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THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE TURNOVER INTENTION AT PT SURGANYA MOTOR INDONESIA

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Abstract

Turnover intention is a situation where employees have the intention or desire to leave the company where they work. Perceptions of organizational support and employee engagement are one of the factors that influence high turnover intention. Employees who have perceptions of organizational support and low levels of employee engagement tend to have a higher intention to leave the company. The purpose of this study is to determine and analyze how the description, influence and relationship between perceptions of organizational support and employee engagement affect turnover intention at PT Surganya Motor Indonesia. The population of this study amounted to 640 people. The sampling technique used was purposive sampling with a sample size of 86 people. This type of research is quantitative research with a descriptive approach. The analysis technique used in this research is multiple linear regression analysis technique. The results showed that perceived organizational support and employee engagement had a negative and significant effect on turnover intention. The amount of influence based on the coefficient of determination (R Square) which shows that changes in turnover intention are influenced by perceived organizational support and employee engagement by 47% while the remaining 53% is influenced by other variables or factors such as organizational commitment, organizational culture, leadership style and others.

Keywords:

Perceived Organizational Support, Employee Attachment, Turnover intention

INTRODUCTION

Human resources are company assets that must be managed and supported by the company in order to achieve the expected performance. Quality human resources are human resources who have good skills, abilities, knowledge and attitudes at work (Octavianus & Adolfina, 2018). Achieving goals based on human resource management will show how the company should get, develop, foster, evaluate, and prosper employees (Suwarno & Aprianto, 2019).

Reliable human resources owned by the company provide its own benefits, but often in companies there are employees who do not exert all their abilities to achieve company goals because of the desire to move to another company, this causes the level of employee turnover intention in the company environment to occur frequently.

According to Stephen & Judge in (Nisak & Sujianto, 2022) employee turnover intention is the desire to make permanent voluntary or involuntary resignations from an organization. Turnover intention is a situation where workers have a conscious intention or tendency to look for another job as an alternative in a different organization.

This can be a heavy burden and can even be a big loss that will be experienced by the company when many employees, especially employees who turnover are potential and talented employees. The desire to leave or move refers to an employee's tendency or intention to quit his job voluntarily or move from one company to another based on his own choice without any coercion from any party.

High employee turnover rates can cause considerable waste of company costs due to having to invest costs in recruitment, orientation, training, overtime, and supervision (Putu et al., 2017). High employee turnover results in the organization becoming less effective, due to the loss of experienced employees. even some companies experience frustration when they find out that the recruitment process that has succeeded in attracting qualified employees is ultimately in vain because the employees who have been recruited choose jobs in other companies. Currently, the high turnover intention rate has become a serious problem for many companies, one of which is at PT Surganya Motor Indonesia.

PT Surganya Motor Indonesia is a company that focuses on retailing automotive spare parts or more commonly known as Planet Ban. Planet Ban provides a variety of motorcycle tires ranging from motorcycle service, engine oil, spare parts according to motorcycle manufacturer standards and tires from various well-known brands both local and imported. Currently PT Surganya Motor Indonesia has 7 branch offices spread across Indonesia (one of which is the Bandung branch office) with more than 1000 stores throughout Indonesia.

At this time there are 640 employees who are actively working at PT Surganya Motor Indonesia Bandung branch office. The turnover rate at PT Surganya Motor Indonesia Bandung branch office is quite high. This can be seen from the following chart where there are always employees who resign every year.

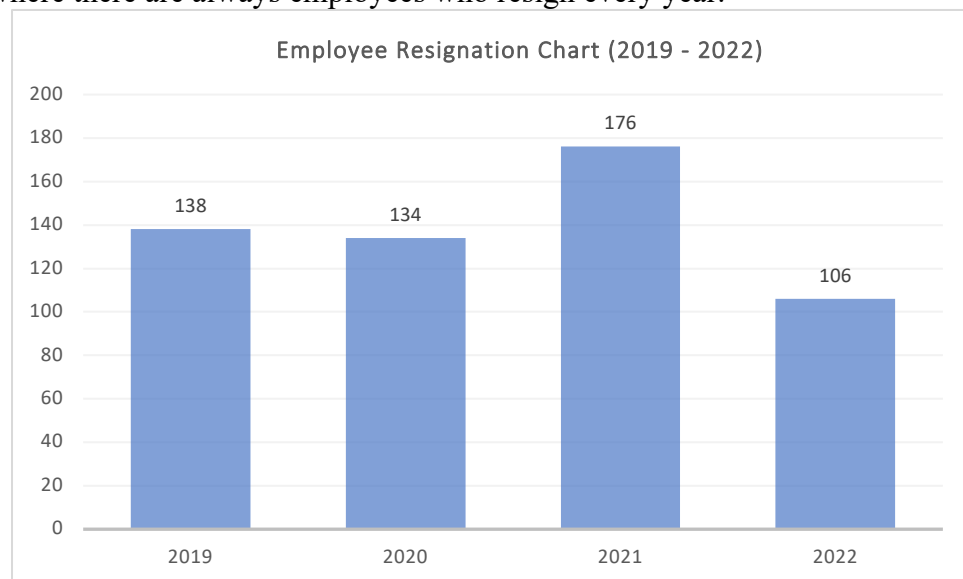


Figure 1. Employee Resignation Chart/Year

Source: Employee Resign Data Report (2023)

