



THE INFLUENCE OF AFFECTIVE, CONTINUANCE AND NORMATIVE COMMITMENT ON TURNOVER INTENTION EMPLOYEES OF PT.X ENGINEERING DIVISION

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Abstract:

This research aims to analyze the influence of affective commitment, continuance commitment, and normative commitment on employee turnover intentions in the Engineering Division of PT.X. Data was collected through a questionnaire distributed to employees of the Engineering Division of PT.X. Sampling was carried out using the purposive sampling method. The data analysis method used is multiple linear regression. The research results show that affective commitment significantly negatively influences employee turnover intentions, indicating that the higher the level of affective commitment, the lower the employee turnover intentions. Apart from that, continuance commitment also has a significant negative influence on employee turnover intentions, indicating that the higher the level of continuance commitment, the lower the employee turnover intentions. However, normative commitment has not been proven to significantly influence employee turnover intentions. These findings highlight the importance of human resource management in strengthening employee commitment to the organization, especially through fostering affective and continuance commitment. The practical implication of this research is the need for a management strategy that focuses on increasing affective and continuance commitment to reduce employee turnover intentions, especially in the Engineering Division of PT.X.

Keywords: employees, turnover intention, intention and turnover

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1. Introduction

Human resources are a valuable asset in an organization. Even organizations operating in the manufacturing sector still need human resources to operate what is within and drive the work systems within the organization. Baron and Kreps (Retnowati, 2003) stated that, in any activity, human resources are an important resource because human resources are a controlling factor for other resources such as machines, money and raw materials. Cascio (1987) said that humans are an important resource in industry and organizations. Therefore, resource management includes providing quality labour, maintaining quality and controlling employment costs. In reality, it is difficult to maintain existing human resources in a particular organization, even though if they are not maintained, the erratic entry and exit of human resources within a company can cause huge losses for the company. The phenomenon of human resources coming in and out of an organization is called the turnover phenomenon.

Turnover also has a negative impact on the industrial sector; based on the data obtained, it is recorded that the industrial sector in the United States experiences a loss of 1.5 hours of salary that they spend on employees. The company should only spend \$40,000 to pay employees, but in reality, the company usually has to spend around \$60,000 to recruit new employees. Every year, around 16.8% of employees experience turnover (Aamodt, 2007). Meanwhile, in Indonesia, around 10-12% of employees have turnover. In fact, a good proportion of turnover should not be more than 10% each year (Ridlo, I. A., 2012). Currently, the high level of turnover intentions has become a serious problem for many companies; even some personnel managers experience stress when they find out that the recruitment process, which has succeeded in attracting trustworthy and qualified staff in the end, turns out to be in vain because the newly recruited staff has chosen jobs in other companies (Dennis, 1998 in Toly, 2001).

Continuous reduction of one or more workers in a project will result in a decrease in overall project productivity. Thus, worker turnover is a special challenge for project managers as well as an important phenomenon for companies because this event cannot be predicted. Worker turnover often has an unfavorable impact on projects, both in terms of costs and in terms of loss of time and overall project performance. High turnover causes project completion time to take longer and costs for the project to increase, not to mention additional penalties if it does not comply with the project completion schedule. The desire to move is the beginning of employee turnover within the company. Companies need to pay attention to this because high turnover can disrupt company activities and productivity (Nahusona, 2004).

Construction companies, especially those operating in the oil and gas sector, are one of the companies that are struggling to reduce employee turnover rates, especially in the engineering division. Irna Yuliatwati, Manpower Planning and Development Section Head PT. VICO Indonesia (VI), a company operating in the oil and gas sector, stated that this company is experiencing an aging workforce, namely an aging population of human resources (HR). He said that it was very difficult to retain young engineers in the

company, even though senior engineers with more than 20 years of service would soon retire within 2-3 years. (Hr Portal, 2009). The Head of Human Resources of Donggi Senoro LNG, Sapta Putra Yadi, also stated a similar thing. He said that employees tend to move to large-scale companies not because they are dissatisfied but because the work situation is more specific, especially considering that employees work in the oil and gas industry sector, the value of which is often unstable and is not a natural resource which is eternal.

