it is known that many employees still have the status of contract employees even though they have worked at the company for quite a long time. This condition causes employees to feel that they are not fully part of the company, which in turn results in almost no effort by employees to support the company's performance. Another reason is that most of the employees are still of productive age, so employees often think about looking for alternative jobs. Indications show that employee commitment to continue working is very low in this company.

Analyzing the phenomenon of turnover intention (desire to leave work) is important. Analysis is useful for knowing the impact that will occur on organizational performance and costs. Several reasons why turnover intention is considered important involve the following aspects (Allen et al., 2010). For company management, replacing employees who leave can increase costs significantly. These costs include recruitment and training, and the management team needs quite a bit of time to be able to re-adjust to changing conditions in the company. Large employee turnover can disrupt the stability and continuity of company operations. Continuous changes in employee composition can hinder an organization's ability to formulate long-term plans and achieve strategic goals. Consciously, high employee turnover can create a bad image for the company, especially for the labor market and customers.

High employee turnover can impact the quality of service and customer relationships. The public may perceive companies that frequently change employees as less stable and unattractive for work purposes. On the other hand, low employee turnover indicates conditions that can help the company increase productivity and efficiency. This condition is because employees have the opportunity to develop their skills and knowledge. Workforce stability allows companies to build and maintain a consistent company culture. Employees who stay longer are also more likely to have the opportunity to develop stronger relationships with customers. Turnover intention is influenced by several factors, which can vary depending on the situation and characteristics of the employee and the work environment (Alarcon & Edwards, 2011; Labrague et al., 2018; Elshahat et al., 2019; Shakoor et al., 2023). Several general factors can influence turnover intentions, such as employee engagement (Saks, 2019), quality of life (Shakoor et al., 2023), and organizational commitment (Juanda et al., 2023; Srivastava, 2013; Lin & Wang, 2012).

Employee engagement can have a significant impact on turnover intentions. An employee's level of job involvement and organizational involvement can influence how satisfied they are with their jobs, and in turn, this can influence their decisions to stay or leave (Rich et al., 2010; Kumar & Sia, 2012; Kundu & Lata, 2017; Saks, 2019; Ardianto et al., 2021). High levels of involvement in their work are positively related to job satisfaction and organizational involvement. This condition can influence employees' decisions to stay in the organization (Christian et al., 2011; Whitman et al., 2010); quality of work life (QWL) plays a significant role in influencing turnover intention. QWL includes aspects such as work environment, organizational justice, balanced work life and personal life, and job satisfaction. Conditions that support good QWL tend to reduce employees' desire to leave work (Whitman et al., 2010; Elshahat et al., 2019).

Organizational commitment or commitment to the organization has been proven to have a significant impact on turnover intention. This level of commitment can influence the extent to which employees want to remain in the organization or have the desire to leave the job. This research shows that the higher the employee's level of organizational commitment, the lower the likelihood that they will have the intention to leave the organization. Employees who have strong commitments tend to feel bound and have an emotional attachment, which can reduce the desire to move to another organization (Juanda et al., 2023; Srivastava, 2013; Lin & Wang, 2012). Referring to the high level of employee turnover intention, this company needs to conduct research regarding how big the influence of factors is: quality of work life, employee engagement and organizational commitment on employee turnover intention. As a result of this research, the company will be able to find a solution so that high turnover intention can be reduced immediately and the company can consistently improve its performance.

2. RESEARCH METHOD

Referring to the problem formulation that has been determined, this research uses a quantitative approach method. The research object in this study is PT Infia Media Pratama, which is located in the South Jakarta area. Primary data collection was carried out through surveys. The population in this study was all employees of PT Infia Media Pratama, totalling 30 people. The sampling method uses census techniques so that the entire sample is the entire population (Sukwika, 2023). Meanwhile, the unit of analysis in this research is all employees of PT Infia Media Pratama.

The scale used to measure respondents' answers regarding perceptions of employee engagement, quality of work life, organizational commitment, and turnover intention uses a Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena with intervals of 1 – 4 with score values: 4 = Strongly Agree, 3 = Agree, 2 = Disagree, and 1 = Strongly Disagree (Sukwika, 2023a; 2023b). Data collection used primary data through a survey using a questionnaire measuring tool based on the operational definition below (Table 2).

