

Turnover Intention in Terms of Organizational Climate in Marketing Employees

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Keywords: Turnover Intention; organizational climate.

Abstract: This research aims to investigate the relationship between Turnover Intention and Organizational Climate in Employees. The purpose of this research is there was a negative relationship between turnover intention and organizational climate, assuming that the higher the organizational climate, the lower the turnover intention. Conversely, with the lower organizational climate, the turnover intention was higher. The subjects used in this study were employees and permanent employees at PT HM Sampoerna Tbk, with a sample of 106 people. Data is obtained from instruments measuring the turnover intention and organizational climate. The calculation was done by conducting the analysis assumption test, which consists of normality test and linearity test. Analysis of the data used was to use product-moment correlation through the help of SPSS version 17 for windows. The results of data analysis showed a correlation coefficient of -0.889 and a significance value of 1 ($p < 0.05$). These results indicated a negative relationship between the variable turnover intention and organizational climate. The contribution was given by the variable turnover intention to the organizational climate by 79.1 percent, with the remaining 20.9 percent other factors were not examined. From this research, it could be concluded that the research hypothesis has a negative relationship between a turnover intention and an organizational climate which it could be accepted.

1 INTRODUCTION

Employee behavior in organizations is a result of their personal characteristics as well as the environment in which they perform. Employees' job attitudes are affected by a wide range of organizational characteristics and social relationships, which form the employees' work environment (Berberoglu, 2018). Organizational climate is one of the most important matters regarding organizational environment, which has a direct relationship with employee behavior. Since late 1960s, organizational climate has been a popular topic discussed in organizational behavior literature and is considered as a vital viewpoint in order to comprehend employee's work-related attitudes and behaviors (Nouria, 2013).

One of the important studies of the literature was carried out in 1974 by Lyman Porter et al., which was concerned with organizational commitment and turnover intentions of the employees. Porter et al., in 1974, carried out the most commonly cited study of the related literature, which addressed the relationship between organizational commitment,

job satisfaction and turnover intentions among a sample of psychiatric technicians. This study preserves its significance as it involves the first organizational commitment questionnaire in the literature (Li et al., 2019).

Employee turnover has become a critical managerial problem in organizations. High employee turnover rates result in direct and indirect costs, such as costs associated with recruiting and training new employees, and loss of organizational knowledge and a cohesive culture (Park & Min, 2020). Enterprises should maintain a high level of competitiveness, mainly effective use of funds, materials, equipment, technology and other members of the organization and the technology, and "human" is the subject of the disposal of resources. In human resources systems, and organizational climate and environmental incentives factor is an important incentive influence employee behaviour, and the business success, in addition to market competitiveness and profitability, solidarity and attitude of the staff is also an important factor (Hung et al., 2018). Natural conditions, tropical climate, and sunshine throughout the year support Indonesia's

biodiversity and make Indonesia one of the largest agrarian countries in the world. The term was pinned to Indonesia because most of the population work as farmers. The term was pinned to Indonesia because of most of the population work as farmers. Evidenced by the data collected by the Central Statistics Bureau (BPS) in the first quarter of 2018, it is known that the agricultural sector occupies the first position as the employment sector that has the most workforce of 38.7 million people or 30.46 Percent. One of the most recognized types of agriculture in Indonesia is tobacco. Natural conditions, tropical climate, and sunshine throughout the year support Indonesia's biodiversity and make Indonesia one of the largest agrarian countries in the world. The term was pinned to Indonesia because most of the population work as farmers.

