



The Effect of Job Embeddedness and Burnout on Turnover Intention in Retail Companies

Ratih Dwi Aryani¹

Wahyu Rahardjo²

Department of Psychology, Gunadarma University

ratihdwiaryani@live.com

wahyu_rahardjo@yahoo.com

Abstract

Turnover intention that occurs in every company is certainly a scourge that is quite aware of the human resources or personnel department. This certainly needs to be reviewed about the reasons of an employee to have a desire to leave their current company or organization. Moreover retail companies are focused on achieving highly competitive sales targets. What is suspected is job embeddedness and burnout which is one of the factors that employees have a feeling to stop working or resign which is commonly called turnover intention. This study aims to examine job embeddedness and burnout to turnover intention in retail employees at PT. X. This study uses quantitative methods with nonprobability sampling with saturated sampling techniques. The number of samples was 95 people from one of PT.X women's accessories retail companies in the Jakarta area. The results of the analysis show that the effect of job embeddedness on turnover intention value of $F = 29,283$ ($p < 0.05$) with a R square value of 29,497 (23.9%) is significantly influencing. Both burnouts affect turnover intention with multiple regression results F value = 29,497 ($p < 0.05$) with R square value 0.241 (24.1%). The third is that there is the effect of job embeddedness and burnout together on turnover intention by calculating multiple regression techniques, the value of $F = 22.175$ ($p < 0.05$) with a R square value of 0.325 (32.5%). This shows that the greater effect of turnover intention is due to burnout with an effect of 32.5%. And for 67.5% due to other factors such as organizational climate, organizational commitment, compensation & benefits, leadership and other factors.

Keywords: Turnover intention, Job embeddedness, Burnout

Introduction



The cause of a worker resigning from a company is certainly supported by various reasons. Internal or external reasons remain a problem often faced by companies. Development for employees to a career level and compensation benefits that are made attractive by a company, is done to keep their human resources from going to seek opportunities in other companies or in other words turnover intention that is felt by employees. But whether this is enough to prevent an employee from having a desire to resign from a company.

From the understanding of the turnover intention above, it can be seen that an employee's desire to leave the company is caused by several factors, and this obviously must be an important management concern of the company especially in the human resource department. Beginning with the accuracy of the selection of candidates who will occupy vacant positions in a company is considered the first step to avoid the emergence of turnover intention to employees.

With the right recruitment process, it is very helpful for an employee to get a suitable place within a company. So that the employees themselves will feel the suitability of the work and the environment in which they work later, and are expected to also be able to provide the best performance for the company or organization. If an employee has experienced attachment to work, team and company, the employee will surely give the best performance.

The work attachment or job embeddedness is considered sufficient to influence the occurrence of employee turnover intention, this is supported by a research conducted by Fransisca (2017). The results of this study indicate that job embeddedness has a negative and significant effect on turnover intention for employees in the public accounting firm (KAP) hendrawinata Eddy, Siddharta and Tanzil with respondents as many as 102 employees.

Several other studies also support the same thing about the effect of job embeddedness on turnover intention that occurs in a company. Nguyen (2015) obtained similar research results regarding the effect of job embeddedness on turnover intention. Research conducted at a company in the country of Hanoi, Vietnam, with the number of respondents 292 giving the result that job embeddedness is significantly negative with turnover intention. The more employees who are attached to their work, the less likely they are to resign. This may be due to



the relationships that employees have with other colleagues in the organization and or because of employee suitability.

But other supporting factors of high turnover intention in a company are certainly not only caused by job embeddedness itself. Other factors that are quite influential such as factors of competition and benefits, leadership boss, and other factors that influence. Burnout itself is pretty much researched at this time due to quite a lot happening in the company. The impact can arise in the form of a decrease in work enthusiasm, a feeling of exhaustion, being antisocial or avoiding association with the achievement of a predetermined work target.