PT.X is a company engaged in construction consulting in the oil and gas sector. PT.X collaborates with many oil companies such as Pertamina, Conoco Oil, Chevron, Petrol China and many other companies operating in the oil, gas and coal sectors. At the beginning of its establishment, PT.X had moved into the large building construction sector, but since the beginning of 2000, the company finally specialized in the oil, gas and coal sectors. Employees at PT.X have 300 people in the engineering, instrument, HRD and finance divisions.

Engineering is the most important division in PT.X. This is because PT.X is a company engaged in the engineering consultant, so of course, the work role of the engineering division employee at various levels is very important considering this position is the spearhead in PT.X. Various methods have been used by PT.X to retain engineering division employees within the company. Providing compensation in the form of money and goods (official cars, health insurance, outings) and a family working atmosphere; however, until 2015, this company still had problems regarding the high turnover rate of engineering division employees. Turnover at PT.X can reach 30 % every year from 2013 yesterday, even until 2015, it is very difficult to suppress the turnover rate. 45% turnover in PT.X was apparently carried out by employees of the engineering division. Ideally, a good proportion of a company's turnover should not be more than 10% each year (Ridlo, I. A., 2012).

Researchers conducted interviews with project consultant managers at PT.X. The manager said that the turnover rate in PT.X has increased since 2013, with the highest peak being in 2015. The average employee in and out is the employee of the Engineering Division from all positions, from the drafter to the Senior Engineer. Project consultant manager PT.X said that the company had taken various measures to retain engineering division employees within PT.X, from providing compensation to providing health insurance and creating a conducive working environment with working hours that are not burdensome for employees, but this problem is still unavoidable.

This discussion shows that there is a gap between ideal conditions and conditions that occur in the field, namely regarding employee turnover in the engineering division. When implementing construction projects, what needs to be paid attention to in the labor aspect is not to let the construction project be disrupted by irregularities in the supply of labor (Soeharto, 1998). In general, construction companies allocate costs for labor amounting to 33-50% of the total project budget (Hanna *et al.*, 2005). Thus, labor is also the project element that has the highest risk compared to other elements, namely

materials, equipment, as well as suitable labor management methods will influence the productivity and success of the project.

Researchers feel that turnover behaviour among engineering division employees who work at PT.X is important to research, considering that the function of employees in the engineering division of a construction company is very important, and if human resources are not taken care of, they will continue to come in and out and have bad consequences for the company. The project consultant manager from PT.X said that this turnover phenomenon caused many losses to PT.X, namely the occurrence of a fine payment to the client of 50,000 US dollars per engineer that comes out when bound and decreased credibility in front of the client. The manager said that for every tender, PT.X will be asked about the percentage of turnover that occurs in the company. This question is asked because the client believes that a credible company is a company that can maintain the loyalty of its own employees. If the company fails to organize this, how can it organize a tender?

Engineering division employee turnover can be explained through the theory of turnover intention. Schiffman (in Barata, 2007) said that intention is something related to a person's tendency to carry out a certain action or behavior. Ajzen (2005) states that intentions can be explained through the theory of planned behavior, which develops the theory of reasoned action. Intention reflects an individual's willingness to try to carry out a specific behavior (Ajzen, 2005). Therefore, if the turnover intention of employees in the engineering division of PT. If X can be seen, it can be seen how likely the employee is to leave the company.