The tobacco commodity is one of the most profitable industrial activities in the world, especially for countries with low stages (Stuckler et al., 2012). Recent studies have shown that people around the world spend about one-third of their income on food, tobacco and beverages. This spending allocation appears not to be uniform across the world population. While consumers from the developing countries spend almost 40% of their income on food, beverages and tobacco (Selvanathan & Selvanathan, 2006). Kemenperin (2016) stated that the tobacco commodity is one of the domestic strategic sectors with high competitiveness and continues to contribute significantly to the national economy. It is known that the tobacco products industry provides excise payments of Rp. 138.69 trillion or 96.65 percent of the total national excise tax. Based on the various explanations above, it can be seen that the agricultural business sector in terms of tobacco is a business sector that is proliferating from year to year. The development of the industry certainly shows an increasing demand that must be balanced with the development of companies producing tobacco-related products. the leading tobacco company in Indonesia PT HM Sampoerna Medan 1 is a subsidiary of PT Philip Morris Indonesia (PMID) and an affiliate of Philip Morris International Inc. (PMI), a leading international tobacco company in the world.

As a large-scale company such as PT HM Sampoerna Medan 1, fulfilling human resources' availability is very important to support the company's operational activities. Without human resources, other organizational resources will not generate profits or add value to the organization (McLean, 2005). The role of human resource

management is very important in building organizations, the function of Human Resources (HR) in the organization has a long history of producing goods and services (Becker & Huselid, 2006). Human resources are people who design and produce goods or services, oversee quality, market products, allocate financial resources, and formulate all organizational strategies and objectives. Therefore, companies need to do proper management so that their human resources can continue to dedicate themselves to the company. Becker & Huselid (2006) states that human resource management is policy and practice determining aspects of human or human resources in management positions, including recruiting, screening, training, giving awards, and evaluating. Based on this understanding shows that all types of actions or policies taken by the company will have an impact or influence on its human resources. Human resource management is essential to create a work environment that enables people to do their best according to their capacity and potential to achieve benefits for the company and themselves, change the work environment's quality, and feel satisfied with their work. However, human resource management is not an easy thing to do. Sometimes obstacles arise that can affect employee behavior, as happened in one tobacco company in Malang in 2014. It is known that 970 employees resigned. Employee discharge is known to leave the company because the company has experienced a decline in production. Researchers also conducted brief interviews with several former employees in the marketing division of PT HM Sampoerna Medan 1.

Turnover intention is one of the widely studied areas in the field of industrial psychology (Alkahtani, 2015; Fortuin, 2017; Hendricks, 2017). This is attributed to its impact on the operational costs of employing and re-employing employees. These costs include, but are not limited to, recruitment costs, leave capitalisation, relocation costs as well as formal training and induction costs (Alkahtani, 2015). In addition, organisations are losing their most valued intellectual capital to their competitors, which greatly affect their comparative advantage as some of the organisations' ways of doing business might be shared with their rivals. Turnover intention also impacts internal employees as well as employee-customer relationships (Isfahani, 2017). In view of the possible impact of staff turnover, organisations need to foster behaviours and systems that promote staff retention. Aside from the common financial interventions,

perceived organisational support (POS) plays a significant role in influencing turnover intention.

Based on the results of the interview, it is known that the reason for their resignation is that wages are not appropriate, there is no labor social security and working hours that exceed the set work limits (Zhang et al., 2019). Hence, an imbalance between work and personal life causes higher stress that might lead to greater turnover intention among employees (Jaharuddin & Zainol, 2019). The same reason was also expressed by several marketing employees who were still actively working. They stated that high targets sometimes forced them to work even outside of work time, so they often felt exhausted (Aliyu, 2018). Furthermore, these employees felt that their efforts were not appreciated with appropriate wages. Conditions like that make them often look for other job vacancies, either through internet sites, newspapers or through existing relationships. Some employees have sent job application files to other companies. In particular, turnover intention is proposed to have a predominantly negative impact on organizations, and especially with respect to low productivity and low staff morale (Li et al., 2017).

The various cases above show that employees have shown unproductive behaviors and want to leave the company. It is known in various cases above, employees have taken action to quit or move from the company where they work. This is following the aspect of turnover intention, namely, intention to quit. Some employees start comparing companies where they work with other places and think about quitting work.

