

THE INFLUENCE OF ORGANIZATIONAL SOCIALIZATION ON EMPLOYEE TURNOVER INTENTION AT BRI MANADO BRANCH OFFICE

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ABSTRACT

The effective of human resource is important to help the organization sustainability in competition. Good human resources are supported by the skilled employees and creative employees. To get creative employees and professional employees, organizations need to pay attention for producing a good working environment between the organization and employees. The domains of Organizational Socialization are Training, Understanding, Coworker Support, and Future Prospects. The purpose of this study was to examine how Organizational Socialization influences on employee Turnover Intention. Use multiple regression models to answer the research problem. The target population of this study consisted of employees of BRI Manado. Data were collected from 100 employees of BRI Manado. The hypothesis testing, this research conduct a conclusion of there is a significant influence of Training, Understanding, Coworker Support, Future Prospect simultaneously on employee Turnover Intention and there is a significant influence of Training, Understanding, Coworker Support and Future Prospect of Organizational Socialization partially on employee Turnover Intention. This study reveals that Coworker Support is the most significant credibility source to influence employee Turnover Intention. This means that when employees make a decision quit or stay with the job, they prefer to think about their environment and the other coworker of workplace.

Keywords: *organizational socialization, employee turnover intention*

INTRODUCTION

Research Background

Successful organizations are particularly adopted at bringing together different kinds of people to achieve a common purpose. That is the essence of Human Resources Management (HRM). Exactly, every company must have effective human resource, which is important to help the organization sustainability in competition. Good human resources are supported by the skilled employees and creative employees.

Organizations do when the people in them work hard to achieve high performance, as individual and as members of teams. To manage this research company will need to pay attention for producing a good working environment between the organization and employees.

Organizational Socialization can be described as how an organization addresses the interests of its employees and how that was reflected in its interest. Organization Socialization helps both the organization and its employees to meet their requirements. Organizational Socialization domains like Training, Understanding, Coworker Support, and Future Prospects. Actually, employee must know about what they are doing at workplace. Training is learning that is provided in order to improve performance on the present job. Understanding is like ability that the employee gets information about the nature, about the situation of workplace. Coworker Support is about the relationship with the other employees correlate with their emotion, and interaction, while Future Prospect is learning about the probabilities for future promotion and a secure career in the future.

In human resource literatures, Turnover or Employee Turnover is associated with a behavior that an employee wants to stay or quit the workplace and it is disruptive to an organization. It is the challenges that occur retailing company is how many competition make employee move to the other job that they are thinking more than before. High turnover cause the organization of high ineffective because companies lose experiences employees and the companies need to train new employee.

Bank is the one of the organization that has problem about the Turnover Intention. PT BRI (Persero) Tbk. is the oldest bank in Indonesia. BRI also supported by a huge number of capable and competent, professional, experienced employees. Currently it employs more than 100.000 peoples. This research examines the often employees who move a job to follow up. So, things like this can be resolved and certainly minimize the employee's move of their job. I choose BRI for my research because the rate of Turnover is high.

Research Objectives

The objectives of this research are to analyze the influence of:

1. Organization Socialization on employee Turnover Intention at BRI Manado branch office, simultaneously.
2. Training on employee Turnover Intention at BRI Manado branch office, partially.
3. Understanding on employee Turnover Intention at BRI Manado branch office, partially.
4. Coworker Support on employee Turnover Intention at BRI Manado branch office, partially.
5. Future Prospect on employee Turnover Intention at BRI Manado branch office, partially.

THEORETICAL REVIEW

Turnover Intention

Vandenberg and Nelson (1999) define that Intention to quit as the individual own estimated probability (subjective) that they are permanently leaving their organization at some point in the near future. This is focusing on market clearing level on the costs associated with high labor turnover. Fisher (1986) said that one of the major factors effecting turnover intention of new employees is poor socialization. When the employees entering the workplace, they must have some training and they should adept or interact with others.

Organizational Socialization

Louis (1980) stated that moreover effective socialization ensures better cooperation among employees. Bigliardi et. al (2005) defined that the socialization of individuals in organization is the process through which individuals learn and identify organizational and unit values, expectations about job-related behaviors' and the social knowledge necessary to assume roles as productive members.