Intentions can be explained through the theory of planned behavior, which is a development of the theory of reasoned action by Fishbein and Ajzen (Ajzen, 2005). The theory of reasoned action is a theory that talks about how the will (intention) can influence a person's attitude towards something (Ajzen in Jogiyanto, 2007). An important concept in this theory is the focus of attention (saliency), namely considering something that is considered necessary, and will (intention) is determined by attitudes and subjective norms (Jogiyanto, 2007). Ajzen developed this theory by adding one more construct, namely PBC or perceived behavior control and changing the name of this theory to the theory of planned behavior (Jogiyanto, 2007). This construct was added to the theory of planned behavior to control individual behavior which is limited by its shortcomings and the limitations of the lack of resources used to predict behavior (Hsu and Chiu, 2002).

There are 3 determinants of intention, namely; attitude towards behavior, subjective norms and perceived behavioral control. Attitude towards behavior is the extent to which individuals evaluate and assess behavior. Ajzen (in Azwar, 1995). Subjective norms are how individuals perceive something through the surrounding environment. (Ajzen in Azwar, 1995) The final determinant of intention is perceived behavioral control, namely the degree of ease and difficulty in doing this. This is assumed through the individual's past experiences (Ajzen in Azwar, 1995). The aspect of intention is important to research because by looking at how much individual intention is, the

company can provide intervention for individuals who have a high level of intention to make turnover among PT.X engineering division employees.

In 2016, PT.X has carried out a lay-off (dismissal) of 150 employees because he wants to reduce expenses. Now the remaining employees are only 150 people, which PT.X believes he is the best person in his field. Project manager PT.X said that PT. Dr. through cooperation during tenders, for example, if PT. A works for PT. B, apart from working with PT. B, it will also look for new employees from PT. A with good performance to be invited to become employees of PT. B. This phenomenon is a problem because considering the condition of PT.X at the moment, the company is not sure that it can increase employee satisfaction so that they still have the desire to become employees and the company must look for other ways to retain employees.

Shun's (2011) research in America entitled "The Turnover Intentions for Construction Engineers" states that the main factors causing engineers to have the desire to turnover are salary and promotion and commitment to the company, but this research has not delved deeper into the dimensions of organizational commitment that have the most influence on intentions. Employees make a turnover, so the researcher decided to develop this research by examining the influence of each dimension of organizational commitment on turnover intentions in the context of PT.X engineering division employees.

Falkenberg and Schyns (in Jimad, 2011) say that high organizational commitment and job satisfaction will reduce the emergence of turnover intentions, but organizational commitment has a stronger relationship with turnover intentions, while job satisfaction has a positive effect on organizational commitment (Sumarto, 2009).

According to Armstrong (1990) strong commitment to an organization is the result of self-directed awareness and application of the work undertaken, regular attendance, supervision and strong and consistent effort. Commitment to the organization is closely related to the intention or intention to remain, or in other words, to be loyal to the organization. Meyer & Allen (1997) formulated a definition of organizational commitment as a psychological construct which is a characteristic of the relationship between organizational members and their organization and has implications for the individual's decision to continue their membership in the organization.

Organizational commitment is an important aspect to examine because organizational commitment can reduce the tendency of employees to turnover, even though the situation within the company is not conducive. This is because organizational commitment can increase employees' attachment and sense of comfort towards their organization.

Researchers also interviewed 3 engineers who had previously left PT.X but returned to work there this year. There are interesting things from the interviews conducted with 2 of the 3 engineers. The first engineer is an engineer who works in the engineering division. He said that the reason he left PT.X is looking for work as an engineer but in another company whose scale is larger than Singgar Mulia. When asked about salary, he said that actually PT.X offered a salary increase that was higher than that

offered by his new company, but he still refused. He did this because he wanted to find a company that had more certain conditions, both in terms of the salary offered and the conditions of the new company in the future. Nevertheless, interestingly, the reason he returned to PT.X is because he feels that he does not feel that the company where he worked yesterday was not "homy" or less like a home that made him comfortable. He felt that the employees of PT.X treat employees more like their own family even though he had worked at the previous company for more than 1 year.

