

## **INFLUENCE OF EMPOWERMENT TOWARDS TURNOVER INTENTION, WITH JOB ATTITUDE MEDIATION (STUDY AT MITRAMAS JANGKAR LAKSANA COMPANY)**

Yohanes Alfonsus, Maristya Tri Atmaja  
Magister of Management Esa Unggul University  
North Arjuna Street No.9 Kebon Jeruk, Jakarta  
[yohanesalfonsus@gmail.com](mailto:yohanesalfonsus@gmail.com)

### **Abstract**

Empowerment is the delegation of authority from superiors to subordinates in accordance with the functions and capabilities of each. Job attitude is learning is done with an object responds well consistently. Job attitude in this study is a combination of two constructs, Organizational Commitment and Job Satisfaction expected to provide a positive job attitude. Turnover Intention is the intention of the inside of employees to change jobs. These three things are important to study because it is an important part of human resource management strategy which aims to produce competent human resources and superior. The purpose of this study is to see the impact of the empowerment of turnover intentions, to see the effect of empowering the job attitude and the latter is viewed effect the empowerment of turnover intentions. This research is a quantitative study using SEM (Structural Equational Models) as statistical analysis. The use of SEM is to be able to measure with greater clarity and detail to what the objectives of the research can be achieved. After data retrieval, it can be concluded from this study is that empowerment does not affect positively to lower employee turnover intentions. Empowerment in this study influence to improve employee attitudes in a positive way, but the work attitude has no effect to lower employee turnover intentions.

*Keywords: Empowerment, Turnover Intention and Job Attitude.*

### **Introduction**

Organization is about one or more people who work together under the same mission to achieve their goals, and to do so, they need to have resources, for example human resource, equipment, machines, finance, and information. Each resources should understand their function. As system resources, they should be able to interact and work together, so they could achieve their goal in the most effective and efficient way.

Human resource is one of the most important parts in an organization, so organization need to have a good management to be able managing their human resource. In fact, it is not easy to manage human resource, so organization need to have a strategy based on their goals and the quality of the human resource.

When there is no connection happened between empowerment as management practices and cultural values, it can be influential in countries with high power distance where the subordinates accustomed to taking orders (orders) without even

asking from their supervisors. Results from many researches indicate that there is no consistency when the research is about length between high power distances. Based on Robert (2000), he failed to find a sufficient result in his research. When he did his research in India, the relation between empowerment and employee satisfaction is negative, but in other country, the research was positive when there is a gap between the employer and their subordinate.

It is really important to do a research in this uncertainty. As we know, human resource is essential in an organization. Moreover, this research is also important to Indonesian government finding a clear direction to make a good policy since they have declared that service is also an important part in the industry because it keep giving more and more every year into country revenue. In china, travel business could give 50% of country earnings and hotels serve more than 22million visitors in Macau (Dec, 2009)

Transportation, education, travel business, and medical institution is part of service industries. Based on the author perspective, it is important not only to prove this journal as a reference in addition to research, but also to prove this journal in other circumstances. Therefore, based on Humberstood and Perry (2011) research about "Employee empowerment, Job satisfaction, and Organizational commitment", author tries to understand and study one of private companies in which working in the fields of building maintenance, PT. Mitramas Jangkar Laksana. The author realizes that service industry is also a promising industry since people need to obtain a good service.

One of the companies engaged in the field of building management services is PT. Mitramas Jangkar Laksana which were established in 2006. This company was built on the basis of considerations to manage at those apartments which were built by Bahama Group. The existence of PT. Mitramas Jangkar Laksana is to perform operating management to provide services to the residents of the apartment in an attempt to provide a sense of comfort, sense of security, a sense of welcome to stay in the apartment and leave a positive impression to the residents. PT. Mitramas serve 2,856 units bedroom apartments spread over three apartments which those are Apartment Menara Cawang, Apartment Menara Kebon Jeruk, and Apartment Menteng Square.