Efforts to gather a reliable workforce with good quality are increasingly difficult to obtain, even more so to retain employees, therefore the company must always provide support - support that is positive towards employees, so that employees feel that they are supported by their organization, this is called perceived organizational support.

Perceived organizational support is an employee's perception of the company regarding the extent to which the company provides support to employees for contributions and cares about employee welfare. Perceived organizational support determines beliefs about the extent to which the organization values employee

contributions and cares about the welfare of existing employees, in this case individuals in the organization (Nisak & Sujianto, 2022). Perceived organizational support is the degree to which workers believe the organization values their contributions and cares about their welfare. Employees consider the rewards provided by the organization to be an advantage for them, such as feeling accepted and recognized, getting salaries and promotions, and providing other forms of assistance needed by employees so that they can carry out their work effectively (Putu et al., 2017).

In addition to perceived organizational support, employee engagement also influences high turnover intentions. Employee engagement is defined as the extent to which employees feel connected, involved, and committed to their work and to the organization in which they work.

Employee engagement is defined as the efforts of organizational members to bind themselves to their roles at work. In this state, people will engage and express themselves physically, cognitively, and emotionally while performing their work roles. Employee engagement reflects the extent to which employees feel connected to the organization's goals, values, culture, and success (Cendani & Tjahjaningsih, 2015).

In previous research conducted by (Allatifah & Mayowan, 2017), perceptions of organizational support and employee engagement influence turnover intentions. In addition, there is also research conducted by (Wijaya & Suhardiyah, 2021) where the results of his research show that both employee engagement and perceived organizational support have a significant effect on turnover intention.

Based on the background of the problem, research was conducted on the effect of perceived organizational support and employee engagement on employee turnover intention at PT Surganya Motor Indonesia.

METHODS

The research used in this study is quantitative research with a descriptive approach. This research is a correlational quantitative research, which aims to determine whether there is a relationship between the research variables, test the hypothesis that has been formulated by predicting the magnitude of the variables, the form of the relationship, determining the direction and magnitude.

The population in this study were all 640 employees of PT Surganya Motor Indonesia Bandung Branch. The sampling technique in this study used the Purposive Sampling method. Purposive sampling is a sampling technique with certain considerations in accordance with the desired criteria to be able to determine the number of samples studied. The sample in this study was determined based on the Slovin formula, namely 86 respondents.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variable	Question	r _{count}	r _{table}	Description
<i>Perceived Organizational Support (X₁)</i>	P1	0,465	0,212	Valid
	P2	0,599	0,212	Valid
	P3	0,456	0,212	Valid
	P4	0,599	0,212	Valid
	P5	0,622	0,212	Valid
	P6	0,615	0,212	Valid
	P7	0,541	0,212	Valid
	P8	0,285	0,212	Valid
	P9	0,362	0,212	Valid
	P10	0,303	0,212	Valid
	P11	0,220	0,212	Valid
	P12	0,330	0,212	Valid
<i>Employee Engagement (X₂)</i>	P1	0,816	0,212	Valid
	P2	0,732	0,212	Valid
	P3	0,705	0,212	Valid
	P4	0,595	0,212	Valid
	P5	0,754	0,212	Valid
	P6	0,666	0,212	Valid
	P7	0,608	0,212	Valid
	P8	0,681	0,212	Valid
	P9	0,471	0,212	Valid
	P10	0,652	0,212	Valid
	P11	0,285	0,212	Valid
<i>Turnover Intention (Y)</i>	P1	0,856	0,212	Valid
	P2	0,880	0,212	Valid
	P3	0,931	0,212	Valid
	P4	0,797	0,212	Valid
	P5	0,917	0,212	Valid
	P6	0,902	0,212	Valid
	P7	0,894	0,212	Valid
	P8	0,774	0,212	Valid
	P9	0,880	0,212	Valid

Source: Primary Data Processed SPSS

Based on the data presented in Table 1, it shows that all the results of r count are greater than r table so it can be concluded that all questionnaire questions are declared valid and can be used as further research analysis.