Burnout itself is assumed affecting the turnover intention. One of the causes of a worker experiencing burnout is the psychological pressure due to emotional fatigue experienced by employees so that they often feel weak, tired, hopeless and low work motivation. There are several research results that support the above statement. Burnout is stated to be enough to influence turnover intention.

Tofan (2017) supports the above statement with the results of a study which states that there is a very significant positive relationship between burnout and turnover intention. The higher the burnout experienced by the employee, the higher the employee's desire to leave the company, as well as the lower the burnout experienced by the employee, the higher the employee's desire to leave the company.

Similar research supports the effect of burnout on turnover intention as stated by Sani (2017). The relationship between burnout and turnover intention is 0.29. Burnout is related to poor performance and increases the tendency of turnover intention. Auditors who experience burnout will tend to experience emotional exhaustion, reduce self-esteem, and will tend to have indifference to others. Consequently the auditor will lose motivation and determination to work. If no action is taken then emotional exhaustion and decreased motivation will become more chronic which then undermines the auditor's ability to complete the task. Individuals who experience burnout will feel that their workload will increase far beyond their abilities.

Because of this, researchers want to find out whether job embeddedness and burnout have enough influence on the employee's desire to leave the company or organization. Because it is also a concern in every company. Moreover, retail companies tend to have high turnover rates compared to companies engaged in other



fields. The company that will be the place to take data is the company is a women's accessories retail company, PT.X.

Method

1. Participans

Subjects in this study were employees who worked in the retail sector especially in women's accessories retail and the number of subjects was 95 people from the total head office employees of 198 employees. The sampling technique used in this research is nonprobability sampling with saturated sampling technique.

2. Turnover Intention

Based on the results of the item discrimination test conducted on turnover intention, it is known that 15 items of the turnover intention scale that were tested resulted in 3 items being dropped. Then after the drop-off items that have low discrimination power are removed, then the remaining 12 items turnover intention scale has good item discrimination, moving between 0.282 to 0.680. The distribution limit after the low item discrimination power is removed using table r, where the item discrimination value is in accordance with the number of respondents. In this study the number of respondents was 95, then the minimum value of item discrimination was 0.1996

3. Job Embeddedness

Based on the results of the items carried out on job embeddedness discrimination power tests, it is known that 27 items of fallacy that are tested to produce 5 items of fall. Then after the drop-off, items of work ability index have a good discrimination ability between 0.317 to 0.617

4. Burnout

Based on the results of the item discrimination test conducted on the burnout scale, it is known that 30 burnout scale items tested have produced 7 falling items. Then after the drop-off item that has low discrimination power is removed, then the remaining 18 burnout scale items have good item discrimination power moving between 0.304 to 0.613

5. Data analysis

Testing the hypothesis in this study uses a simple regression technique to analyze the effect of job embeddedness (X1) on turnover intention (Y) and analyze the effect of burnout (X2) on turnover intention (Y). Multiple regression techniques

are used to analyze the effect of job embeddedness (X1) and burnout (X2) on turnover intention (Y).

Results and Discussion

Table 1 : Simple regression test results for job embeddedness and turnover intention

F	Sig	R	R²
29.283	0.000	.489	0.239

The result of job embeddedness simple regression analysis shows that the F value is 29,283 with a significant value of 0,000 ($p < 0,05$). This means that the hypothesis reads: "there is a very significant effect on job embeddedness on turnover intention on employees".

The result of the correlation coefficient (R) between job embeddedness (X1) and turnover intention (Y) is 0.489 which indicates that the relationship between the two variables is in the medium category. The result of the coefficient of determination (R Square) shows that the influence of job embeddedness (X1) on turnover intention (Y) is 23.9% while the remaining 76.1% is influenced by other factors. The theory underlying the creation of the scale of Job embeddedness is the theory of Mitchell and Lee (2001) which divides the dimensions of Job embeddedness into three, namely Fit, Link and Sacrifice. *Fit* is defined as the comfort felt by employees towards the organization and community. Links are defined as formal or informal connections between a person, institution, or other person while Sacrifice is described as an employee's perceived loss such as loss of material or psychological benefits when leaving a job.