The attitude of employees is part of the author concern, and the work attitudes can be measured by job satisfaction and employees' commitment. Based on those phenomena that occur above, work attitudes can be seen in terms of empowerment of employees which employers not only did not give their employees enough trust, but also they did not give their employees ability to make decisions. Moreover, the effect of employee turnover can be seen based on the organization's commitment to their employee which makes their employees want to stay in an organization where they join, and service efforts can be seen based on the job satisfaction that employees whether high or low.

## **Literature Review**

### **Empowerment**

According to Sedarmayanti (2000), empowerment is one of the most important things which company should have done to produce high quality human resource, so they will be able to utilize and learn more about knowledge, technology, and management skills. From this definition, we could get some points about utilizing human resource which could increase the human resource quality and their productivity. Moreover, it could also provide job opportunity.

Empowerment is part of managing employees. Based on Hayes (1994), empowerment is giving the authority to the employee, so the employee believes that the extent to which they have the authority to act on their own in order to improve their quality. Based on some of the above definition, the author will give a limitation of the meaning of human resource empowerment which is the extent to which the delegation of authority provided by the employee to take a decision.

Empowerment will be showing a way in order to achieve a better results than those which has been done as long as each employee is willing to try their best and continue to refine it.

### **Turnover Intention**

Turnover is employee in-flow and out-flow. Robin (2002) defined turnover as a permanent employee dismissal from the company either by the employees themselves (voluntarily) and conducted by the company. Furthermore, Ivancevich (2001) mentioned that "turnover is the net result of exist of some employees and entrance of others to the work organization".

In general, turnover is a result of employee circulation in an organization. Weather (1992) said that turnover is the loss of employees by an organization, and it represents employees who depart for variety of reasons.

Indication of turnover intention by Harnoto (2002) is, increased absenteeism. When employee want to quit from their job, they rarely go to work which is going to increase their absent. In this time of period, their level of responsibility on their task will decrease gradually. Moreover, employee will be tardy themselves. Employee who want to change their job will become tardy in their current job because, in their opinion, their new employer is

more able to fulfill their demand than their current employer.

Moreover, there will be an increasing number in term of disobey employee. Employee who is going to resign from their job is more likely disobey their company policy especially in term of working environment. Employees often leave their desk on working hours or other company rules' violation.

Increasing protests against employers, employees who wish to change job, more frequent protests against corporate policies to the boss. Their protest is usually associated with the remuneration or other rules that do not agree with the wishes of employees

Turnover intention is a revolving door of employees who become employee turnover rate in a single organization within a specific period (Seashore, 1982). So that would be detectable level of turnover.

### **Job Attitude**

Attitude could be measured as a response to study from the correspondence, and it could come up either good or bad consistently (Arifamrizal, 2008). Other than that, attitude is defined as a construct to allow the invisibility of an activity. Work is an activity carried out in the form of workers' power and the shape of the mind which aim to maintain sustainability, and the work is physical and mental activity performed by a person to do the whole job.

First of all, note the attitude of the job. The attitude of the work is a combination of job satisfaction and organizational commitment, and job satisfaction and organizational commitment are two of the most widely studied variables in organizational behavior research (Mathie and Zajac, 1990). This became the basis that the work attitude can be measured through job satisfaction and organizational commitment.

Based on Harrison (2006), job satisfaction and affective organizational commitment is known to influence the work attitude and revealed that both constructs should be combined with evaluating a concept more general work attitude. Based on the results of meta-analysis of 112 studies of management, Harrison (2006) found a

combination between these two constructs understand a general attitude of employees towards their work and it is important to understand the behavior of labor. Research on workplace behavior adopt the current framework. Clearly, the attitude of the work is measured here as a construct that consists of job satisfaction and organizational commitment.