Reliability Test

Table 2. Results of Reliability Test of Perceived Organizational Support (X1), Employee Attachment (X2) and Turnover Intention (Y)

Variable	Reliability Value	Critical Value	Description
Perceived Organizational Support (X1)	0,734	0,60	Reliable
Employee Engagement (X2)	0,763	0,60	Reliable
Turnover Intention (Y)	0,794	0,60	Reliable

CONCL

Based on the data in Table 2, the results of the reliability test on the variables of perceived organizational support (X1), employee engagement (X2) and turnover intention (Y) show positive value calculation results where r count is greater than r critical, it can be concluded that all question items are reliable.

Classical Assumption Test Results

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	8.24263409
Most Extreme Differences	Absolute	.104
	Positive	.056
	Negative	-.104
Test Statistic		.104
Asymp. Sig. (2-tailed)		.024 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Figure 2. Normality Test Results

Based on Figure 2, it can be seen that the significance value of Asymp. Sig. (2-tailed) is 0.240, which is a significant value greater than 0.05. So in accordance with the basis for decision making in the Kolmogorov Smirnov normality test, it can be concluded that the data is normally distributed.

Heteroscedasticity Test

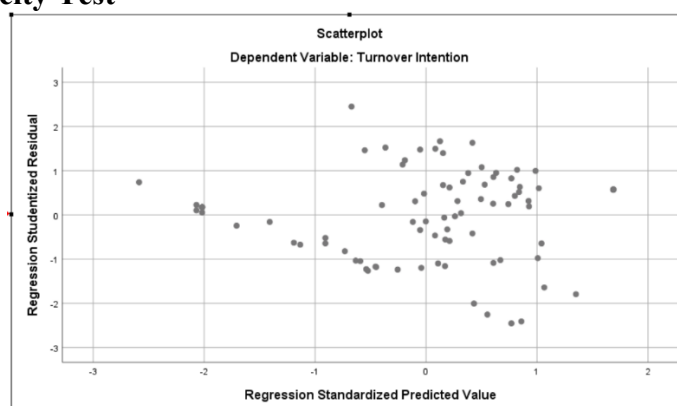


Figure 3. Heteroscedasticity Test Results

Based on Figure 3, it shows that the points spread randomly and are spread both above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model so that the regression model is suitable for use.

Multicollinearity Test**Table 3. Multicollinearity Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	58.427	3.801		15.372	.000		
	Perceived Organizational Support	-.453	.123	-.402	-3.697	.000	.541	1.848
	Employee Engagement	-.401	.126	-.346	-3.188	.002	.541	1.848

Based on Table 3, it can be seen that the tolerance value on the independent variable perceived organizational support of 0.541 and on employee engagement of 0.541 has a value greater than 0.10. While the Variance Inflation Factor (VIF) value on the perceived organizational support variable of 1.848 and on employee engagement of 1.848 has a value smaller than 10. This means that between the independent variables X1 and X2 there is no multicollinearity.

Multiple Linear Regression Analysis**Table 4. Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.427	3.801		15.372	.000
	Perceived Organizational Support	-.453	.123	-.402	-3.697	.000
	Employee Engagement	-.401	.126	-.346	-3.188	.002

Correlation Coefficient Analysis**Table 5. Simple Correlation Coefficient Analysis**

		Perceived Organizational Support	Employee Engagement	Turnover Intention
Perceived Organizational Support	Pearson Correlation	1	.677*	-.636**
	Sig. (2-tailed)		.000	.000
	N	86	86	86
Employee Engagement	Pearson Correlation	.677*	1	-.619**
	Sig. (2-tailed)	.000		.000
	N	86	86	86
Turnover Intention	Pearson Correlation	-.636**	-.619**	1
	Sig. (2-tailed)	.000	.000	
	N	86	86	86

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6. Multiple Correlation Coefficient Analysis
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.685 ^a	.470	.457	8.341	.470	36.781	2	83	.000

Coefficient of Determination Analysis

Table 7. Partial Determination Coefficient Analysis Results

Variable	Standardized Coefficients Beta	R Square	Percentage
Perceived Organizational Support	-0.402	0.16	16%
Employee Engagement	-0.346	0.12	12%

Based Based on table 7, partially perceived organizational support in this model has an R value of -0.402 and employee engagement has an R value of -0.346. This value is taken from the SPSS data, namely the coefficient table so that the perception of organizational support has an R-Square value of 0.16 or a percentage of influence of 16% and employee engagement has an R-Square value of 0.12 or a percentage of influence of 12%.

Table 8. Simultaneous Determination Coefficient Analysis Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.685 ^a	.470	.457	8.341	.470	36.781	2	83	.000

a. Predictors: (Constant), Perceived Organizational Support, Employee Engagement

b. Dependent Variable: Turnover Intention

Base Based on Table 8, the coefficient of determination (R square) value is 0.470, which means that changes in turnover intention are influenced by perceptions of organizational support and employee engagement by 47%. This shows that there are still other factors that can increase turnover intention at PT Surganya Motor Indonesia besides the variables of perceived organizational support and employee engagement by 53%.

