

Employee Organizational Commitment and Its Effect On Turnover Intention Behavior In Multi-Finance Industry

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Abstract

One of the indicator of successful organization that boost HR practices is that they can retain employees. Therefore companies are encouraged to take action to reduce turnover as one of the popular HR program that could retain employees. This study aims to examine the impact of multi-finance employee organizational commitment on turnover intention behavior. The research was conducted in the Manado area because the development of finance companies in the region has progressed very rapidly, seen from the number of finance companies that have opened branches in Manado. Data was collected by distributing questionnaires to 212 respondents from 30 multi-finance companies. The data were analyzed through the PLS-SEM model using smartPLS-3 software. The results show that organizational commitment has a positive and significant effect on attitude toward leaving, subjective norm, and perceived behavioral control; thus, it impacts employee turnover intention. The significant indirect impact of organizational commitment on turnover intention was also revealed. The model clearly expresses the organizational commitment of multi-finance employees and its impact on turnover intention through the theory of planned behavior construct. Managers need to understand these factors and their impact on turnover intention.

Keywords

Organizational commitment; theory of planned behavior; employee turnover intention; multi-finance industry.

Received: 11 October 2021; Accepted: 10 November 2021; Published Online: 31 December 2021

DOI: 10.21776/ub.apmba.2021.010.02.7

Introduction

Research Background

Employee turnover is a critical topic for both public and private sector organizations. Scholars and employers are often attracted to turnover because it can signal poor work-life and ineffective organizational processes (Hom, 2016). Employee turnover is the voluntary dismissal of employees for paid work in an

employing organization (Mobley, 2011). According to the SHRM, the average employee tenure is eight years in terms of employee retention. The annual turnover rate is 19%, and the forced turnover rate is 8%. It takes an average of 42 days to fill a given position (Saleem & Qamar, 2017). Turnover has both direct and indirect costs. The direct financial costs include the loss of

the performance and expertise of the employee, recruitment costs, and training of new hires. The indirect costs of turnover include the loss of social networks, increased use of inexperienced and tired staff, insufficient staffing, and decreased morale (Hogan & Lambert, 2009).

Among all industries, the voluntary resignation rate was 7% in 2019. The financial services industry experienced the highest rate of resignation at 14%. In 2018, the resignation rate was at 8%, with the financial services industry also being the industry with the most significant resignation rate at 12% (Evandio, 2020). The main reasons for employees in Asia to resign varies by age group and gender; however, the three main reasons for resigning are competitive wages, relationships with superiors, and the absence of clear career paths and guarantees (Rahma, 2019).

Finance is an important aspect to support daily human life. The development of financial institutions in Indonesia from year to year is increasing rapidly. The presence of multi-finance company services can make it easier for people to buy goods or services so that they can be paid in installments. Multi-finance activities are (financing companies) carried out in the form of provision of funds and capital goods and consumer goods without withdrawing funds directly from the public through savings, current accounts, and other equivalent forms. This activity is what distinguishes multi-finance from banking, even though both are financial institutions. Multi-finance is a form of business in non-bank financial institutions that has a significant role in financing and managing one of Indonesia's sources of development funds. Furthermore, it has proven itself a business entity that provides excellent benefits to small, medium, large, and government businesses (Fitriadi, 2017).

The Financial Services Authority (Otoritas Jasa Keuangan/OJK) reported that the total assets of finance companies in Indonesia

throughout 2019 reached Rp. 518.14 trillion. This figure grew 2.6 per cent over the same period in the previous year. The total assets were obtained from 184 finance companies registered with the OJK (Ramli, 2020). The total human resources of finance companies are 225.635 employees, consisting of 44.830 employees at the head office, 154.927 at branch offices, and 25.878 at offices other than branch offices (APPI, 2020). In the Manado area, the development of finance companies is progressing very rapidly, as can be seen from the number of finance companies that have opened branches in the area. The data above shows the importance of the role of finance companies in development in Indonesia. In this regard, finance companies need to pay attention to important aspects that can create a solid internal system and a way that can provide satisfaction to its customers so as to provide potential for the development of the organization as a whole. Finance companies need to know how to improve excellent service to their customers and what factors play a role in the quality of these services. One of the factors that can play a role in service quality is organizational commitment.