Table 2. Operational Variables

No.	Variable and Intervariables	Indicators	References
1.	Employee engagement is a high emotional and intellectual connection between employees to their work	1. Vigor 2. Dedication 3. Absorption	Anggraini et al., 2022; Toni et al., 2022; Sukamdani et al., 2023
2	Quality of work life is an employee's perception of their physical and psychological condition at work	1. Employee participation 2. Career development 3. Conflict resolution 4. Communication 5. Wellness 6. Job security 7. A safe environment 8. Equitable compensation	Priyanto et al., 2022; Anggraini et al., 2022; Toni et al., 2022; Saputra et al., 2023; Gustiranda et al., 2023; Alshery et al., 2015; Spector, 2022; Srivastava, 2013
3.	Organization commitment is an employee's perception of attachment, emotionality, identification and involvement in the organization, the value of the economic benefits obtained from remaining in an organization when compared to leaving the organization, and the losses associated with leaving the organization	1. Affective commitment 2. Continuance commitment 3. Normative commitment	Labrague et al., 2018; Juanda et al., 2023; Srivastava, 2013; Shakoor et al., 2023
4.	Turnover intention is the respondent's desire to leave the organization and look for alternative on-site work other.	1. Commitment 2. Desire to move	Labrague et al., 2018; Jiang & Lavaysse, 2018; Elshahat et al., 2019; Shakoor et al., 2023
5.	Employee engagement on turnover intention	-	Christian et al., 2011; Whitman et al., 2010
6.	Quality of work life on turnover intention	-	Whitman et al., 2010;
7.	Organizational commitment to turnover intention	-	Alarcon & Edwards, 2011; Labrague et al., 2018; Jiang & Lavaysse, 2018; Elshahat et al., 2019; Shakoor et al., 2023

Based on the measuring instruments developed in the operational variables definition, the hypothesis in this research is:

1. Employee engagement variables influence employee turnover intentions at PT Infia Media Pratama.
2. Quality of work-life variables influences employee turnover intentions at PT Infia Media Pratama.
3. The organizational commitment variable has a direct influence on employee turnover intentions at PT Infia Media Pratama.
4. There is a simultaneous direct influence of employee engagement, quality of work life, and organizational commitment variables on employee turnover intention at PT Infia Media Pratama.

Research data processing and analysis tests utilize SPSS v26 software. The analysis test in the research consists of 3 stages, namely, analysis related to the validity of the data by carrying out validation tests and reliability tests. Followed by classical assumption testing and, finally, hypothesis testing. Hypothesis testing uses linear regression with t-test and F-test analysis tools (Table 3).

Table 3. Analysis Test Measurement Standards

Analysis Test	Measurement standard	References
Data Validity Test:		
- Validity	r- count > r-table, significance 0.05	Ghozali, 2016
- Reliability	Cronbach's Alpha > 0,60	Sugiyono, 2017 Sukwika, 2023a
Classic Assumption test:		
- Normality	Kolmogorov - Smirnov test Significant > 0,05	Ghozali, 2016
- Multicollinearity	Tolerance Value > 0.10	Ghozali, 2016
- Heteroscedastisity		Ghozali, 2016
Hypothesis Analysis Test:		
- t-test	p-value < 0.05 dan t-count > t-table	Sugiyono, 2017
- F-test	F-count ≤ F-table, then Ho is accepted F-count ≥ F-table, then Ho is rejected	Sugiyono, 2017 Sukwika, 2023b

Source: Processed by researchers from various sources

3. RESULTS AND DISCUSSIONS

Questionnaires are distributed via the Google Form link and filled in online. From the results of the questionnaire, a description of the respondents based on gender was obtained, showing that 77 percent of the respondents were male. Based on the age of the respondents, respondents were predominantly in the age range of 26 – 35 years, namely 83 percent, and oriented towards educational level. The majority of respondents were undergraduate graduates, 77 percent (Table 4).

Table 4. Description of Respondents

Description	Total	Percentage
Gender		
- Male	23	77%
- Female	7	23%
Age		
- < 25 Years	3	10%
- 26 – 35 Years	25	83%
- 36 – 45 Tahun	2	7%
Education		
- High School	2	7%
- Diploma	1	3%
- S1	23	77%
- S2	4	13%

Source: Primary data processed by researchers (2023)

Data Validity Test. Based on the results of data processing using SPSS V26 software, the results of data validity testing showed that all processed data is valid. In other words, instrument data has high validity so that it can really be used as a tool to measure something precisely, and the data can be trusted to be correct (Table 5). The results of data processing also obtained Cronbach's alpha value of 0.923 > 0.6, so the questionnaire was said to be reliable (Sugiyono, 2017) (Table 5). In this way, the data instrument has a high level of consistency, even if it is used repeatedly on the same or different subjects.