Table 2 : The results of simple regression test burnout and turnover intention

F	Sig	R	R²
29.497	0.000	.491	0.241

The result of the simple regression analysis of burnout shows that the F value is 29,497 with a significant value of 0,000 ($p < 0,05$). This means that the hypothesis reads: "there is a significant effect of burnout on turnover intention on employees".

The result of the correlation coefficient (R) between burnout (X2) and turnover intention (Y) is 0.491 which indicates that the relationship between the two variables is in the medium category. The result of the coefficient of determination (R Square) shows that the influence of job embeddedness (X1) on turnover intention (Y) is 24.1% while the remaining 75.9% is influenced by other factors. Burnout Dimensions According to Maslach, Schaufeli and Leiter (2001) burnout has three dimensions that underlie the scale used. The first dimension is fatigue characterized by prolonged fatigue both physically (headache, flu, insomnia, etc.), mental (feeling unhappy, worthless, feeling of failure, etc.), and emotional (bored, sad, depressed, etc.) When they experience exhaustion, they will feel their energy as drained and there is a feeling of "empty" that cannot be overcome anymore. Whereas the second dimension of Depersonalization, this process balances the demands of work with individual abilities. Then the low desire for self-achievement (Low Personal accomplishment) is usually characterized by a feeling of dissatisfaction with oneself, work and even towards life.

Table 3 : Hasil uji regresi ganda *job embeddedness*, *burnout* dan *turnover intention*

F	Sig	R	R²
22.175	0.000	.570	0.325

The last analysis test conducted for the three variables namely job embeddedness, burnout and turnover intention shows that the F value is 22,175 with a significant value of 0,000 ($p < 0,05$). Based on these results, the hypothesis obtained is that there is a significant effect of job embeddedness and burnout together on turnover intention on employees.



The correlation coefficient (R) between the ability of job embeddedness (X1) and burnout (X2) jointly to turnover intention (Y) is 0.570. It can be seen that the relationship between the ability of job embeddedness (X1) and burnout (X2) together to turnover intention (Y) is in the strong category. The result of the determination coefficient (R Square) shows that the influence or contribution of job embeddedness (X1) and burnout (X2) together on turnover intention (Y) is 32.5% while the remaining 67.5% is influenced by other factors. Data retrieval is done by distributing questionnaires or questionnaires according to a predetermined scale. Data retrieval takes 2 weeks and follows up many times for employees to be able to fill out. Of the total head office employees, 198 were collected, 96 questionnaires were collected, but 1 questionnaire was declared null because it was considered that the data was not suitable. The retail company that is used as the subject is a women's accessories retail company that has been established for more than 10 years located in East Jakarta. But the name of the company is kept secret because the variable under study is quite sensitive to company management. Some of the obstacles that researchers felt were, among others, explaining how to fill out the questionnaire and when employees read the questionnaire given, they were afraid to fill out the questionnaire because of fear consideration of management.

From the results of this study, it can be seen that job embeddedness and burnout have a significant negative effect on employee turnover intention. Mobley (1986) explains that turnover intention is the tendency or intention of employees to stop working from their work voluntarily or not voluntarily or moved from one workplace to another according to their own choice. Based on this, some of the causes of an employee can feel turnover intention. Supporting the above theory can be seen the number of employees resigned from this company is quite high, you could say 5 to 20 employees can be resigned within 1 month. Job embeddedness is one of the things that is felt by employees in this company. Based on the results of data analysis from the research that has been done, it can be seen that there is a significant effect of job embeddedness on turnover intention in retail employees at PT. X by 23.9%. But the cause of turnover intention that occurs is not necessarily just because of job embeddedness but other factors, such as burnout. Maslach and Leiter (2001) argue that burnout is a reaction of negative emotions that occur in the work environment, when the individual experiences prolonged stress. Burnout is a psychological syndrome that includes fatigue, depersonalization and decreased ability to perform



routine tasks such as causing anxiety, depression, or even experiencing sleep disturbances. Physical fatigue that occurs due to work will certainly affect an employee to look for other better job opportunities. While from the results of the study the effect of burnout on turnover intention on employees is 24.1%.