### **Job Satisfaction**

Job satisfaction could be measured by how employee do their job task. There are two approaches to define a commitment in an organization. Firstly, commitment could appear in many ways which mean the sense of commitment could describe different relationship between member organizations and other entities. Secondly, there is a separation between the various entities in which the individual develops into a commitment. Both of these approaches are not compatible, but it could explain the definition of commitment how the process of development and the implications for individuals and organizations (Meyer and Allen, 1991).

According to Mangkunegara (2007), "job satisfaction is the favorableness or non-favorableness with employee view their work", and Robbin (2003) defined job satisfaction as a general attitude toward a task, as the different between a commission that is earned by the employee and the commission that employee is supposed to earn.

Many factors have been studied as factors that might determine job satisfaction. The following will be mentioned several factors that affect job satisfaction: According to Hackman and Oldham (1975) are some of the characteristics of job satisfaction. The intrinsic characteristics of the work is determining job satisfaction, diversity of skills, task identity, task importance, autonomy, providing feedback.

### **Organizational Commitment**

Organizational commitment has been defined as a psychological state that bind employees to an organization, so it could reduce the incidence of turnover and differentiate mindset and binds the individual to take an action that is relevant to specific targets (Mayer and Allen, 1991). Meyer and Allen consider it a component of "desire"

of organizational commitment. An employee who is strongly committed affectively identifies with the organization's goals and desire to remain part of the organization. These employees are committed to the organization because they "want" it. This commitment can be influenced by different demographic characteristics: age, age, gender, and education.

Meyer and Allen (1997) also states that employees who have the organizational commitment not only will have more dedication into their job, but also those employees who have a high commitment will assume that the important thing is to achieve their goals within the organization. Employees who have a high organizational commitment also has a positive point of view, and they will do their best for the benefit of the organization. This makes the employee has the desire to give power and responsibility over welfare support and success of the organization he works.

Based on Meyer and Allen, there are three dimension of organizational commitments. Those are effective commitment which is the emotional relation between the employee and their responsibility to their job, continuing commitment, and commitment by losses which relates to the employee turnover. This may be due to loss of promotions or benefits.

### **Hypothesis Development**

The research conducted previously showed positive influence to lower turnover intentions. As research conducted Humberstod and Perry (2011) revealed that, of employee empowerment effect of reducing employee turnover intentions will be lower.

Empowerment had a positive influence defines that if the company did empowerment right, it is the intention of the employee to change jobs decreased. So that qualified employees will be willing to endure.

So the following hypothesis is proposed:

H<sub>1</sub>: Empowering employees will effect of reducing employees Turnover Intention.

Previous research related to empowerment, demonstrating the positive influence of empowerment to improve the working attitude.

Research conducted Humberstod and Perry (2011) revealed empowering role in improving employee attitudes.

Empowering a positive influence on the work attitude, shows that empowerment company in this case is quite effective. Empowerment firm enough can make employees feel satisfied and elicits a strong commitment to the company. Satisfaction and commitment are the two constructs are incorporated into a work attitude.

Thus, the following hypothesis is proposed:

H<sub>2</sub>: Employee empowerment will improve employee attitudes .

Past research related work attitude, shows the influence of positive attitude towards work to lower turnover intentions. The research conducted Humberstod and Perry (2011) revealed empowering role in improving employee attitudes.

Work attitude in this study is a combination of two constructs that organizational commitment and job satisfaction. If the company is able to make the employees to be satisfied and committed to the company, it will reduce the employee's intention to change jobs.

So the following hypothesis is proposed:

H<sub>3</sub>: Work attitude will decrease employees Turnover Intentions.

### **Research Model**

In this study, the authors conducted a survey in November 2015. Hair (1998), et al, the number of samples = number of indicators × 5. Thus obtained the questionnaire question number 29 × 5 = 145.

Number of questionnaires distributed as many as 145. The respondents were employees of PT.Mitramas Jangkar Laksana senior level manager to the staff. respondents with deployment include sex, age, education level, salary, position and long work.

