

Is Turnover Intention of Waste Industry Employees Determined by Career Growth, Affective, Normative and Continuance?

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ABSTRACT

However, in some businesses, job requirements are sometimes not in line with employees' aspirations for professional advancement, which often leads to a high incidence of employee turnover. The goal of this study is to determine how the likelihood of employee turnover is influenced by career development, emotional commitment, normative commitment, and continuation commitment. Purposive sampling was also utilized in this study to choose respondents. 158 employees, primarily on the island of Java, who work in the waste business industry were the subject of this study. The data is examined using the structural equation model (SEM) technique. According to the study's findings, career growth positively and significantly influences commitment, continuance commitment, and normative commitment. Additionally, career growth, affective commitment, normative commitment, and continuance commitment do not influence turnover intention. Last but not least, psychological capital does not moderate the relationship of affective commitment to turnover intention.

1. INTRODUCTION

It is very possible to occur in the world of work in the form of turnover intention. In addition, if a company cannot provide career growth in line with employee expectations, this is known as turnover intention, which is the employee's desire to move or work elsewhere. To reduce turnover intention, companies must provide career growth that is in accordance with the work that employees have done, because with career growth that is in line with employee expectations, there will be an increase in positive relationships between employees and the company. (Balushi et al, 2020).

Companies can meet employee needs by providing career growth in accordance with the results of the employee's work for the company. Providing career growth can be through career goal progress, professional development ability, promotion speed and remuneration growth. If the company can guarantee career growth, then employees will remain in the company (Lima 2011). If an employee has affective commitment, then there will be normative commitment. One of the factors that causes a sense of responsibility towards work. Thus, if an employee is committed to his current job, it will be very difficult to leave his job. When workers have continuance commitment, they will hope to stay with the company. This optimistic hope is part of psychological capital. With optimistic hopes through affective commitment that has been built, the level of desire to leave work can be reduced.

According to (liputan6.com), Indonesia is implementing the Sustainable Development Goals (SDGs) program. One of the goals of this program is responsible consumption and production, this goal is the 12th of the 17 SDG goals. In this case, the waste industry is responsible for managing waste from industrial companies in Indonesia. In English, the SDGs goal is referred to as ensuring sustainable consumption and production patterns or responsible consumption and production. To achieve economic growth and sustainable development, we must realize how important it is to reduce our ecological footprint by changing production, resource consumption and other means. Competent and committed human resources are of course needed to achieve these goals. Therefore, to prevent turnover intention, companies must increase employee commitment (Hair Jr. 2015).

The Influence of Career Growth on Affective Commitment

Meyer & Herscovitch, (2001) suggests that affective commitment occurs when an organization can meet the main needs of employees, and thus employees try to be committed to the company. Based on research results McDonald & Hite, (2005) A worker's affective commitment can be built in a company organization if the career growth provided by the company is in line with the employee's needs. Balushi et al., (2022) explains that appropriate employee career growth will increase affective commitment in a significantly positive way. Thus it can be concluded that the role of career growth that suits employee needs will have a positive and significant influence on affective commitment.

Hypothesis 1: Career growth that suits employee needs has a significant positive effect on affective commitment.

The Influence of Career Growth and Normative Commitment

According to (Meyer & Herscovitch, 2001), employee engagement in the form of normative commitment to the organization which is based on comfortable environmental conditions and is influenced by career growth that suits employee needs, will make employees feel like they belong to the company. Where normative commitment is a form of employee commitment to the company regarding the career path that has been provided by the company (Choong et al., 2012). Employee comfort in a company organization in the form of career growth that meets their needs will influence the employee's job responsibilities so that it will give rise to normative commitment (Yucel et al., 2014). The relationship between career growth and normative commitment will also give rise to employee loyalty towards the company (Khan et al., 2013). Therefore, career growth has a positive and significant influence on normative commitment (Meyer & Parfyonova, 2010).

Hypothesis 2: There is a positive and significant influence between *career growth* towards normative commitment.