In such a globally challenging fluctuation, organizations need to manage their resources efficiently and effectively to maintain their success. Understandably, these changes pose challenges to human resource development and management functions in an organization because the success of any organization depends on maintaining healthy relationships between employers and employees (Behery et al., 2016). Employee attitudes toward organizations have drawn attention from researchers in organization science, organizational behavior, and industrial and organizational psychology. Studies on attitudes frequently focus on organizational commitment (OC) and turnover intention (Park et al., 2014). Job-related attitudes, such as job satisfaction and organizational commitment, are known to be strong predictors of switching intentions (Ramoo et al., 2013). Mowday et al. (1979)

suggested that organizational commitment might better predict turnover than job satisfaction, although they did admit the evidence for superiority was equivocal (Michaels & Spector, 1982). The most commonly accepted thoughts on commitment are that it is an indicator of employees who are strongly committed to an organization and are least likely to leave; hence it is a psychological state that binds an individual to an organization (Meyer et al., 1990). Various studies have been conducted to understand employee turnover intention by using organizational commitment variables (Kaur & Sharma, 2016; Kohlmeyer et al., 2017).

This study examines the impact of employee OC on employee turnover intention behavior by applying the theory of planned behavior. Attitude is one of the essential concepts for understanding behavior because it reflects what humans think and feels. In this study, to better comprehend employee behavior, the theory of planned behavior (TPB) was used by Ajzen (1991). Employee behavior can be better understood with TPB, which has been used in a variety of fields. This theory consists of three variables, namely: attitudes, subjective norms, and behavior control. This study intends to predict the factors that determine OC and influence employees' intention to leave work/resign from the job.

Specifically, this study proposes an OC assessment model and its impact on employees' turnover intention of multi-finance companies in Indonesia. The commitment added to the model to better understand the relationship and use the three-dimensional commitment model developed by Meyer & Allen (1997). It is preferred because it has been used in many previous studies (e.g. Cao et al., 2019; Farradina & Halim, 2016; Park et al., 2014). This research is significant because it relates organizational commitment and employee turnover, determining organizational stability and performance. Previous research on employee turnover in

the multi-finance industry is still minimal, especially in Indonesia. Structural Equation Modeling (SEM) is used in this work to determine the strength of empirical correlations in the suggested model.

Literatur Review

Organizational Commitment

Allen & Meyer (1990) defined organizational commitment as a psychological state which binds the employee to the organization. Organizational commitment is a multidimensional construct that may impact an individual's behavior at various levels and intensities (Meyer & Allen, 1997). Meyer & Allen (1991) developed an integrated approach utilizing concepts proposed by various researchers consisting of three-dimensional constructs: first, the affective component that characterizes Porter's views and refers to employees' emotional attachment to, identification, and involvement in the organization; second, the continuation component that characterizes Becker's view and refers to the costs employees associate with leaving the organization; and third, the normative component which refers to the employees' feeling of obligation to remain with the organization.

Turnover Intention

Turnover, defined as actually leaving a workplace, is considered a process rather than a sudden action (Wang et al., 2020). Researchers studying conceptual and empirical models of turnover have given strong support for behavioral intentions affecting actual behavior (Guchait & Cho, 2010). The primary emphasis in the turnover literature has been employees' turnover intentions because such intentions represent the immediate antecedent of subsequent behavior (Mahto et al., 2020). Most previous studies consistently find that turnover intention is the best predictor of actual turnover behavior (Lin et al., 2017). On the other hand, turnover intentions are defined as employees' thoughts regarding

voluntary leaving their organizations or quitting their jobs (Harhara et al., 2015).

Theory Planned of Behavior

The TPB, introduced by Ajzen in 1985, has been one of the most utilized and influential models for predicting human social behavior over the last three decades (Ajzen, 2011). The central factor in this theory is the intention of the individuals to perform a specific behavior; intention indicates the extent to which an individual is willing to perform the behavior (Steinmetz et al., 2011). Attitude refers to how a person has a favorable or unfavorable evaluation or appraisal of the behavior in question. Subjective norm is an individual's perception of social pressure to/not to perform a behavior. Perceived behavioral control reflects an individual is perceived ease or difficulty to perform a behavior and is assumed to have both indirect (through association with intention) and direct influence on behavior (Ajzen, 1991).