Table 5. Data Validity Test

Analysis Test	Variable	R-count	R-table	Description
Validity	Employee engagement	0.44 – 0.55	0.37	Valid
	Quality of work life	0.48 – 0.58	0.37	Valid
	Organization commitment	0.39 – 0.57	0.37	Valid
	Turnover intention	0.40 – 0.45	0.374	Valid
Analysis Test	Variable	AlphaCronbach	Critical Value	Description
Reliability	Employee engagement	0.923	0.70	Reliable
	Quality of work life	0.923	0.70	Reliable
	Organization commitment	0.923	0.70	Reliable
	Turnover intention	0.923	0.70	Reliable

Source: Primary data obtained by researcher (2023)

Classic assumption test. This test is to ensure whether the equation has statistical requirements. Before carrying out data analysis and hypothesis testing, the assumptions in the regression analysis model must first be tested (Sukwika, 2023b). The assumption testing in this research is classic, including the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. Based on the normality test using graphic analysis, it was found that the significance level value was > 0.05 , so it could be said that the data was normal (Ghozali, 2016). The results of the multicollinearity test show that there is not a single independent variable that has a tolerance value above 0.1 and a VIF of less than 10, so it can be concluded that there is no multicollinearity or in other words, this regression model is free from symptoms of multicollinearity (Ghozali, 2016). Then, the test continues with the heteroscedasticity test, which aims to test whether there is an inequality of variance from one observation to another in the regression model. Based on the results of the Glejser test, it is significant > 0.05 , so it can be stated that the data in this study does not have heteroscedasticity (Ghozali, 2016).

Hypothesis Testing. Hypothesis testing in this research uses multiple linear regression analysis. The classic assumption test is useful for testing whether or not there is a significant influence of the independent variable partially on the dependent variable using the t-statistical test. This test compares the profitability value with the p-value (sig-t) with a significance level of 0.05. If the p-value < 0.05 , then H_0 is accepted, and conversely, if the p-value > 0.05 , then H_0 is rejected (Sukwika, 2023b). With a confidence level of 95 percent, $\alpha=5$ percent with degrees of freedom (df)=n-k-1 or 30-3-1=26 (n is the number of data, k is the number of dependent variables). So, the t-table ($\alpha=0.05$, df=26) is 1.70. The following Table 6 presents the results of the regression analysis output and the t-count.

Table 6. Partial Hypothesis Test (t-test)

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.214	.544		7.742	.000		
	Employee Engagement	.048	.021	.081	2.270	.032	.412	2.430
	OWL	-.043	.009	-.141	-4.732	.000	.590	1.694
	Komitmen Organisasi	.843	.026	.993	32.941	.000	.577	1.734

a. Dependent Variable: Turnover Intention

Source: Primary data processed by researchers (2023)

The results of hypothesis testing for each independent variable partially on the dependent variable are depicted in Table 7 below:

Table 7. Partial Hypothesis Testing Results

Hypothesis	Signification (p-value < 0.05)	t-test (t-count > t-table)	Hypothesis test results
H1: <i>Employee engagement</i> → <i>turnover intention</i>	0.032 < 0.05	2.270 > 1.705	Hypothesis accepted: There is a positive influence of employee engagement variables on turnover intention
H2: <i>QWL</i> → <i>turnover intention</i>	0.00 < 0.05	-4.732 < 1.705	The hypothesis is accepted: there is a negative influence of the QWL variable on turnover intention
H3: <i>Organization commitment</i> → <i>turnover intention</i>	0.00 < 0.05	32.941 > 1.705	Hypothesis accepted: There is a positive influence of organizational commitment on turnover intention

Source: Primary data processed by researchers (2023)

Simultaneous Significance Test. Simultaneous testing using the F statistical test determines whether all the independent variables included in the model have a joint influence on the dependent variable. To carry out an F test, a decision is made if F count > F table, which means that the independent variables jointly influence the dependent variable.

Table 8. Simultaneous Significance Test (F Statistic test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	443.011	3	147.670	627.254	.000 ^b
	Residual	6.121	26	.235		
	Total	449.132	29			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Komitmen Organisasi, QWL, Employee Engagement

Source: Primary data processed by researchers (2023)

Based on the results of data processing (Table 8), the calculated F value = 627,254. Meanwhile, in the F table, we get: **F table = F (k; n-k) = F (4; 30) = 0.13, so F count (627,254) > F table (3.41) and sig 0.000 < 0.05.** Thus, independent variables consisting of employee engagement, quality of work life, and organizational commitment simultaneously and significantly influence the dependent variable (turnover intention).