The second engineer is the lead mechanical engineer at PT.X. He said that the reason he returned to PT.X is that he feels that he is not considered enough in the company he has been in for almost 9 months. This made him feel uncomfortable and finally decided to return to PT.X. The second engineer also said that the average employee can move in and out easily because of both superiors and subordinates of PT. Singgar Mulia itself understands and tolerates this kind of behavior.

Researchers conducted a survey of 30 employees of the engineering division of PT.X regarding turnover, the reasons that usually make people want to leave the company and the reasons that make employees stay at PT.X. Interestingly, almost 20 out of 30 employees of the Singgar Mulia engineering division replied that the reason they survived so far was because PT. This is what they said that made them want to continue working at PT.X.

The existence of a sense of family and emotional attachment to the organization can indicate the role of organizational commitment in retaining employees from leaving and leaving the company. According to Allen and Meyer (1990), there are three components that influence organizational commitment so that employees choose to stay or leave the organization based on their norms, namely affective commitment, which is related to the desire to be attached to the organization. Individuals stay in organizations because of their own desires. In this case, researchers want to see how much the affective component can influence employees' tendency to turnover. Continuance commitment is a commitment that is based on rational needs; in other words, this commitment is formed on the basis of profit and loss, considering what must be sacrificed if you want to stay with an organization. In the continuance aspect, researchers want to see how much the continuance component (profit and loss) can influence employees' tendency to turnover. The final component of organizational commitment is normative commitment, namely commitment that is based on the norms that exist within the employee, containing the individual's belief in responsibility towards the organization. In the normative aspect, researchers want to see how a sense of responsibility and obligation to the company can influence the employee's tendency to turnover.

Researchers consider the theory of organizational commitment and the theory of employee turnover intentions to be appropriate to see the influence of the three dimensions of organizational commitment on engineers' intentions to make a turnover in the company. These two theories can help clarify the percentage influence of each organizational commitment on the intention of engineering division employees to turnover. Organizational commitment theory can see a picture of an employee's

organizational commitment both in terms of the advantages and disadvantages he gets from committing to a company, the affective side that employees get from the company, and the responsibility and norms towards the company. Intention theory can look at how much intention there is from the individual, the environment, and the individual's perception of how difficult it is to do that thing. By examining the influence of each dimension of organizational commitment on turnover intentions, researchers can find out the positive or negative influence of each dimension of commitment on turnover intentions, and by knowing this, the researchers hope that companies can see the type of commitment that engineers in PT mostly have. X, what is the effect of this commitment on the intensity of the turnover of each engineering division employee and what intervention can be carried out to maintain the engineering division employee in PT.X.

2. Formulation of the Problem

The main problems to be raised in this research are:

- 1) Do affective, continuance, and normative commitment influence employee turnover intentions in the engineering division of PT.X?
- 2) How much influence do affective, continuance, and normative commitment have on employee turnover intentions in the engineering division of PT.X?

3. Research Purposes

This research aims to examine the influence of affective, continuance, and normative commitment on employee turnover intentions in PT.X's engineering division.

4. Benefits of Research

4.1 Theoretical Benefits

The theoretical benefit expected to be obtained in this research is that the researcher hopes that this research can enrich the concept of intention, especially regarding turnover in employees of the engineering division of oil and gas construction companies and can enrich the concept of organizational commitment.

4.2 Practical Benefits

By looking at the type of commitment that has the most influence on engineers at PT.X and the influence of this commitment on the turnover intentions of each engineering division employee and the company can intervene to retain employees within PT.X.

5. Intention

Intention is a drive that exists within a person to behave. Schiffman (in Barata, 2007) said that intention is something related to a person's tendency to carry out a certain action or behavior.

Ajzen (in Teo & Lee, 2010), put forward the definition of intention, namely an indication of how strongly someone believes they will try a behavior and how much effort will be used to carry out a behavior. Intention has a high correlation with behavior, therefore it can be used to predict behavior.

Based on the definition above, it can be concluded that intention is a person's tendency to carry out a certain behavior.