Conceptual Framework and Research Hypotheses

The main objective of this study is to examine the impact of employee organizational commitment on turnover intention behavior through measuring attitudes with the TPB variable. For that, we propose a model as stated in Figure 1. OC is often conceptualized and measured in three ways: the affective component, the continuation component, and the normative component. According to Allen & Meyer (1990), OC's affective component (AC) refers to an employee's emotional attachment to, identification, and involvement in the organization. Continuation commitment (CC) refers to the cost-based commitment that employees associate with leaving the organization. Normative commitment (NC) refers to an employee's feeling of obligation to stay with the organization. Kaur Sahi & Mahajan (2014) reveal that research consistently reports OC is associated with attitudes, norms, and behavior. AC level appears to be a valuable predictor of withdrawal behavior. In contrast, CC has been found to

bind individuals to organizations because of the costs associated with leaving and the low availability of alternatives. Personal norms, predictors of NC (defined as internalized moral obligations), are essential contributors to behavior, including termination of employment with an organization.

Hypothesis 1: OC has a positive and significant effect on ATT.

Hypothesis 2: OC has a positive and significant effect on SN.

Hypothesis 3: OC has a positive and significant effect on PBC

TPB elucidates the relationship between individual attitudes toward behavior, subjective norms, and perceived behavioral control and intentions, which result in behavior (Ajzen, 1985). According to Ajzen (1991), attitude toward behavior (ATT) refers to the extent to which a person has a favorable or unfavorable evaluation of the behavior in question. The second predictor is the perceived social factor, namely subjective norm (SN); this refers to the social pressure felt and not to do specific behavior. The third predictor is perceived behavioral control (PBC), which refers to the perceived ease or difficulty in carrying out specific behavior and is assumed to reflect past experiences and anticipated obstacles and hindrances. This model is supported by research conducted by Wan et al. (2018), they extended the theory of planned behavior to explain behavior of using urban green spaces and the moderating effect of subjective norm on behavioral intention and the results showed that attitude, subjective norm, perceived behavioral control positively influence people's intention, It was also proved that the interaction terms of perceived quality and subjective norm, negatively influence behavioral intention. This model was also examined by Kumar & Smith, (2018), they use the Theory of Planned Behavior, they proposed three factors to impact attitude toward local food along with subjective norm and perceived behavioral control to influence intentions to purchase local food,

and the results show that Attitude toward local food and subjective norm, but not perceived behavioral control, were found to have a significant effect on intention to purchase local food. Due to differences in research results Wang et al. (2020) and Kumar & Smith (2017), this study was conducted to clarify the relationship between ATT, SN, PCB to TI. So the hypothesis that is assumed based on TPB in the context of employee turnover is as follows:

Hypothesis 4: ATT has a positive and significant effect on TI

Hypothesis 5: SN has a positive and significant effect on TI

Hypothesis 6: PBC has a positive and significant effect on TI

In this examination, two ways among SN and ATT and SN and PBC were tried, notwithstanding the connections recommended by TPB. Randall and Gibson condemned considering that tried just connections theorized by the hypothesis disregarded different linkages between the builds. Past research has tracked down that normative and attitudinal might be reliant and, hence, SN could impact ATT (Kim & Karpova, 2010).

Hypothesis 7: SN has a positive and significant effect on ATT

Hypothesis 8: SN has a positive and significant effect on PBC.