Turnover intention is the termination of membership in the organization by individuals who wish to change jobs by receiving monetary wages from the organization (Li et al., 2019). One of the factors that influence turnover intention is the organizational climate. Organizational climate as a quality of the internal environment that is relatively ongoing, experienced by members of the organization, influences each member's behavior. Previous research explains the negative relationship between organizational climate and turnover intention. This is evidenced by research conducted by (Burli & Chan, 2020) on several nurses at Taiwan Hospital. Based on these results, it is known that the hospital where they work is not a place of work that shows concern for its employees. Even so, the sisters feel that the hospital where they work provides a pleasant work environment. The sisters also admitted that they did not want to leave the hospital where they worked. This shows that there is a

negative influence of organizational climate on turnover intention (Kalidass & Bahron, 2015). This means that the higher the organizational climate, the lower the turnover intention. Conversely the lower the organizational climate, the lower the turnover intention. Besides, Naotunna & Arachchige (2016) researched hospital workers in the City of Ishafan, Iran. Through this research, it is known that when an employee feels comfortable and secure about their work where there is a belief that the work provides a decent life and development for themselves, then the employee will stay at the company where he is. This means that there is a negative relationship between the quality of work-life and turnover intention, where the higher the quality of work-life perceived by employees, the lower the turnover intention. Conversely the lower the quality of work-life, the higher the turnover intention.

2 METHOD

This study aims to see the relationship between Turnover Intention and Organizational climate in employees. Location of research at PT. HM Sampoerna Tbk Medan and using the scale method (Rinaldi, 2019). The type of scale used in this study is a Likert scale. The criteria for rating a favorite item based on a Likert scale are one (1) for Strongly Disagree answers (STS), two (2) for Disagree answers (TS), three (3) for Agree answers (S), and four (4) for the Strongly Agree (SS) answer. Whereas the assessment criteria for unfavorable items are a value of one (1) for Strongly Agree (SS) answers, value of two (2) for Agree (S) answers, three (3) for Disagree answers (TS), and four (4) for the Strongly Disagree answer (STS). Data collection techniques in this study were carried out by way of scale distribution. The scale used in this study consists of two scales: the scale of turnover intention and the scale of the organization's climate. The sample used in this study were employees and permanent employees at PT. HM Sampoerna Tbk. as many as 106 people. Data were obtained from a scale to measure turnover intentions and organizational climate. The sampling method in this study was purposive sampling.

Validity. The type of validity used in measuring the turnover intention and organizational climate is content validity. Content validity is validity estimated through testing the contents of the test with rational analysis or through professional judgment (Azwar, 2010). Content validity measures the extent to which the test items represent the

components in the overall content area of the object to be measured and the extent to which the test items reflect the behavioral characteristics to be measured. Content validity does not involve any statistical calculations but only rational analysis.

Reliability. Reliability means being trustworthy (Rinaldi, 2019). Reliability refers to an understanding that an instrument can be trusted enough to be used as a data collection tool because it is already good (Rinaldi, 2019). Furthermore, (Azwar, 2010) states that the reliability of a variable is said to be good if it has an Alpha Cronbach value > 0.6 . In this study the reliability test uses the Cronbach Alpha technique using SPSS 17 for Windows.

Data analysis technique. Product Moment Correlation requires that data be normally distributed, and in this case, Kolmogorov Smirnov Z is used. As for the criteria used is if $p > 0.05$ then the data is normally distributed and vice versa if $p < 0.05$ then it is not normally distributed.

Linearity test. According to Sugiyono (2010), if $p < 0.05$ then the relationship between the two variables namely organizational climate and turnover intention is said to be linear, and vice versa if $p > 0.05$ then the relationship of organizational climate and turnover intention is said to be nonlinear.

3 RESULTS

Valid items were based on the coefficient value stated by (Azwar, 2010), which was in terms of $r \geq 0.30$. The validity test in this research try out used the corrected item-total correlation method in which a valid item could be seen in the corrected item-total correlation table with a moving r value from 0.303 to 0.824. The trial results of measuring instruments to reveal turnover intention showed that 37 out of 42 items were declared valid. Furthermore, (Azwar, 2010) states that the reliability of a variable was said to be good if it had an Alpha Cronbach value > 0.6 . High and low reliability, empirically was shown by a number called the Alpha Cronbach reliability coefficient. In this turnover intention scale obtained Alpha Cronbach's reliability coefficient of 0.959. This means that this scale was appropriated to be used as a data collection tool in this research.