5.1 Dimensions of Intention

Intentions can be explained through Fishbein and Ajzen's (2005) theory of planned behavior. This theory is based on the assumption that individuals can behave wisely, taking into account all available information both implicitly and explicitly and considering the consequences of their behavior. This theory explains that some behaviors displayed by humans are created in a planned manner and have been thought through carefully by the individual.

Based on this theory, Ajzen (2005) suggests that intention consists of three aspects, namely:

5.1.1 Attitude toward the Behavior

Attitude comes from Latin, namely *aptus*, which means appropriate or suitable and ready to act or do something (Ismail & Zain, 2008). According to Ajzen (2005), attitude is an individual's positive or negative evaluation of certain objects, people, institutions, events, behavior or interests. Based on this theory, an individual's attitude towards a behavior is obtained from beliefs about the consequences caused by that behavior, which are termed behavioral beliefs (beliefs about the behavior). Beliefs about behavior connect behavior with certain results, or some other attributes such as costs or losses that occur when carrying out a behavior, in other words, someone who believes that a behavior can produce positive results, then that individual will have a positive attitude, vice versa.

5.1.2 Subjective Norms

The second factor of intention, namely subjective norms, is defined as the individual's perception of the social pressure that exists to demonstrate a behavior or not. Individuals have the belief that specific individuals or groups will accept or not accept the actions they take. If an individual believes in what is the group norm, then the individual will comply and form behavior that is in accordance with the group.

Ajzen (2005) assumes that subjective norms are determined by normative beliefs and the desire to comply. Normative beliefs relate to expectations that come from referents or people and groups that influence the individual (significant others) such as

parents, partners, close friends, co-workers or others, depending on the behavior involved. Subjective norms are not only determined by the referent, but also determined by motivation to comply. In general, individuals who believe that most referents will approve of them displaying a certain behavior, and who are motivated to follow a certain behavior, will feel social pressure to do so. On the other hand, an individual who believes that people will not approve of him displaying certain behavior, and there is no motivation to follow a certain behavior, will cause him to have subjective norms that place pressure on him to avoid carrying out that behavior (Ajzen, 2005).

5.1.3 Perceived Behavior Control

Behavioral control describes feelings of self-efficacy or an individual's ability to carry out a behavior. A similar thing was also stated by Ismail and Zain (2008), namely that behavioral control is an individual's perception regarding the control that the individual has in relation to certain behavior. Behavioral control is a belief about the presence or absence of factors that facilitate and hinder an individual from carrying out a behavior. Behavioral control is determined by an individual's past experiences and also the individual's estimation of how difficult or easy it is to perform a behavior. An individual's past experience of a behavior can be influenced by information obtained from other people, for example, through the experiences of known people such as family, partners and friends.

Ajzen (in Ismail & Zain, 2008) explains that a person's behavior is not only controlled by himself, but also requires control, for example, availability of resources and opportunities, and specific skills. Behavioral control represents a person's belief about how easy it is for an individual to perform a behavior. When individuals believe that they lack resources or do not have the opportunity to demonstrate a behavior, (low behavioral control) the individual will not have a strong intention to demonstrate that behavior (Engel, Blackwell, and Miniard, 1995).

In some situations, just one or two factors can be used to explain intentions and most of the three factors each play a role in explaining intentions. In addition, each individual has a different weight among the three factors which most influence the individual's behaviour (Ajzen, 2005).

6. Turnover

According to Robins (2001), turnover is a voluntary or involuntary withdrawal of an employee from his company.

Mathis and Jackson (2003) defined turnover as a process in which employees leave the organization and the job position is replaced by someone else.

According to Robins (2001), there are three levels of characteristics that can cause an employee to engage in turnover behavior, namely organizational, group and individual level characteristics. An employee who feels that his or her needs are not being

met at one, two, or all three of the characteristic levels above will definitely think about and have a tendency to leave the company.

6.1 Turnover Intention

Harnoto (2002) in Widodo (2010) state that turnover intention is the level of intensity of the desire to leave the company. There are many reasons that cause this turnover intention to arise and one of them is the desire to get a better job.