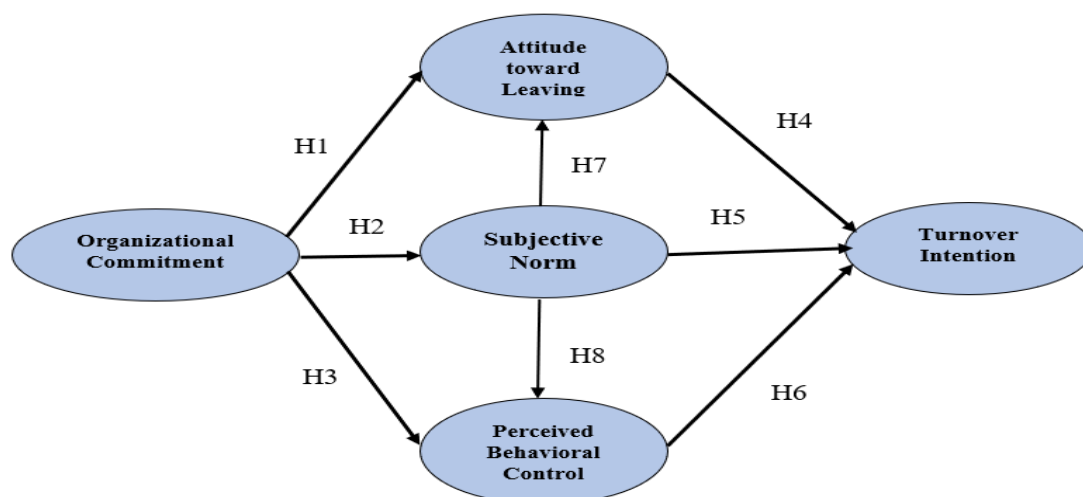


Figure 1. Conceptual Framework

Research Methode

Sample and Data Collection

Samples were obtained from employees who work in 30 multi-finance companies operating in Manado City. The research was conducted in the Manado area because there are many multi-finance companies in the area with fairly rapid development. The development of multi-finance companies in Manado can be seen from the number of debtors from financing companies who have applied for credit restructuring, as of

the end of May 2020, there were 58,973 debtors from financing companies in North Sulawesi who had applied for credit restructuring with a value of Rp. 2.2 trillion. However, only 46,171 debtors have received restructuring approvals with a total restructured value reaching Rp1.6 trillion (Meilanova, 2020). The restructuring was carried out as an effort to help finance companies to continue to run their business amid the Covid-19 conditions.

This study employs a non-probability convenience sampling strategy. Two hundred fifty questionnaires were distributed, 212 questionnaires were returned, and 38 were not returned. We used a questionnaire survey method to collect data to test the research hypotheses. Participation in this research was voluntary. All questionnaires were filled in anonymously to ensure confidentiality. The survey instrument consisted of 31 questions designed to test the variable organizational commitment and theory of planned behavior. The form contained affective commitment, continuance commitment, normative commitment, attitude towards leaving, subjective norm, perceived behavioral control, and turnover intention.

Measures

Each item was adapted from past study and slightly adjusted to meet the current research situation. Each item was measured on a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Organizational commitment was measured by 18 items from Meyer & Allen (1991), attitude toward leaving was measured using three items from Gakobo & Jere (2016). Three questions are used to assess subjective norms, derived from Gao et al. (2017) and Roncancio et al. (2015). Three questions from Kim & Karpova (2010) were used to measure perceived behavioral control. Four items from Lin et al. (2017) were used to ascertain turnover intention.

Data Analysis Technique

This study used partial least square (PLS) structural equation modelling (SEM) to test the proposed model and hypothesis. PLS-SEM is a widely accepted multivariate analytical method used to estimate path models with latent variables (Memon et al., 2020).

Common Method Bias

Procedural and statistical techniques are used to address the common method bias (Podsakoff et al., 2003). For example, all questionnaires were filled in anonymously to ensure confidentiality. The survey questionnaire was pretested before the primary data collection to ensure no complicated or confusing items. In addition, Harman's single factor test was conducted to determine any common method bias in the data set. The result of exploratory factor analysis indicates that the factor holds 39.391 per cent variance (<40), implying that common method bias has no effect on the current investigation (Babin et al., 2016).

Result

62.7 percent of respondents were male, while 37.3 percent were female. The majority, 58.5 percent, are between the ages of 30 and 40, 23.1 percent are under 30, 17.5 percent are between the ages of 40 and 50, and 0.9 percent are beyond 50. According to the respondents' educational attainment, 27.5 percent held a diploma, 66.9 percent held an undergraduate degree, and 5.6 percent held a postgraduate degree.