Testing of the model study was conducted by using structural equation modeling (SEM). Otherwise known as the analysis of structures moment. Statistical analyzes were used to estimate multiple regression separate but interconnected simultaneously (simultaneously). In contrast to the regression analysis, the SEM there can be multiple dependent variables and the dependent variable can

be independent variables for other dependent variables.

Data processing techniques Structural Equation Modelling (SEM) with methods of confirmatory factor analysis (CFA) was used in this study. Observed variables (indicators) describe the specific latent variables (latent dimension). As a testing method that combines factor analysis, path analysis and regression. SEM is a confirmatory method rather than explanatory, which aims to evaluate the proposed dimensionally filed and relates to previous research. With this understanding the SEM can be used as a tool to combine pre-knowledge that has been obtained previously.

### **Measurement**

Researcher using variable empowerment (Hayes, 1994) to perform the measurements in this study. The definition of empowerment is giving the authority to the employee so that the employee believes that the extent to which they have the authority to act on their own in order to improve its quality (Hayes, 1994). As for the question to measure empowerment, from eight a valid question there are six questions, namely: I am allowed to do anything related to my work. If there is a problem of work, I am authorized to finish. I can use my creativity when there are problems in the workplace, to change the situation in the job, I do not need to go through a lot of bureaucracy. I control my own work. I can make any changes to my work when needed. Pretest results indicate the validity of (0.800 > 0.5) and reliability (0.890 > 0.6) of this construct has been qualified.

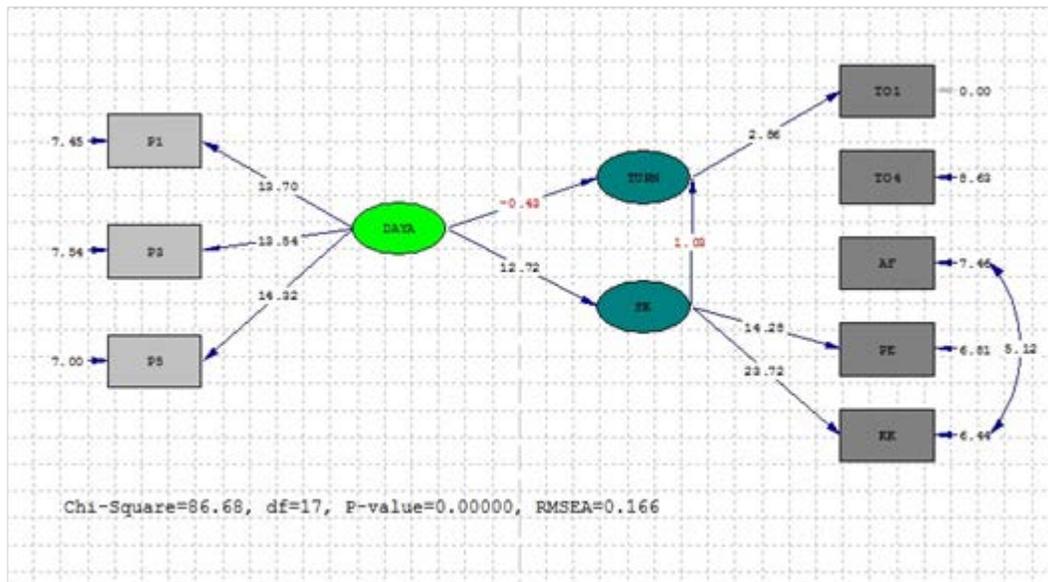
Mediation is a variable that becomes Job Attitude (Mathie and Zajac, 1990). Work attitude is a combination of job satisfaction and organizational commitment and job satisfaction and organizational commitment are two of the most widely studied variables in organizational behavior research (Mathie and Zajac, 1990). Job attitude is the mental and physical readiness to work in a way that can be done in the trend of behavior of workers in carrying out its activities in an effort to enrich the skills and survival. As for the question to measure the Job attitude is, I am satisfied with the assurance of a promising future in the job. I am satisfied with the

amount of compensation I have received. I am satisfied with the personal development for carrying out the work.

