Efforts to Reduce Intention To Leave through Organizational Commitment and Career Development

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Abstract

The intention to quit or the decision to stay in an organization is referred to as "intention to leave". Low organizational commitment and professional growth factors influence the intention to depart. This study is qualitative, and it is a library study with books and other literature as the primary object. The primary data for this study came from a literature review. In this study, content analysis was used as a data analysis technique (content analysis). According to the findings, the company has to strengthen its organizational commitment, particularly in terms of work discipline, motivation, and employee job satisfaction. Then there's career planning to make the most of existing opportunities. Career development must be completed with the creation of qualifications that an employee must own in order to support his or her own career advancement.

Keywords: Career Development Organization Commitment, Intention to Leave.

A. INTRODUCTION

With the growth of the company, there has been an increase in human resource problems, one of which is the intention to leave. Intention to leave according to Tett & Meyer in (Rahmat Putra, 2018) is the desire to leave the organization or the decision to remain in the organization. The intention of employees to leave the organization or company, according to Prihartono in (Amelia & Lukito, 2020) is still limited to intentions that have not been achieved. Intentions to quit can be costly to a business in terms of money and resources, as well as employee liability. Low organizational commitment is associated with higher absenteeism, increased courage to violate organizational order, and lack of seriousness in fulfilling duties and obligations, according to research conducted by (Rahmat Putra, 2018).

According to research conducted by (Yasar & Nugraheni, 2017), the factors that influence an employee's intention to leave are career development factors. If the employee's career development in the organization develops well, the employee will
not choose to leave, but if the employee does not get the opportunity to develop a career in the organization, the employee's intention to leave will be high. Increased absenteeism, sluggish work, increased courage to defy work orders, courage to argue or complain to superiors, and seriousness in handling all types of employee duties are all symptoms of intention to leave or turnover. Each indicator can be used as a reference to predict the company’s staff turnover plan (Harnoto, 2002). How to find the best technique to achieve employee job happiness is one of the key steps in reducing employee desire to leave the company (Isman & Lutfi, 2018).

B. LITERATURE REVIEW

1. Organizational Commitment

Organizational commitment is an ongoing process in which members of the organization's attention are attracted to the organization, its success, and its continuous progress (Luthans, 2006). Mowday et. al. (1982 in (Fauzi, Warso, & Haryono, 2016)) as the relative strength of individual identification and involvement in a particular organization, which includes trust, support for organizational goals and values, a strong desire to use earnest efforts for the benefit of the organization, and a strong will to remain a member Allen and Meyer (1993 in (Fauzi, Warso, & Haryono, 2016)) developed three theories of organizational commitment based on three basic points, namely: Affective commitment, Continuance commitment and Normative commitment. Luthans (2006) describes indicators of organizational commitment, namely:

a. Become part of the organization.
b. Pride, Concern.
c. Strong desire.
d. Strong belief (Luthans, 2006).

2. Career Development

Ruky (2008) states that a career is a pattern of work-related experiences (eg, positions, tasks, decisions, and personal interpretations of work-related events and activities) and activities during one's working life (Ruky, 2008). According to Sutisna (2011), career development is "the delivery of future human and organizational standards of living through adaptation to changes in the internal and external environment" (Sutisna, 2011). Career development, according to Siagian (2008), is the desire of employees to work in the company where they work for a long time until retirement age (Siagian, 2008). Handoko (2007), defines career development as "personal growth that a person makes to achieve career goals." As a result of their greater career advancement, employees will have superior material and non-
material rights, such as increased income, improved facilities, and so on (Handoko, 2007). According to Siagian (2008) the following are various indicators that need to be considered in career development:

   a. Fair treatment in career.
   b. Respect for superiors.
   c. Information on various promotional opportunities.
   d. Interest in being promoted.
   e. Satisfaction level.

3. Intention To Leave

Employees’ intention to leave arises when their goals are not realized and the good effects of other jobs seem to satisfy more of their demands. A conscious and purposeful desire to leave the company is expressed as an employee's intention to leave the company. The desire of employees to migrate from one organization to another is similar to their desire to leave (Rodli, 2012). This point of view suggests that the urge to leave is nothing more than the desire to move. This has not yet manifested itself in the form of job changes. People are sometimes attracted to leaving with better job opportunities than other groups or organizations. Widodo (2010) states that there are three factors that can be used to determine whether employees have a strong desire to leave the organization. The three indicators are as follows:

   a. When employees feel they have been treated unfairly or have strained relationships with their coworkers, they consider leaving the company. This shows that unfair treatment will cause employees to consider leaving the company.
   b. Those seeking a new job do so because they are unhappy with their current position, and the organization's inability to meet their demands may encourage employees to consider looking for work elsewhere. This is a natural effect when the company is unable to offer/meet the demands of the employees, such as when other companies cannot meet the needs of the employees.
   c. Possibility to leave the organization that is, employees may be motivated to find new positions in other organizations in the coming months that are considered to be able to meet their needs (fair to employees) (Widodo, 2010).