Mobley, Horner and Sworth (in Grant *et al.*, 2001) stated that the desire to move can be an early symptom of turnover in a company. Turnover intention can also be interpreted as the movement of workers out of the organization. Turnover can take the form of resignation, movement out of an organizational unit, dismissal or death of an organizational member.

6.2 Factors that Influence Turnover Intentions

Turnover intention influences organizational effectiveness. High turnover results in increased investment costs in human resources (HR), and can cause instability and uncertainty in the conditions of the employee workforce so that this can have implications for company performance.

According to Hilda (2004) there are four factors that influence turnover, including intrinsic motivation, role clarity, job satisfaction and organizational commitment. According to Toly (2001), there are eight factors that influence the intention to make turnover, including; factors of job satisfaction, organizational commitment, organizational trust, job insecurity, role conflict, role ambiguity, locus of control, and organizational change.

Cohen (1993) states that organizational commitment has a negative influence on turnover intentions. The higher the employee's commitment to the organization, the lower the employee's intention to leave the organization.

6.3 Indicator of Turnover Intention

Tett & Meyer (1993) stated that the intention to turnover is a person's desire to leave the organization. Furthermore, Tett and Meyer revealed that turnover intention is a process of employee withdrawal from the organization, which will lead to the employee leaving the organization.

Roodt (2004) interprets Tett & Meyer's withdrawal process into 3 indicators, namely thinking of quitting, intention to search for a new job and intention to quit.

6.3.1 Thinking of Quitting

Thinking of quitting is a behavioral indicator that indicates an employee's thoughts about leaving their current job.

6.3.2 Intention to Search for a New Job

Intention to search for a new job is a behavioral indicator that indicates an employee's desire to look for new jobs that are more desired by the employee.

6.3.3 Intention to Quit

Intention to quit is a behavioral indicator that indicates an employee's desire to leave their current job.

7. Employee

According to the 1969 Law concerning Basic Provisions Concerning Labor in Article 1 it is stated that employees are workers who carry out work and provide the results of their work to employers who do the work where the results of their work are in accordance with their profession or work based on expertise as their livelihood. In line with this, according to Law No. 14 of 1969 concerning the Principles of Labor (PTK), workers are people who are able to carry out work, both inside and outside the employment relationship, in order to produce services or goods to meet the needs of society (Manullang, 2002). Employees are the main wealth in a company because, without their participation, the company's activities will not be carried out.

Some definitions of employees according to experts:

- 1) According to Hasibuan (in Manulang, 2002), employees are people who sell services (thoughts or energy) and receive compensation whose amount has been determined in advance.
- 2) According to Subri (in Manulang, 2002), employees are residents of working age (aged 15-64 years) or the total number of residents in a country who produce goods and services if there is demand for their labor, and if they are willing to participate in activities the.

8. Research Methods

8.1 Type of Research

This research aims to see the influence of three dimensions of organizational commitment (affective, normative, and continuance) on turnover intentions among PT engineers. X. Quantitative methods are deemed appropriate to use because they can be used to generalize a phenomenon that is based on a particular behavior. Each person's organizational commitment is definitely different, and it is hoped that by generalizing this, the company can provide commitment interventions that have the most influence on the average turnover intention of engineering division employees.

The measuring tool used to collect data using quantitative methods is a questionnaire. A questionnaire is a primary data collection tool using a survey method to obtain respondents' opinions (Pujihastuti, 2010).

8.2 Research Variables

The variables in this research are divided into two, namely independent and dependent variables.

8.2.1 Independent Variable

The independent variables in this research are 3 dimensions of organizational commitment, namely, affective, continuity and normative.

8.2.2 Dependent Variable

The dependent variable in this research is the intention of engineering division employees to make a turnover.