The Influence of Career Growth on Continuance Commitment

Meyer & Parfyonova, (2010) believes that one of the factors that employees can continue to work for the company is the employee's continued commitment to being able to advance the company. Where continuance commitment is influenced by career growth that is in line with employee expectations. Huselid et al. (1991) believes that continuance commitment itself is an attitude of employee commitment to a company that is sustainable. According to research Guchait & Cho, (2010) *career growth* positive and significant effect on continuance commitment. So a hypothesis can be formulated as follows:

Hypothesis 3: The influence of a positive and significant relationship between career growth and continuance commitment.

The Influence of Career Growth on Turnover Intention

According to Chang, (1999) Career growth is a form of appreciation for employee performance. However, the career growth provided must also be in accordance with the needs and results of the employee's work. So therefore, Huselid et al. (1991) believes that the level of employee retention in the same company depends on how the company provides career growth based on the results of employee performance. Career growth itself plays a very important role in suppressing turnover intention (Weng et al. 2010). According to Salamin & Hom, (2005), there is a negative and significant relationship between career growth and turnover intention.

Hypothesis 4: The influence of a negative and significant relationship between career growth and turnover intention.

The Influence of Affective Commitment, Normative Commitment and Continuance Commitment on Turnover Intention

There is research Lum et al. (1998); Mathieu & Zajac, (1990); Meyer et al. (2002), which states that organizational commitment is closely related to turnover intention. The commitment factor to the company here can reduce the level of turnover intention on a regular basis. The commitments that influence include affective commitment, normative commitment and continuance commitment (Balushi

et al. 2022). According to research Lum et al. (1998) affective commitment has a negative and significant effect on the level of turnover intention. The relationship between normative commitment and the level of turnover intention has a significant negative influence (Mathieu & Zajac, 1990). Meanwhile research Chang, (1999) said that continuance commitment has a negative and significant influence on turnover intention.

Hypothesis 5: The relationship between affective commitment which has a negative and significant effect on turnover intention.

Hypothesis 6: The relationship between normative commitment which has a negative and significant influence on turnover intention.

Hypothesis 7: The relationship between continuance commitment which has a negative and significant effect on turnover intention.

Moderate between Psychological Capital and Turnover Intention through Affective Commitment

Having hope and optimism in employees will make employees have more hope in a company. Moreover, if affective commitment in employees has been created, then employees will have more hope for their career growth in the current workplace. The attitude of hope and optimism itself is an employee attitude contained in psychological capital (Khan et al., 2013). Based on research Obeng et al., (2013) states that Psychological Capital shows an observable moderating effect on the relationship between affective commitment and turnover intention. Meanwhile, hope and optimism show a negative and significant moderating effect on turnover intention.

Hypothesis 8: Psychological Capital moderates affective commitment on turnover intention..

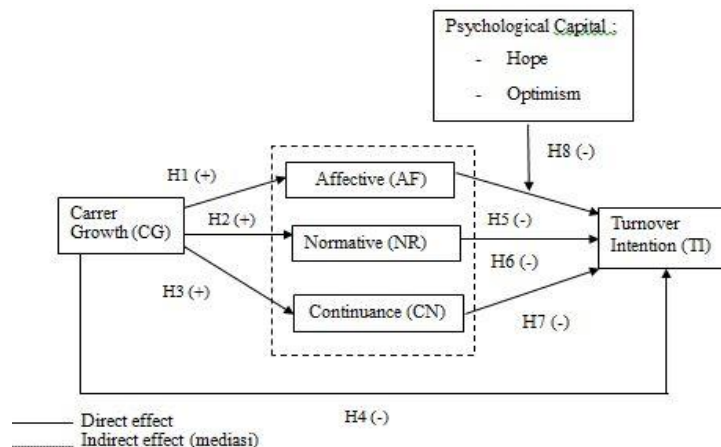


Fig 1. Research Model

2. METHOD

Data collection was carried out by distributing questionnaires via the internet using Google forms. The researcher used an appropriate standard Likert scale from one to five, where one represents “Strongly Disagree” and five represents “Strongly Agree” in this study. The final target, or final sample, was 155 respondents randomly selected from the waste industry on the island of Java. To measure the career growth (CG) variable, which consists of eleven statements, the affective commitment (AC) variable, the normative commitment (NC) variable, the continuance commitment (CN) variable and the psychological capital (PsyCap) variable as moderators, each consisting of of four statements. Therefore, the total statement is 31 items. This study will be conducted on the island of Java, Indonesia. This study uses SPSS to determine the validity and credibility of each statement that will be used in the questionnaire. In addition, to determine the level of significance and correlation between variables, this researcher processed and analyzed the data using the Structured Equation Modeling (SEM) analysis method using the SmartPLS program (Balushi et al, 2022)