C. METHOD

This research is a qualitative research that is library research which uses books and other literature as the main object (Hadi, 1995). This type of qualitative research is
research that produces information in the form of descriptive notes and data from
the text being studied (Mantra, 2008). Data collection can use primary data based on
data sources. Data sources that directly provide data to data collectors are referred to
as primary data. The primary data in this study came from the literature study,
which was conducted by studying literature, books, and other published materials
related to the subject matter. In this study, content analysis was used as a data
analysis technique. Content analysis is a scientific analysis of the message content of
a data (Noeng, 1998).

D. RESULT AND DISCUSSION

1. Organizational Commitment, Career Development and Intention to Leave

Many studies have been conducted in organizational behavior related to work
attitudes such as organizational commitment. Organizational commitment has
become an important topic because of its relationship to behavior outside of its role
in the organization or additional role behavior. The most common variables used
organizational commitment as an antecedent to predict the antecedents of
withdrawal intention to leave or turnover intention. In other words, employees who
have the desire to move into or out of the organization will also eventually leave the
organization at the most appropriate time (Tarigan & Ariani, 2015). Employees who
have a strong organizational commitment are more likely to be present at work and
strive to meet company goals. Meanwhile, organizational commitment is related to a
strong desire to contribute and sacrifice for the organization, according to Randall,
Fedor, and Longenecker (in (Yusuf & Syarif, 2018)). High levels of organizational
commitment, on the other hand, have a negative relationship with absenteeism,
turnover, and levels of inaction at work. According to Steers (1977), commitment is
related to the desire to stay with the organization, but not to performance, because
performance is also related to motivation, job clarity, and employee involvement
(Yusuf & Syarif, 2018).

Career advancement is one of the internal factors that can affect job satisfaction and
the desire to change professions. Promotion opportunities, career planning, and self-
competence growth are all aspects of career development (Mujiati & Dewi, 2016).
The desire of employees to develop and improve their competencies is related to
career development or career level, which is not solely related to income. The
majority of hospital workers, according to previous research conducted at the
Surabaya Surgical Hospital, are eager to advance their careers. One type of career
development is the opportunity for advancement, which must be clearly
communicated to employees so that they can understand and plan what
performance targets must be met in order to be considered for advancement (Siwi,
Taroreh, & Dotulong, 2017).
2. Factors Causing (Antecedents) Organizational Commitment

Steers (1977) proposed a predecessor model of organizational commitment that includes three factors: (1) personal qualities, (2) job/position attributes, and (3) work experience (Firmanto, 2016). Several research results abroad show that (Yusuf & Syarif, 2018):

a. Personal characteristics. Consisting of age, years of service, education level, gender, ethnicity and personality correlated with organizational commitment (Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982, in (Yusuf & Syarif, 2018) ). According to (Angle & Perry, 1981; Steers, 1977, in (Yusuf & Syarif, 2018)) the better a person's education, the higher their expectations, making it more difficult for businesses to achieve them; As a result, employee loyalty to the company decreases. Another study found that educational attainment had minimal influence on organizational commitment. Another human characteristic that influences organizational commitment is gender. Women are more committed to their organizations than men. On the other hand, Mathieu and Zajac (1990) in (Yusuf & Syarif, 2018) actually found that male employees had higher organizational commitment than female employees. As one of the antecedents of personal nature, long work has a great impact on organizational dedication. Work life and organizational dedication have a limited beneficial correlation, according to Mathieu and Zajac (1990) in (Yusuf & Syarif, 2018).

b. Position or role-related characteristics have a significant impact on organizational commitment. These features include job problems, role conflict, and role uncertainty. According to several studies, job challenges have a positive relationship with organizational commitment, while role conflict and ambiguity have a negative relationship with organizational commitment. Task difficulty and skill variation, for example, have a modest positive relationship with organizational commitment, according to Mathieu and Zajac (1990) in (Yusuf & Syarif, 2018). However, organizational commitment and autonomy have a simple relationship. On the other hand, job conflict, role ambiguity, and overburdened work have a negative impact on organizational commitment.

c. Work experience, which includes organizational intelligence, important emotions, realization of expectations, good co-workers attitudes towards the organization, salary perception, and group norms related to hard work, is the most important component of organizational commitment (Jayanti, Supartha, & Subudi, 2016). According to the study findings of Mathieu & Zajac (1990), there is a strong relationship between participatory leadership and leadership communication, which is a type of work experience, and organizational commitment (Yusuf & Syarif, 2018).
The desire of employees to keep their members in an organization, according to O'Reilly and Chatman, is the reason for organizational commitment, which consists of three things, namely: compliance, identification, and internalization. This theoretical perspective examines the effect of having committed employees in relation to the process of creating commitment, namely instrumental exchange and psychological attachment (Pritanadhira, 2019). Both of these ideas have a relationship with organizational commitment, so that if the employee's organizational commitment is high, he can produce a good job, but if the employee's organizational commitment is low, the employee's job will be less good. As a result, one's organizational commitment has a significant impact on job performance.