Table 1. Test Results of Measurement Model in SEM

Variable	Indicator	Factor loading	Cronbach's alpha	Composite reliability	AVE
Organizational Commitment	OC1	0.806	0.759	0.860	0.673
	OC2	0.861			
	OC2	0.793			
Attitude towards leaving	ATT1	0.881	0.801	0.883	0.715
	ATT2	0.829			
	ATT3	0,825			
Subjective Norm	SN1	0.827	0.759	0.861	0.674
	SN2	0.808			
	SN3	0.829			
PBC	PBC1	0.933	0.873	0.921	0.795
	PBC2	0.868			
	PBC3	0.872			
Turnover Intention	TI1	0.861	0.887	0.747	0.747
	TI2	0.836			
	TI3	0.852			
	TI4	0.907			

Measurement Model

Reliability, Convergent Validity, and Discriminant Validity can be used to evaluate the measurement model. Reliability can be assessed by determining Cronbach's alpha (α), the composite reliability (CR), and the average variance extracted (AVE). Cronbach's alpha is considered acceptable when it surpasses 0.70, CR is considered acceptable when it exceeds 0.70, and AVE is considered appropriate when it reaches 0.5, as suggested by Hair et al. (2014). Cronbach's alphas for this study ranged from 0.759 to 0.887, all of which are greater than the recommended value of 0.70. The CR value ranges from 0.747 to 0.921, which is greater than the recommended value of 0.70. The AVE value is between 0.673 and 0.795, which is greater than the suggested value of 0.5.

The convergent validity can be assessed using factor loading. The factor loading shows the weight of each indicator as a measure of each variable. Based on Table 1 and Figure 2, the factor loading for each indicator is above 0.6 at the significance level of $p < 0.01$, suggesting good convergent validity. Discriminant validity is measured by using the Fornell Larcker Criterion. According to Fornell & Larcker (1981) the square root of each AVE of latent variables should be used. The AVE value should be bigger than the coefficients of correlation between latent variables.. The square root of the AVEs (refer to Table 1) exceeded their correlations between other constructs, indicating sufficient discriminant validity of the construct.

Table 2. Construct Correlation

	OC	ATT	SN	PBC	TI
OC	0,820				
ATT	0,464	0,846			
SN	0,405	0,492	0,821		
PBC	0,516	0,347	0,428	0,892	
TI	0,607	0,574	0,548	0,456	0,864

Note:OC=Organizational Commitment; ATT=Attitude; SN=Subjective Norm; PBC=Perceived Behavioral Control; TI=Turnover Intention.

Structural Model

R² values are used to assess the structural model and the model's predictive accuracy. R² ranges of all endogenous variables refer to a degree of variance explained with all endogenous variables. R² ranges of 0.75, 0.5, and 0.25 are considered substantial, moderate, and weak, respectively (Hair et al., 2014). Results indicate that R² values of ATT, SN, PBC, and TI are 0.326, 0.164, 0.324, and 0.475. According to (J. F. Hair et al., 2017), Q² indicates the model's out-fo-

sample predict power or predictive relevance. A blindfolding procedure was used to produce Q² values. A Q² value exceed than 0 indicates that the model has sufficient predictive power (Richter et al., 2016). All Q² values were more significant than 0; ATT (Q²=0.227), SN (Q²=0.105), PBC (Q²=0.243), and Turnover intention (Q²=0.334), thereby suggesting that the structural model has predictive relevance.

Table 3. Result Structural Model

Independent Variable	Dependent variable	Path coefficient	T-statistic	P-value
OC	ATT	0.317	5.243	0.000*
OC	SN	0.405	7.367	0.000*
OC	PBC	0.410	6.236	0.000*
ATT	TI	0.364	5.466	0.000*
SN	TI	0.279	4.259	0.000*
PBC	TI	0.210	3.963	0.000*
SN	ATT	0.363	5.773	0.000*
SN	PBC	0.262	3.618	0.000*

* Significant at the $p \leq 0.01$

Hypotheses were tested based on the results of the Structural Equation Model (see Table 3): OC to ATT ($\beta=0.317$, $p=0.000$). Because $p \leq 0.01$, then OC has a positive and significant effect on ATT. This proves that Hypothesis 1 is supported by empirical evidence. OC on SN ($\beta=0.405$, $p=0.000$), because $p \leq 0.01$ then the OC has a positive and significant effect on SN. This finding demonstrates that Hypothesis 2 can be empirically supported. OC on PBC ($\beta=0.410$, $p=0.000$), because $p \leq 0.01$ then OC positively and significantly affects PBC. This conclusion demonstrates that there is empirical evidence to support Hypothesis 3 in this case. ATT on TI ($\beta=0.364$, $p=0.000$), because $p \leq 0.01$, then ATT has a positive and significant effect on TI. This finding demonstrates that empirical data exists to support Hypothesis 4. SN on TI ($\beta=0.279$, $p=0.000$), because $p \leq 0.01$ then SN has a positive and significant effect on TI. This result demonstrates that Hypothesis 5 is supported by empirical evidence. PBC on TI ($\beta=0.210$, $p=0.000$), because $p \leq 0.01$ then PBC has a positive and significant