I am happy to get to know other employees in the work. I am satisfied, because I paid in accordance with the contribution that I have given to the Company. I am satisfied with my future in this company. I am very happy to discuss the company I work with outsiders. I feel the problems experienced by the Company is my problem. This company has a lot of meaning for me personally. I do not feel a sense of belonging to this company. I am not afraid to quit the job. Very difficult for me to leave my job even though I wanted to. Many obstacles in my life that I will face if leaving the Company. Pretty easy for me to leave this company. Moving from one company to another company is a natural thing. One of the reasons I work in this company is I believe loyalty is important, so I feel a moral obligation to survive. If I got another offer for a better job I feel that it is not the right thing to move away from this company. I was taught to believe in a value for the faithful in the Company. Is something better if employees are still working in one company throughout their career. As of 38 questions, 19 questions were valid there. Pretest results indicate the validity of (0.700 > 0.5) and reliability (0.800 > 0.6) of this construct has been qualified.

Turnover Intention is a revolving door of employees who become employee turnover rate in a single organization within a specific period (Seashore, 1982). Intention to change jobs is a conscious intent to leave an organization. Next, decide to leave one's job is normally not impulsive but it is a decision that has been contemplated / desired by someone before taking action. Questions to measure Turnover Intentions, I am very likely to remain working for the company in the long term. For me this company is the best place to work. I would not give up easily overcome the challenges in this company. I do not pay much attention outside the Company's work, although the work that interests me.

From all four questions all are valid. The result of pretest shows validity (0,680 > 0,5) and reliability (0,659 > 0,6) from this construct that has met the criteria.



**Discussion**

Empowerment has no effect on turnover intentions. The absence of a positive effect of empowerment with turnover intentions. This shows that empowerment does not directly affect the turnover intentions. Automatically, this also does not support previous research, a study done Humbersthood and Perry (2011) revealed that, of employee empowerment effect on employee turnover intentions will be lower.

We know that empowerment is a form of delegated authority from superiors to subordinates. Subordinates are given support for and are believed to be able to do his job in accordance with the limits of its authority. The turnover intentions is the intention of the inside of an employee to quit and leave the job. When a person has a propensity or intent to change jobs, it certainly will impact directly or indirectly on the output of the employee concerned.

This may be caused by several things. According to the authors this can happen because of the shape given enough supervision in accordance with the level of risk borne by the employee jobs. Another thing, employees feel that it is trusted enough to be able to do the job well.

The latter according to the author is that employees feel that it is important to make them survive not pendelagasian authority of superiors, could have been out of the work environment or compensation and benefits they earn enough to meet their basic needs.

This study shows empowerment directly affects employee attitudes. This course supports previous research conducted, the research conducted Humbersthood and Perry (2011) revealed empowering role in improving employee attitudes.

We know that empowerment is pendelagasian authority from superiors to subordinates will give birth to an attitude called trust or confidence. The trust is an essential component in building a relationship or relationships between people that one with another human being, with their trust then positive relationships is developed.

Job attitude in this study is the attitude of the employees on matters to be his job. As for the work attitude of this research into a construct that consists of job satisfaction and organizational commitment of employees. We know that job satisfaction is a feeling of satisfaction that employees have to be able to enjoy the things that became his job.

The organizational commitment is a commitment that employees of the company, or dedication of themselves to the company. Two things are believed to be able positive work attitude employee owned. When one has the satisfaction of a job from within itself, then its performance will also increase. Similarly when a person committed to the company to want to survive, then the employees will also devote its attention and concentration for the company. This of course will create a positive working attitude within the company.

Job attitude positively influenced by empowerment. So when the boss to delegate more authority and trusted employees to perform tasks that are beyond their authority, it certainly makes the employees to be satisfied and committed to the company.

In this research work attitude does not directly affect turnover intentions. Of course this does not support ongoing research Humberstod and Perry (2011) revealed that the work attitude positive effect on turnover intention.