As an antecedent, organizational commitment notes that highly committed employees are less likely to leave the organization. Organizational commitment is a predictor of various outcomes such as turnover and intention to leave the organization, absenteeism and level of effort exerted. Organizational commitment is an important research topic and has both practical and theoretical implications. Organizational commitment leads to important outcomes such as decreased turnover, higher motivation, higher organizational citizenship behavior and organizational support. Employees who are highly committed will contribute significantly more to the organization, perform better, engage in organizational citizenship behavior, and are less likely to engage in unproductive or destructive behavior (Tarigan & Ariani, 2015).

3. Career Development Program

Managerial and operational functions are included in human resource management. Procurement, development, compensation, integration, maintenance, discipline, and firing are examples of operational functions. Employee rotation is part of the human resource management development role, which also includes the operations mentioned above. It is very important to have qualified staff capable of performing their duties effectively. Employee rotation must be done to improve employee morale and quality (Zamharil, 2015).

Individual interests, especially employee interests, are focused through career development. This phrase is described as the first step in achieving personal and organizational goals. Learning can be acquired through career development, which is a lifelong process. Human resources are critical to the success of any industry. Human resources must be a top priority for the company to succeed. In the workplace, career development programs are seen as an important aspect of human resource management. Employees can improve their ingenuity, work execution, and advancement through career development. Career development programs have grown attractive to companies in terms of performance and efficiency, as trained and efficient human resources promote hierarchical dedication among representatives,
job fulfillment, underrepresentation of complaints, and lower employee turnover (Sheraz, Batool, & Adnan, 2019).

Career counseling and evaluation of work success systems and career systems in general, which include promotions, job transfers, and job appointments, are used to implement and promote career development. As a result, everyone should have a professional plan in place throughout their career to take advantage of current opportunities. Career development is considered to require the preparation of requirements that must be possessed by an employee to support his career advancement. Requirements – Prerequisites are mutually supportive in the sense that each employee's career advancement must meet a set of predetermined criteria, such as achievement, heavy duty / work, job vacancies, efficiency, and so on. If it is associated with the key to career development based on the theory of Fiedman and Arnold (in (Moekijat & Koon, 1986), then:

a. Employees should be assessed periodically throughout their careers to build on their strengths that can be applied to various professions within the organization and to correct certain deficiencies that prevent them from progressing in their careers.

b. When career planning activities are linked to other human resource management activities such as selection, training, human resource planning, and job performance appraisal, they become highly successful.

Giving employees the ability to make decisions about their career goals and opportunities is something that companies must do for them. In the system, the career of employees can advance depending on their work history, which takes into account competence, job performance, and loyalty. Employees also evaluate the following aspects when deciding on their professional path, job goals, and career development: Factors that employees consider when making career choices, their ambitions and progress; Direct supervisor supervision; Various promotional opportunities are described (Zamharil, 2015).

For example in training, training programs are effective when employees are involved, but the lack of written research on the correct way to implement training prevents organizations from standardizing programs. A common research theme is that employee motivation and engagement are key elements in the success of a training program. Hardman and Robertson (2012) conclude from a literature review that a successful training program in an organization is personal because of the organization’s desire to maintain a competitive advantage. Freeman (2009) argues that the success of a training program depends on a person’s self-efficacy to complete the training. Mayfield and Mayfield (2012) found the influence of leadership and self-efficacy both increased the effectiveness of the training program more than the training program itself (Anthony & Weide, 2015).
E. CONCLUSION

Organizational commitment is needed, especially in terms of work discipline, motivation, and employee job satisfaction. The high level of good employee work discipline can affect the low level of employee commitment to this company, therefore it can be understood as the greater the level of employee commitment to this company, the higher the level of employee discipline. It is also important for this organization to pay attention to the work motivation of its employees. This can be achieved by fostering a positive relationship between the boss and subordinates. Employees are inspired to invest more in the company because of this positive relationship.

Employers should provide equal possibilities for employees to adjust parameters, such as decision-making related to the work environment provided by the institution, to increase organizational commitment. Employees are increasingly involved in developing the company's vision and mission at the institution. To promote career development, companies should provide opportunities for employees to provide input in all areas of their professional careers, and policies for promotion of positions should provide equal opportunities to employees, as well as clear rules for promotion of positions.

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