The distribution normality test used the Kolmogorov Smirnov Test (K-SZ) test. Data was said to be normally distributed if $p > 0.05$. The turnover intention variable showed the K-SZ value of 1.186 with Sig of 0.120 for the 2 (two) tails test / Sig. 2-tailed, while this study had a one-way

hypothesis so that the test used 1 (one) tail / Sig. 1-tailed of 0.06 ($p > 0.05$) means that the turnover intention score followed the normal distribution. Organizational climate variables showed K-SZ of 1.061 with Sig of 0.211 for the 2 (two) tails / Sig 2-tailed test and Sig. 1-tailed of 0.105 ($p > 0.05$) means that the distribution of organizational climate scores followed the normal distribution. Based on these results, the data on organizational climate variables had a normal distribution or distribution because of $p > 0.05$. The variable turnover intention and organizational climate were said to have a linear relationship if $p < 0.05$. it could be said that the variable turnover intention and organizational climate had a linear relationship. This could be seen from the P-value obtained, namely 0,000, then $p < 0.05$, it could be concluded that the two variables had a linear relationship and had been fulfilled the requirements for product-moment correlation analysis. Hypothesis. The hypothesis in this study was that there was a negative relationship between organizational climate and turnover intention. Hypothesis testing was done using Pearson Correlation analysis techniques. Based on the results of the correlation analysis between organizational climate and turnover intention, obtained product-moment correlation coefficient of -0.889 with p of 1 ($p < 0.05$; Sig. 1-tailed). This showed that there was a negative correlation between organizational climate and turnover intention.

From the results of these calculations, the hypothesis proposed in this study showed that there was a negative relationship between organizational climate and turnover intention otherwise acceptable. Thus it could be concluded that the higher the organizational climate, the lower the turnover intention. Conversely, the lower the organizational climate, the higher the turnover intention.

Based on the effective contribution that could be seen in the table on the next page, it could be concluded that in this study, a coefficient of determination of 0.791 was obtained. Based on these results, it could be stated that the contribution of 79.1 percent of organizational climate affected turnover intention, and the remaining 20.9 percent was influenced by other factors Inspirational leadership, Transformational leadership, Democratic leadership style.

4 DISCUSSIONS

The results of the study of 106 employees and employees who were the subject of the study

showed that there was a negative relationship between organizational climate and turnover intention with product-moment correlation coefficient of $r = -0.889$ and $p = 1$ means that the higher the organizational climate, the lower the turnover intention. Conversely, the lower the organizational climate, the higher the turnover intention. Organizational climate was closely related to turnover intention; this was reinforced by the research conducted by (Liou, 2010) on several nurses in hospitals in Taiwan. The results showed a significant negative relationship between organizational climate and turnover intention. The lower the turnover intention, the higher the organizational climate; otherwise, the higher the turnover intention, the lower the organizational climate. Relationship between organizational climate and turnover intention.

The results of the same study conducted by (Nugraha, 2017) of PDAM Tirta Moedal City Semarang employees. The results of a study of 80 subjects showed that there was a negative relationship between organizational climate and turnover intention. In this study, the determination coefficient of R Square (R^2) of 0.791 was obtained. Based on these results, it could be concluded that 79.1 percent of organizational climate affects the turnover intention of employees and employees at PT. HM Sampoerna Tbk. and the remaining 20.9 percent was influenced by other factors Inspirational leadership, Transformational leadership, Democratic leadership style. In this study, the results obtained indicate that turnover intention at PT. HM Sampoerna Tbk. included in the high category was evidenced by turnover intention for employees who fell into the low category of 1 (one) person with a percentage of 0.95 percent. In contrast, turnover intention for employees in the moderate category is 30 people with a percentage of 28.30 percent, and employees with turnover intention in the high category numbered 75 people with a percentage of 70.75 percent. Based on the explanation above, it can be concluded that the average employee of PT. HM Sampoerna Tbk. expressed a high turnover intention.