Partial Testing (t test)

Table 9. Partial Hypothesis (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.427	3.801		15.372	.000
	Perceived Organizational Support	-.453	.123	-.402	-3.697	.000
	Employee Engagement	-.401	.126	-.346	-3.188	.002

a. Dependent Variable: Turnover Intention

From the calculation results of Table 9, it is obtained that the significant level of the perceived organizational support variable (X1) is 0.000 less than 0.05. So H0 is rejected and H1 is accepted, meaning that perceived organizational support (X1) has an effect on turnover intention.

From the calculation results of Table 9, it is obtained that the significant level in the employee engagement variable (X2) is 0.002 smaller than 0.05. Then H0 is rejected and H1 is accepted, meaning that employee engagement (X2) has an effect on turnover intention.

Simultaneous Testing (F Test)

Table 10. Simultaneous Hypothesis (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5118.362	2	2559.181	36.781	.000 ^b
	Residual	5774.986	83	69.578		
	Total	10893.349	85			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Perceived Organizational Support, Employee Engagement

Based on table 10, it can be said that the Sig. 0,000. When compared to the significance value used, Sig. (0.000) < (0.05), then H0 is rejected and H1 & H2 are accepted, meaning that the variables of perceived organizational support and employee engagement together simultaneously affect turnover intention (Y) at PT Surganya Motor Indonesia.

Effect of Perceived Organizational Support on Turnover Intention

Based on the multiple regression results, the perception of organizational support (X1) has a negative multiple regression coefficient of -0.453, this means that if the perception of organizational support (X1) is increased every 1 time, it will reduce turnover intention (Y) -0.453. Furthermore, from the results of the simple coefficient correlation, the r value of perceived organizational support (X1) on turnover intention (Y) is -0.636, which is located at a correlation value of 0.60 - 0.79, meaning that the relationship between the two variables is strong and unidirectional. For the coefficient of determination from these results, the coefficient of determination is 0.16, which means that changes in turnover intention are influenced by perceptions of organizational support by 16%. This shows that there are still other factors that can increase turnover intention at PT Surganya Motor Indonesia besides the perceived organizational support variable by 84%.

Effect of Employee Engagement on Turnover Intention

Based on the multiple regression results, employee engagement (X2) has a negative multiple regression coefficient of -0.401, this means that if employee engagement (X2) is increased every 1 time, it will reduce turnover intention (Y) -0.401. Furthermore, from the results of the simple coefficient correlation, the r value of employee engagement (X2) on turnover intention (Y) is -0.619, which is located at a correlation value of 0.60 - 0.79, meaning that the relationship between the two variables is very strong and unidirectional. For the coefficient of determination from these results, the coefficient of determination is 0.12, which means that changes in turnover intention are influenced by employee engagement by 12%. This shows that there are still other

factors that can increase turnover intention at PT Surganya Motor Indonesia besides the employee engagement variable by 88%.

The Effect of Perceptions of Organizational Support and Employee Attachment on Turnover Intention

Based on the results of the study, it shows that the perception of organizational support and employee engagement has an effect on turnover intention, when viewed from the coefficient of determination shows that the value of the effect of perceived organizational support and employee engagement affects turnover intention by 47% while the remaining 53% is the contribution of other variables not examined. Based on simultaneous testing of the effect of perceived organizational support and employee engagement on turnover intention, the value of Sig. 0.000 when compared to alpha (α) used then Sig. (0.000) < alpha. (0,05). This means that the variables of perceived organizational support and employee engagement together simultaneously affect turnover intention (Y) at PT Surganya Motor Indonesia.

CONCLUSION

Based on the results of the analysis and discussion of the effect of perceived organizational support and employee engagement on turnover intention in employees of PT Surganya Motor Indonesia, it can be concluded that there is a significant influence between perceived organizational support and employee engagement on turnover intention at PT Surganya Motor Indonesia, which based on the results of the correlation test the results are negative and it can be concluded that every time there is an increase in perceived organizational support and employee engagement, turnover intention decreases. This research shows that when employees feel supported by the company, they tend to be more satisfied with their jobs and have a lower desire to seek employment opportunities elsewhere. In addition, this study shows that when employees feel actively involved in their work, the desire to change jobs elsewhere is lower.

The amount of influence based on the coefficient of determination (R Square) shows that changes in turnover intention are influenced by perceptions of organizational support and employee engagement by 47%. This shows that there are still other factors that can increase turnover intention at PT Surganya Motor Indonesia besides the variables of perceived organizational support and employee engagement by 53%.

Related to the research that has been done, suggestions that can be taken into consideration in further research are for future researchers who will conduct similar research, can develop research by examining other factors that can affect turnover intention. Future researchers can also use other methods in examining turnover intention so that the information obtained is more varied.

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