From these results it can be seen that job embeddedness and burnout have an influence on the occurrence of turnover intention. This is supported by the results of multiple regression tests the effect of job embeddedness and burnout together on turnover intention in retail PT.X employees amounted to 32.5% and the balance 67.5% is influenced by other factors. Afterwards, the closeness of the relationship between job embeddedness and burnout together on turnover intention is in the strong category of 0.570. So it is quite clear that the causes of turnover intention are job embeddedness and burnout and certainly need special attention for every company that hopes to get good human resources to help develop perushaam. Some of the obstacles that allegedly affected were the absence of a standard operational procedure (SOP) in the company, so the work they did was based on orders from their superiors and their daily work was quite busy, making it difficult for them to fill out questionnaires that had enough questions. By paying attention to job embeddedness and burnout on employees, turnover intention can be minimized.

Suggestion

Based on the results of the study, it can be seen that job embeddedness and burnout have a significant negative influence on turnover intention for female retail accessories employees at PT. X. Researchers expect companies to pay more attention to the suitability of prospective employees who will be recruited so that job embeddedness felt by employees with the company is in line, as well as managing company management such as leadership, standard operational procedure (SOP), business processes, job description and also an organizational structure that is suitable to avoid work imbalances that make workers have a workload that exceeds the capacity or ability of the employee. The impact of physical fatigue felt by employees or burnout is one of the causes of an employee wanting to leave a company or organization.



For further researchers who want to examine job embeddedness, burnout and turnover intention to employees, it is expected to increase the criteria for age, gender, and employee position so that this research can be perfected, because this research has shortcomings and is far from perfect

References

- Azwar, S. (2012). *Metode penelitian*. Yogyakarta :Pustaka Pelajar.
- Davis, Keith and John W. Newstrom. 1985. *Perilaku Dalam Organisasi*. Jakarta : Erlangga.
- Sani, A.I. (2017). Faktor-faktor manajemen risiko terhadap keputusan pengaruh perceived fairness terhadap burnout, turnover intention, dan job satisfaction Auditor (Studi pada Auditor Badan Pemeriksa Keuangan Republik Indonesia), *Jurnal Berkala Akuntansi dan Keuangan Indonesia*, 2(1), 1-19.
- Glismeyer, M., Bishop J. W., dan Fass, R. D. (2008). Role conflict, role ambiguity and intention to quit the organization: The case of law enforcement. *Academy of Management Journal*, 40(1), 82-111.
- Maslach, C., Schaufeli, W. B., and Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Mathis, Robert L dan Jackson. 2011. *Manajemen Sumber Daya Manusia Edisi 9*. Jakarta: Salemba Empat
- Mitchell, T. R., Holtom, B. C., T.W. (2001). Why people stay : Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102 – 112.
- Mobley, W. H. (1986). *Pergantian karyawan: Sebab, akibat dan pengendaliannya*. Jakarta: PT. Pustaka Binaman Pressindo
- Nguyen, V.Q. (2015). Job characteristics, job embeddedness, and turnover intention : the case of Vietnam, *Journal of International & Interdisciplinary Business Research*, 2(8). 98-109.
- Sidabutar, F.A. (2017). Pengaruh job stress, job embeddedness dan job satisfaction terhadap turnover intention (studi pada karyawan KAP Hendrawinata eddy, Siddharta & Tanzil), *Indonesia Banking School*, 1-16.



Zhang, M., Griffeth, R. W., dan Fried, D. D. (2012), Work-family Conflict and Individual Consequences, *Journal of Managerial Psychology*, 27(7), 696-713.