This study also shows the average organizational climate results at PT. HM Sampoerna Tbk. including low because employees who declared high organizational climate included in the low category by 0 (zero) people with a percentage of 0 (zero) percent, while employees who stated the organizational climate was included in the moderate category numbered 81 people with a percentage of 76.41 percent and which states low organizational

climate into the high category of 25 people with a percentage of 23.59 percent. Based on these explanations, it could be concluded if the organizational climate at PT. HM Sampoerna Tbk. did not meet the desires of employees, where the organizational climate was a condition or traits or characteristics that described an organizational psychological environment that was felt by people in the organizational environment. Organizational climate was influenced by the perceptions of existing members of the organization.

Thus, if the employee felt that the climate in the organization where he belonged was quite conducive and pleasant to him, they would work well, which would make the employee felt satisfied. Organizational climate influenced HR practiced and policies were accepted by members of the organization. All organizations naturally had a strategy in managing human resources. An open organizational climate encouraged employees to express their interests and dissatisfaction without fear of retaliation and attention. Such dissatisfaction could be handled positively and wisely. In the low category of 0 (zero) percent, shown through the results of interviews with employees, who claimed if the organizational climate at PT. HM Sampoerna Tbk. did not make employees comfortable in this company. Many aspects of the organization's climate were not applied to this company, to make the employees wanted to resign from the company. The influence of organizational climate on organizational performance was so considerable that many experts or experts paid special attention to organizational climate. The importance of the organizational climate because the organizational climate was recognized as influencing the behavior of employees and leaders as members of the organization. Organizational climate influenced employees to understand the rules that apply in the work environment and give instructions to them in their adjustment efforts within the organization. The concept of organizational climate is considered to have a position as a bridge that connected management or leadership and employee behaviour in realizing organizational performance in order to achieve organizational goals.

As many as 25 employees or 23.59 percent of employees were in the medium category. Due to the dimensions of standards that were not applied at PT. HM Sampoerna Tbk. So often, employees who worked at the company, work not following the job description they had, this made the employees confused in carrying out the work they had As acknowledged by one of the employees who should

had held SPG's position, but often worked on the company's financial statements, the employee admitted that he sometimes felt confused about his position. Many employees who had only been working for 6 (six) months had left the company. Through these statements strengthen the allegations, the low climate of the organization in PT. HM Sampoerna Tbk. Employees saw themselves as belonged to the company and became members of a work team.

5 CONCLUSION

There is a negative relationship between organizational climate with turnover intention in PT HM Sampoerna Medan Marketing Employees with Product Moment correlation of $r = -0,889$ and $p = 1$, meaning that the higher the organizational climate, the lower turnover intention. Conversely, the lower the organizational climate, the higher the turnover intention experienced by employees. The mean of turnover intention on the subject of PT HM Sampoerna Medan Marketing Employee research shows that the research subjects' turnover intention shows a high category. This can be seen from the empirical value of 115.06 higher than the hypothetical mean of 92.5. Based on the category, it can be seen that there are 1 (one) subjects with 0.95 percent who have a low turnover intention, 30 subjects with 28.30 percent who have a moderate turnover intention, and there are 75 subjects with 70.75 percent who have turnover intention high.

The mean of the organizational climate on the subject of PT HM Sampoerna Medan's Marketing Employee research as a whole shows that the organizational climate of the research subject shows a high category. This can be seen from the practical value of 72.08 higher than the hypothetical mean of 62.5. By category, it can be seen that 0 (zero) percent is categorized as a low organizational climate, 81 subjects with a percentage of 76.41 percent who have a moderate organizational climate, and 25 subjects with a percentage of 23.59 percent who have a high organizational climate. The results of this study indicate that the contribution of organizational climate variables to turnover intention is 79.1 percent, the remaining 20.9 percent is influenced by other factors not examined, such as inspirational leadership, transformational leadership, and democratic leadership styles.

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