Discussion. The results of this research show an anomaly in the theory of the relationship between employee engagement and employee turnover intention. In this research, it was found that there was a positive influence between employee engagement and employee turnover. It means that if employee engagement is higher, it will still increase employee turnover, but this effect is only 4 percent. There is a consensus in the human resource management literature that there is a significant relationship between the level of employee engagement and turnover intention. Employee engagement is the level of involvement, commitment, and motivation of employees towards their work and their organization. Intention turnover is a condition that explains the extent to which an employee has the intention or desire to leave his job. Several studies have supported an inverse relationship between the level of employee engagement and turnover intention. That is, the higher the level of employee engagement, the lower the turnover intention. Saks (2019) illustrates that the level of employee engagement has a positive impact on various organizational outcomes, including lower levels of turnover intention. Rich et al. (2010) research highlights the positive relationship between employee engagement levels and job performance and implicitly implies that engaged employees tend to have lower turnover intentions. The meta-analysis conducted by Whitman et al. (2010) presents empirical evidence about the relationship between employee satisfaction (which is closely related to engagement) and business outcomes, with the implication that satisfied or engaged employees are less likely to intend to leave the organization.

The results of this research show that a negative relationship between the quality of work life (QWL) variables at different levels will reduce the level of turnover intention. However, unfortunately, the effect of this relationship is only 4 percent. Quality of work life includes various aspects such as job satisfaction, work-life balance, supervisor support, and adequate working conditions (Alshery et al., 2015; Spector, 2022; Srivastava, 2013). This relationship can influence employees' intentions to change jobs. Several studies support this relationship, such as that conducted by Alarcon & Edwards (2011). QWL, which is measured through aspects such as job satisfaction and social support, contributes significantly to the level of reluctance to move (turnover intentions). QWL also influences the intention to change jobs through organizational commitment; the higher the quality of work life, the lower the employee's intention to turnover (Alarcon & Edwards, 2011; Labrague et al., 2018; Jiang & Lavaysse, 2018; Elshahat et al., 2019; Shakoor et al., 2023).

Meanwhile, this research also found that there was a positive influence between the organizational commitment variable and the turnover intention variable. It could be said that the more committed an employee is to the organization, it does not rule out the possibility that the employee will still have the intention to resign from the company. The higher the commitment, the higher the intention to change jobs. This positive influence is very large, around 80 percent. These findings deviate from the theory of various existing empirical evidence. There is much evidence in the human resource management literature that shows that the level of organizational commitment can influence the level of employee turnover intention. Research on organizational commitment provides a conceptual basis for three components: affective (positive feelings towards the organization), normative (moral obligation to stay), and continuance (calculation of the costs and benefits of staying or leaving) (Priyanto et al., 2022; Anggraini et al., 2022; Toni et al., 2022; Saputra et al., 2023; Gustiranda et al., 2023).

This level of organizational commitment can influence turnover intention. Meta-analysis findings Whitman et al. (2010) provide a summary of research on the antecedents, correlates, and consequences of organizational commitment. One result is that organizational commitment is negatively correlated with turnover intention. Research Whitman et al. (2010) found the results of a meta-analysis of literature examining the antecedents, correlations, and consequences of the three components of organizational commitment. The results show that affective and normative commitments have a negative relationship with turnover intention. Shakoor et al. (2023) discovered a general model of workplace commitment and highlighted how organizational commitment can influence turnover intentions (Juanda et al., 2023; Srivastava, 2013).

It is necessary to examine other aspects to reduce turnover intention in companies. Various complex factors, including aspects of the work environment and individual employees, influence turnover intention. Several general factors from the classical theory that can influence turnover intention and which can be observed again include job satisfaction, performance, superior support, leadership, role ambiguity and job uncertainty, rewards and recognition, career development, management style and organizational culture, and job stress (Robbani et al., 2021; Juanda et al., 2023; Sukamdani, 2023; Sukamdani et al., 2023; Prasetyo et al., 2023).

Apart from that, companies must develop other concepts that can make a positive contribution to the work environment, such as developing organizational citizenship behavior (OCB), which are actions and behaviors that support organizational effectiveness, improve a positive work climate, and make a positive contribution to the work environment (Whitman et al., 2010). This concept involves behaviors that support the organization as a whole, such as supporting organizational values, complying with regulations, and actively participating in company initiatives. Research conducted by Whitman et al. (2010) and Sulistyadi et al. (2016) shows that OCB can be formed through organizational culture.

4. CONCLUSION

The conclusion of this study found that only the quality of work life (QWL) variable showed a negative relationship with employee turnover intention. However, this condition could be followed up even though the percentage was very small. At the same time, we found a very worrying condition, where the company's efforts to increase employee engagement and organizational commitment have so far been unable to reduce

employee turnover rates. Therefore, the implication is that companies need to pay attention to other factors so that efforts to reduce turnover intention can be optimized so that companies can reduce costs caused by employee turnover.

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