effect on TI. This finding demonstrates that there is empirical support for Hypothesis 6. SN on ATT ($\beta=0.363$, $p=0.000$), because $p \leq 0.01$ then SN has a positive and significant effect on ATT. This result shows that there is empirical evidence to support Hypothesis 7. SN on PBC ($\beta=0.262$, $p=0.000$), because $p \leq 0.01$ then SN has a positive and significant effect on PBC. Hypothesis 8 appears to be supported by empirical evidence, as demonstrated by this finding.

In this study, there is also an indirect relationship between OC to TI through the three constructs of TPB (ATT, SN, and PBC). As shown in Table 4, the estimated indirect effect of OC on TI through ATT is 0.115, OC on TI through SN is 0.113, and OC on TI through PBC is 0.086. The results show an indirectly significant relationship between OC and TI through all TPB constructs.

Table 4. Indirect effect

Relationship	Path Coefficient	T-statistic	P-Value
OC → TI via ATT	0.115	3.223	0.001*
OC → TI via SN	0.113	3.220	0.001*
OC → TI via PBC	0.086	3.000	0.003*

* Significant at the $p \leq 0.01$

Discussion

This study examines the impact of OC on the TI behavior of multi-finance employees through the application of the TPB model. The results show that OC has a positive and significant effect on Attitude, SN, and PBC. These results align with Kaur Sahi & Mahajan (2014) research, revealing that committed employees show positive attitudes, solid internal beliefs, and efficiently controlled behavior. The three components of OC, namely affective, continuance, and normative, show a strong impact, such as the opinion of Meyer & Allen (1991) that employees can experience all three forms of OC at different levels (Chang et al., 2007). Of the three components, continuance commitment shows the highest impact on organizational commitment. This result indicates that multi-finance employees tend to leave work to obtain higher income or benefits.

The results of this study indicate that OC can minimize the occurrence of employee turnover intention. This was also found by several researchers who linked OC with employee turnover intention. Ramalho et al. (2018) revealed the same thing, namely the variables that most impacted the turnover intention are affective commitment, this is also proven by Juhdi et al. (2013) who stated that OC was discovered to give partial mediating effects on the relationship between HR practices and turnover intention. Kim et al. (2016) in his research examined the effects of corporate social responsibility (CSR) and internal marketing (IM) on employees' organizational commitment (OC) and turnover intentions (TI) in the casino industry, the results indicate that both employees' perceptions of CSR and IM are positively related to their OC and negatively to their TI, suggesting

that adding CSR programs to existing IM programs is likely to improve desirable employee work attitudes such as OC, which in turn contributes to decreasing IT. Mathieu (2015), examines the relationship between supervisory behavior, job satisfaction and organizational commitment on employee turnover, and the result shows that person-oriented leadership behavior affects turnover intentions through job satisfaction and organizational commitment more than task-oriented leadership behavior, and only organizational commitment had a direct effect in explaining turnover intention. Nazir et al. (2016) investigates how Chinese employees with different categories of organizational rewards react to different kinds of organizational commitment and turnover intention in Chinese organizational context, the result show affective and normative commitment was negatively related to employee turnover intention. Kang et al. (2014), explores the relationships among supervisory support, organizational commitment, career satisfaction, and turnover intention of frontline employees in the hospitality industry, the results indicate that a higher level of organizational commitment reduced turnover intention, moreover, organization commitment mediated the relationship between supervisory support and turnover intention. Abou Hashish (2017) says that increasing nurses' commitment and satisfaction can decreasing their turnover intention. Cho and Huang (2012) investigate the influence of organizational commitment and professional commitment on professionals' intention to leave their organizations for professional advancement (ILPA), the results show that organizational commitment (OC) would be more effective for reducing ILPA.