3. RESULTS AND DISCUSSION

1. Respondent Demographics

Using a questionnaire distributed online via a Google Form with 31 questions, researchers conducted research on 155 employees who worked in the waste industry on the island of Java for more than three years. This research uses characteristics such as length of work at PT. Wahana Pamunah Industrial Waste. Based on working time of more than one year, it is 3% and more than three years is 97%.

2. Evaluation of the Measurement Model

Outer Model Measurement

How accurate a model is is measured by the term validity. Validity testing is carried out to ensure that the results of the model used are valid. Comparative tests compare model results with results from other methods. Results should not conflict with the theory underlying the model. Correlation tests can be used to evaluate reliability, which determines how consistent a model and its results are. Researchers tested the validity and credibility of the research sample, which consisted of 155 people who filled out 31 questionnaires. This study conducted convergent validity testing (loading factor, Cronbach alpha, composite reliability, AVE) and discriminant validity testing (HTMT and Fornell-Larcker Criterion). It was found that the discriminant validity test and convergent validity test were met in this study.

3. Evaluation of Structural Model Measurement (Inner Model)

Inner models can be used to predict behavior and find out how latent variables can influence dependent variables and their relationships with each other. It can also provide a deeper understanding of how various variables interact with each other.

R-Square

R-Square is used to show how much influence exogenous variables have on endogenous variables. The calculation results show that the exogenous variables are affective commitment, normative commitment, continuance commitment and turnover intention variables. The results of the affective commitment variable are 0.248 with a percentage of 2.53% so there is 97.47% which has not been determined by other research. Then the result of the normative commitment variable is 0.360 with a percentage of 3.64% so there is 96.36% which has not been determined by other research. For the continuance commitment variable, the value was 0.234 with a percentage of 2.39%, so there is 97.61% which has not been determined by other research. The results of the turnover intention variable are 0.415 with a percentage of 4.37% so there is 95.63% which has not been determined by other research.

Table 1. Test Results for R-Square Values

	R Square	R Square Adjusted	Criteria
Affective Commitment	0.253	0.248	Low
Normative Commitment	0.364	0.360	Low
Continuance Commitment	0.239	0.234	Low
Turnover Intention	0.437	0.415	Low

Path Coefficient

Ghozali (2013) says that showing variable relationships is useful, regardless of whether the hypothesis shows positive or negative results. The path factor has a value between 0 and 1; values between -1 and 0 are considered positive, and values between -1 and 0 are considered negative. Below is a regression model that shows the path coefficient values for the independent (exogenous) variable and the dependent (endogenous) variable. According to previous data, the hypothesis shows a positive relationship of 0.5 between variables X and Y, 0.6 between variables X and Y2, and 0.4 between variables X and Y3. In the career growth variable, the affective commitment Path Coefficient is 0.503

and the P value is 0.000 and the T-statistics value is $6.965 > 1.96$. So career growth can have a positive and significant effect on turnover intention. This means that the career growth provided by the company is in accordance with employee needs and will create affective commitment in employees. So hypothesis 1 can be accepted (Table 2).

In the career growth variable on normative commitment, the Path Coefficient value is 0.603 and the P value is 0.000 and the T-statistics value is $9.108 > 1.96$. So career growth can be significantly positively influenced by normative commitment. This means that if the career growth provided by the company is in accordance with the employee's abilities, the employee will feel they have a responsibility to the company and will not leave the company. So hypothesis 2 can be accepted (Table 2). For the career growth variable on continuance commitment, the Path Coefficient value is 0.489 and the P value is 0.000 and the T-statistics value is $6.325 > 1.96$, so career growth can have a significant positive influence on continuance commitment. This means that the career growth provided by the employee is in accordance with the employee's wishes, so the employee's continuance commitment will be sustainable. So hypothesis 3 can be accepted (Table 2).