Job attitude in this study into a construct that consists of job satisfaction and organizational commitment. Their sense of satisfaction that employees are expected to be a factor contributing to lower employee turnover intentions. Similarly, the positive organizational commitment is expected to be a contributing factor to lower turnover intentions. But apparently in the study occurred otherwise.

This is according to the author can be caused by several things, namely, when employees are satisfied with their jobs and feel committed to the company it does not necessarily affect the intention to change jobs. Because of the intention to change jobs is a different matter and is not a reversibility of working attitude. Non-affection towards the working attitude of the turnover intentions could be due to factors of compensation and benefits, which offered better career challenges and given the company a new more promising this is of course expected to bring out the intention to change jobs within the employee. Besides a positive attitude and good work indeed something that should be done to be given to the company. But the intention to change jobs may be due to the internal self-employees.

## **Conclusion**

Human Resources Development has an important role in improving the performance and productivity of employees. Therefore, the Company shall have the right of management in accordance with its organizational culture.

Empowerment is one way in managing employees, coupled with the commitment of the employees to the company and a sense of satisfaction in the work that is expected to result in increased job attitude and lack of intention to change jobs within the employee. In this study proves that empowerment does not affect positively to lower employee intention to change jobs, but empowering effect to improve employee attitudes is getting high, and the latter is the work attitude had no effect on lowering employee turnover intentions.

## **References**

- Hackman, J.R., & Oldham, G.R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*. Vol. 60, pp. 159-70.
- Hair, J.F., Anderson, R.E., Tatham, R.L., & Back, W.C. (1998). *Multivariate Data Analysis*. Prentice-Hal. Upper Saddle River. NJ.
- Harrison, D.A., Newman, D.A., & Roth, P.L. (2006). How important are job attitudes? Metaanalytic comparisons of integrative behavioral outcomes & time sequences. *Academy of Management Journal*. Vol. 49, pp. 305-25.
- Harnoto. (2002). *Manajemen Sumber Daya Manusia*. Jakarta: Prehallindo
- Hayes, B.E. (1994). How to measure empowerment, *Quality Progress*. February. pp. 68-78.
- Humborstad, S.I.W., & Perry, C. (2011). Employee Empowerment, Job Satisfaction & Organizational Commitment & In - Depth Empirical Investigation. Vol. 5, pp. 325.

- Ivancevich, J.M. (2001). Human Resources Management, Eight Edition. New York: Mc Graw Hill.
- Marwansyah. (2010). Manajemen Sumber Daya Manusia. B&ung: Alfabeta.
- Mathieu, J.E., & Zajac, D.M. (1990). A review & meta analysis of the antecedents, correlates, & consequences of organizational commitment. *Psychological Bulletin*, Vol. 108, pp. 171-94.
- Mathies, R.L., & Jackson, J.H. (2006). Human Resources Management, Edisi Sepuluh, Jakarta: Penerbit Salemba Empat. Hal. 3.
- Meyer, J.P., & Allen, J. (1991), A three-component conceptualization of organizational commitment. *Human Resources Management Reviews*. Vol. 1 No. 1, pp. 61-89.
- Robert, C., Probst, T.M., Martocchio, J.J., Drasgow, F., & Lawler, J.J. (2000). Empowerment & continuous improvement in the United States, Mexico, Poland, & India: predicting fit on the basis of the dimensions of power distance & individualism. *Journal of Applied Psychology*. Vol. 85, pp. 643-58.
- Robbins, S.P. (2002). Prinsip-Prinsip Perilaku Organisasi. Edisi ke lima (Terjemahan). Jakarta: Erlangga.
- Seashore, S.E., Lawler, E.E., Mirvis, P.H. & Cammann, C. (1982). *Observing & Measuring Organizational Change: A Guide to Field Practice*. Wiley, New York, NY.
- Werther, W.B., & David. K. (1992). *Human Resources & Personal Management*. Fourth Edition. Singapore: Mc Graw Hill Book.