The results of the indirect relationship test between OC and Turnover intention through the three TPB constructs show a significant relationship; this indicates that TPB mediates the relationship between OC and TI. OC was found to affect turnover intention positively, supporting the findings of Kohlmeyer et al. (2017) and Kaur Sahi & Mahajan (2014). This result shows that committed employees can leave the organization. This mediation test shows the importance of OC as a driving factor that contributes significantly to the plan to leave the organization, especially if the continuance commitment shows the most substantial impact on OC.

The results of this study indicate that TPB constructs can predict turnover intentions of multi-finance employees in Indonesia. In this study, the ATT has the most positive and significant effect on TI; this is in line with several previous studies that explore the relationship between attitude and intention (Moksness & Olsen, 2017; Gakobo & Jere, 2016; Gorgievski et al., 2018). This result implies that employees form a solid Attitude to stop working, based on the belief that this behavior can provide benefits or satisfaction for themselves. This result is by the TPB, which states that a person's attitude towards a behavior affects his or her intention to carry out a specific behavior.

The results also show that SN has a positive and significant effect on TI. This result is consistent with several previous studies using TPB (Kaur Sahi & Mahajan, 2014; Jalilvand & Samiei, 2012; Kim & Karpova, 2010). This result shows that social pressure from surrounding people impacts the intention to leave work/resign.

This study also confirms that PBC has a positive and significant effect on turnover intention. These results align with previous studies (Jimmieson et al., 2008; Li et al., 2018); this may be because employees feel they have the competence and the opportunity to get a job elsewhere, tend to have a high turnover rate.

SN has a positive and significant effect on attitude toward leaving; this aligns with previous studies (Kim & Karpova, 2010; Weng et al., 2017); this shows that multi-finance employees tend to refer to the opinions of family members, colleagues, and superiors in forming attitudes towards the intention to leave work. SN has a positive and significant effect on PBC; this aligns with research (Kim & Karpova, 2010). This result shows that the confidence of multi-finance employees to leave work can come from people around them because people can be influenced based on information or opinions. The findings of this study provide empirical evidence that adding two pathways, namely SN to ATT and SN to PBC, is important for TPB because it helps improve the theory's ability to predict TI.

Conclusions and Recommendations

This study explores and understands the impact of OC on employees' intentions to leave/resign from their jobs. The results of this study indicate that OC has a positive and significant effect on the three TPB (attitude toward leaving, Subjective Norm, and Perceived Behavioral Control) constructs. Likewise, the three TPB constructs positively affect TI; ATT was confirmed as the most dominant factor affecting employee turnover intention, while PBC was the lowest. SN has a positive and significant effect on ATT and PBC. The research findings also show that the indirect relationship between OC and TI through the mediation of the three TPB constructs has a positive and significant effect. The results show that multi-finance companies face problems in terms of employee retention. A successful organization can retain employees; therefore, companies are encouraged to reduce turnover intention.

The results of this study have implications for both theory and practice. In theory, this research model provides a significant increase for TPB by adding two pathways, namely SN to ATT and SN to PBC,

significantly increasing the theoretical explanation in the context of turnover intention. The results of this study have practical implications for human resource managers in multi-finance companies in reducing turnover intention. First, companies are encouraged to reward employees with financial rewards and develop policies that make employees feel emotionally attached (training, awards, and promotions). Also, increase employee work involvement (giving responsibility for every decision and action and encouraging suggestions or input for the organization). Second, management must build positive employee attitudes by introducing the organization's goals, mission, values, and culture in helping employees adapt. Third, management encourages employees to make the organization a family by creating good relationships between employers and employees and among fellow employees through activities such as recreation and others. Fourth, the findings of the investigation confirm that attitude is an important outcome.; therefore, attitudes need to be considered in employee selection.

Limitation and Future Research

This study has various limitations: To begin, data were obtained from 30 multi-finance companies in a single city, limiting the conclusions' generalizability. Second, this study only looks at the effect of organizational commitment on employee turnover intention behavior in the multi-finance industry. Further research can consider other factors that influence turnover intention, such as job satisfaction or demographic factors (for instance, age, gender, marital status, tenure, and so forth.).

Notes on Contributor

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