In the career growth variable on turnover intention, the Path Coefficient value is 0.291 and the P value is 0.001 and the T-statistics value is $3.233 > 1.96$, so career growth has a positive but not significant effect on turnover intention. This means that if career growth has been provided in accordance with employee needs, it will influence the level of turnover intention, although not significantly. So hypothesis 4 is rejected because it is not in accordance with the proposed research (Table 2). For the affective commitment variable on turnover intention, the Path Coefficient value is 0.025 and the P value is 0.807 and the T-statistics value is $1.96 > 0.244$, so affective commitment does not have a positive and insignificant effect on turnover intention. This means that the affective commitment given by employees has no effect on the level of turnover intention, although it is positive but not significant. So hypothesis 5 is rejected, because it is not in accordance with the research proposal (Table 2).

4. Discussion

Based on field results, each dimension has the lowest value. According to affective commitment, the value "employees will spend their career at this company", and "company problems are employee problems". Thus, you can evaluate the factor value for each variable by increasing affective employee commitment through appropriate career growth. Furthermore, in terms of normative commitment of PT Wahana Pamunah Limbah Industri in Banten, Indonesia, the correlation results show that the lowest values are for "employees' feelings of guilt when leaving the company" and "responsibility for the company". Therefore, each variable has the ability to evaluate the value of its factors by increasing normative commitment through employee responsibility for work in the company. Further research was conducted on PT's continuance commitment. Wahana Pamunah Industrial Waste in Banten, and found that the correlation matrix value was "the number of needs that are disrupted if you leave the company". As a result, each variable can assess its factor value on dimensions that can retain employees in the job currently performed.

4. CONCLUSION

This research proves that career growth does not have a positive and significant effect on turnover intention through the variables affective commitment, normative commitment, and continuance commitment. The research results are as follows: the research variables career growth and affective commitment on turnover intention have a negative and insignificant effect, so that affective commitment has no effect on turnover intention. Then, research into the variables of career growth and normative commitment on turnover intention has a negative and insignificant effect. Furthermore, research between the variables career growth and continuance commitment on turnover intention has a negative and insignificant effect, so it has no effect on the level of employee turnover intention.

With the results of the research that has been carried out, it can be concluded that the career growth that the company has provided to employees has no influence on the level of turnover intention. Because every time a hypothesis is proposed, the results are found to be insignificant. So, for results to be influential, research must be carried out in accordance with the submissions in previous research.

1. Research Limitation

There are still several limitations or limitations that need to be corrected in the future. Research can only take samples from PT employees. Wahana Pamunah Industrial Waste which has been working for more than 3 years. Each employee has their own assessment of their career growth, as long as they work for the company. This research only focuses on the variables career growth, affective commitment, normative commitment, continuance commitment, psychological capital, and turnover intention.

2. Suggestion for Further Research

Researchers are expected to continue to follow developments in the waste industrial sector, especially on the island of Java, Indonesia and use it to obtain broader data. Researchers are also advised to dig deeper into the topic under study and verify the data obtained. Future researchers are expected to be able to develop methods or models that can measure the effectiveness of the learning process. This needs to be done so that the results obtained can be more valid and accurate

3. Managerial Implications

Furthermore, this research contains the lowest variables from each dimension. In career growth, the research results found the lowest scores for "current job position is much better than the previous company" and "increased work professionalism abilities" and "career growth possibilities". So each variable can evaluate the value of the factor to improve career growth even better and also pay attention to the commitment made by the company to employees in order to reduce the level of turnover intention.

Furthermore, the affective commitment at PT Wahana Pamunah Limbah Industri in the Java island region, Indonesia, results from the lowest score in "employees will spend their career time at this company", and "company problems are employee problems". Thus, companies can evaluate the factor value for each variable by increasing affective employee commitment through appropriate career growth. Further research on continuance commitment at PT. Wahana Pamunah Industrial Waste on the island of Java, Indonesia, namely "many needs are disrupted if you leave the company". As a result, each variable can assess its factor value on dimensions that can retain employees in the job currently performed.

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