8.3 Population

Population is a class, community, or group of individuals who are research subjects based on predetermined research criteria (Kumar, 1999 in Putri, 2009). The population that will be used in this research is employees of the engineering division at PT.X, Tbk or what is often referred to as population research. The special characteristics of the population that will be used as subjects by researchers are engineers at PT.X.

8.4 Sampling Technique

The sampling method used in this research is saturated sampling or census. The definition of saturated sampling or census, according to Sugiyono (2008:122), is a sampling technique in which all members of the population are used as samples.

The researcher felt that the use of a saturated sampling technique was suitable for use in this research because this research is a case study in a particular institution with a small and limited sample size of 40 people, making it possible to use one population as a sample.

8.5 Data Collection Instruments and Techniques

Data collection was carried out by distributing questionnaires containing measuring tools for organizational commitment and intention to turnover.

In this research, the type of data collected is primary data. By using a questionnaire, data or information can be obtained regarding a person's personal condition, experience, knowledge, attitudes or opinions (Kumar, 1999 in Wulansari, 2003).

The data collection method in this research will use primary data, namely data collected directly by researchers. The researchers used a questionnaire to collect data in the form of an organizational commitment scale developed by Allen and Meyer (1997) and a turnover intention scale developed by Roodt (2004).

The organizational commitment questionnaire and the intention to turnover questionnaire are measuring tools that use a Likert scale. The Likert method is a method of using an attitude statement scale that uses response distribution as the basis for

determining the scale value. (Azwar, 1999). The use of a measuring instrument that uses a Likert scale was chosen because this research is a study that measures certain attitude statements and the Likert scale is considered suitable to represent this measurement.

In measuring organizational commitment, researchers used the Organizational Commitment Scale (OCS), which was developed by Allen and Mayer (1997) and adapted by Ginanjar (2011).

The Organizational Commitment Scale (OCS) is a tool for measuring organizational commitment developed by Meyer and Allen (1997). This questionnaire measures the three components of organizational commitment, namely affective commitment, continuance commitment and normative commitment. The OCS scale is an adaptation of the 1997 OCS, which has 18 items consisting of 6 items to measure the affective scale, 6 items to measure the normative scale and 6 items to measure the continuance scale. Ginanjar (2011) adapted by adding 8 items, and the researcher himself added 16 items equally divided for each commitment component, namely 6 items for the affective component, 5 items for the continuance component, and 5 items for the normative component so that all items are on the commitment scale. The number of organizations that will be tested is 40 items.

9. Conclusion

Based on the phenomenon, data collection and analysis, researchers can draw 3 conclusions through this research, namely:

- 1) Affective commitment has a significant negative effect on the intention to turnover, which means that when an employee has high affective commitment, the employee's intention to turnover will be low in the context of PT.Singgar Mulia's engineering division employees.
- 2) Continuance commitment does not significantly influence the intention to turnover, which means that continuance commitment cannot yet be a factor that can influence an employee's tendency to turnover in the context of PT.X engineering division employees.
- 3) Normative commitment does not significantly influence the intention to turnover, which means that normative commitment cannot yet be a factor that can influence an employee's tendency to turnover in the context of PT.X engineering division employees.

10. Suggestions

Based on the research that has been concluded above and in efforts to develop research and suggestions for providing interventions for companies, researchers put forward two suggestions as follows:

10.1 For companies

Researchers can provide suggestions for PT. Companies also need to pay attention to employee continuance commitment because, as Allen & Meyer (1993) say, the components of organizational commitment cannot be seen as something separate but as 3 parts that form and strengthen the commitment itself as one. In Normative Commitment, companies can try to start instilling organizational and organizational values in employees. This is done so that employee Normative Commitment is also stronger because the component in Normative commitment, namely loyalty, is positively related to the affective component of employee organizational commitment.

10.2 For theoretical development

Researchers provide suggestions for developing this research because they feel that it is not perfect. Researchers who want to develop this research can explore the factors that influence organizational commitment, especially in the areas of continuance commitment and normative commitment.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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