Training

Bernardin and Beatty (1984) defined that Human Resource Management model demonstrates that through selection, training, development, placement, and motivation, and organization could achieve effectiveness and efficiency among its human resources. Ideally, organizational training programs should allow employees to improve necessary skills for superior performance, and acquire new skills for new jobs or advanced positions.

Understanding

Ostroff and Kaozowski (1992) have called learning or information seeking, Understanding is related to knowledge about organization and how well it operates. This term refers to extent of comprehension and ability to apply knowledge of an employee's notion or cognitive development about his/her job, organizational members, organizational culture and organization as a whole.

Coworker Support

Staw et. al (1994) said that good interpersonal relationship with coworker will help to achieve positive outcomes, including increased productivity and improve performance. Coworker supports is like interaction with others at workplace, it is like a communicate well with the others.

Future Prospect

Fairbun and Malcomson (2001) stated that Promotion motivate employees and help them to grow professionally, which should lead to increased productivity. Future prospects are related to how promising the career is in a certain organization, what will be the future in the organization in terms of career advancement. It is the employees perceptions about disparity between present and future position of career.

Previous Research

Gao (2011) about A Model of Organizational Socialization and Turnover Intention defined that all of the four dimensions (Training, Understanding, Coworker Support, and Future Prospect) of the Organizational Socialization were positively related to employees work dedication was negatively related to turnover intention. Manzzor and Naaem (2011) about Relationship of Organization Socialization with Organizational Commitment and Turnover Intention: Moderating role of Perceived Organizational Support confirm that Organizational Socialization enhances organizational commitment of employees, thus reducing cost of losing employees. Allen (2006) about Do Organizational Socialization Tactics Influence Newcomer Embeddedness and Turnover defined that socialization tactics enable organizations to actively embed new employees; collective, fixed, and investiture tactics were positively related on the job embeddedness.

Research Hypothesis

- H₁= Organizational Socialization influence on employee turnover intention simultaneously.
 H₂= Training influence on employee turnover intention partially.
 H₃= Understanding influence on employee turnover intention partially.
 H₄= Coworker Support influence on employee turnover intention partially.
 H₅= Future Prospect influence on employee turnover intention partially.

Conceptual Framework

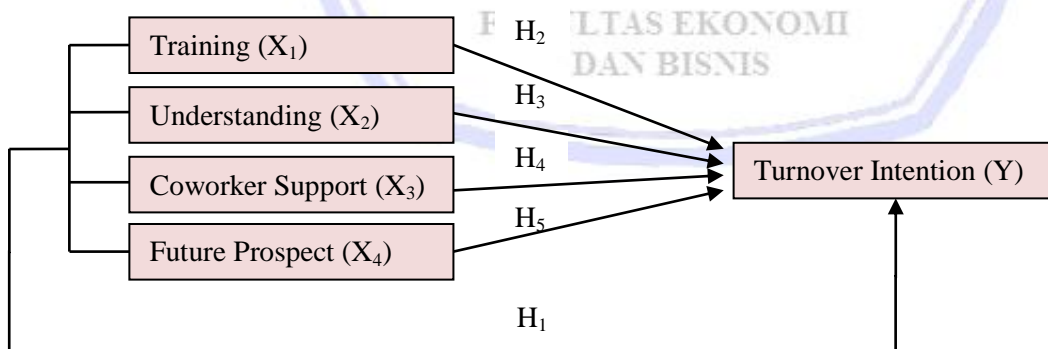


Figure 1. Conceptual Framework

Source: Data Processed, 2014

RESEARCH METHOD

Type of Research

This research is causal type. Causal due to the purpose of determine if one or more variables cause another variable to occur or change. This research is a quantitative method since using questionnaire as a tool to gather data and analysis.

Place and Time of Research

This study will be conducted at BRI Manado branch office. The questionnaire will be distributed directly at the employees at BRI Manado branch office. The research is conducted in September to December 2014.

Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate, as described by Sekaran (2003:265). The population of this research is the total number of employees at BRI Manado branch office that are 468 employees. Simple random sampling is a probability of sampling design in which every single element in the population has a known and equal chance of being selected as a subject as explained by Sekaran and Bougie (2009:445). To find out the exact number of sample this research used Slovin formula and based on Slovin formula there are 82 samples of respondents. To prevent an invalid data this research added 18 respondents and make it 100 sample of respondents who are employees.

Data Collection Method

Primary data is a data and information originated or obtained first-hand on the variables of interest for the purpose of the research. The data collected through questionnaire that will be distributed to 100 random employees at BRI Manado branch office.

Operational Definition and Measurement of Research Variables

The general explanations about variables that will be analyzed are stated as follows:

1. Training (X_1), Training is a process by which someone is taught the skills that are needed for a profession or job. The indicators of training are knowledge, skill, and job description.
2. Understanding (X_2), Understanding is the ability to apply knowledge about the nature, significance, or explanation of the various aspects of what goes on in the workplace. The indicators of understanding are organizational culture, information seeking, and organizational whole.
3. Coworker Support (X_3), Coworker Support is refers to the emotional, moral, or instrumental sustenance that is provided to them (without financial compensation) by other employees in the organization. The indicators of coworker support are interpersonal, teamwork, and stress.
4. Future Prospects (X_4) Future Prospects is refers to an employee's anticipation of having a rewarding career within the employing organization. The indicators of future prospect are promotion, reward, and bonuses.
5. Turnover Intention (Y) Turnover Intention is behavior that an employee wants to stay or quit the workplace. The indicators of turnover intention are training, understanding, coworker support, and future prospect.

Data Analysis Method

Validity and Reliability Test

Validity is a test of how well an instrument measures whatever concept it is measuring as said Sekaran and Bougie (2009:157). Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's alpha considered a perfectly adequate index of the interterm consistency reliability of a coefficient that will indicate how well the items in a set are positively correlated to one another, Sekaran and Bougie

(2009:163). Since reliable scales are not entirely valid, the concern of using validity as additional has become a need.

Multiple Regression Analysis

Cooper and Schindler (2001:767) stated that multiple regression analysis is a technique to observed value of more than one X to estimate or predict corresponding Y value. The formula for multiple regression analysis method is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$$

Whereas: Y = Turnover Intention, X₁ = Training, X₂ = Understanding, X₃ = Coworker Support, X₄ = Future Prospect and b₁-b₄ = Partial coefficient for each variable X₁, X₂, X₃, X₄.

RESULT AND DISCUSSION

Validity

Table 1. Validity Result

Variables and Indicators	Pearson Correlation
X ₁ Training	
X _{1.1}	.866
X _{1.2}	.853
X _{1.3}	.801
X ₂ Understanding	
X _{2.1}	.829
X _{2.2}	.802
X _{2.3}	.826
X ₃ Coworker Support	
X _{3.1}	.768
X _{3.2}	.858
X _{3.3}	.748
X ₄ Future Prospect	
X _{4.1}	.907
X _{4.2}	.770
X _{4.3}	.858
Y Turnover Intention	
Y ₁	.818
Y ₂	.459
Y ₃	.724
Y ₄	.805

Source: Data Processed SPSS, 2014

Reliability

Table 2. Reliability Result

Variables	Cronbach's Alpha
X ₁	.793
X ₂	.749
X ₃	.703
X ₄	.800
Y	.651

Source: Data Processed SPSS, 2014.

The value of Cronbach's Alpha are more than 0.6, indicated that all research instrument indicator of variable are reliable.

Multiple Regression Analysis**Table 3. Results of Multiple Linear Regression Analysis**

Model	B	t	Sig.	Information
Constant	0.455	1.639	0.105	Significant
X ₁	0.012	2.171	0.005	Significant
X ₂	0.105	2.264	0.004	Significant
X ₃	0.559	4.841	0.000	Significant
X ₄	0.190	2.035	0.000	Significant

Source: Data Processed SPSS, 2014

The equation is as follows:

$$Y = 0.455 + 0.012X_1 + 0.105X_2 + 0.559X_3 + 0.190X_4$$

The explanation is as follows:

Constant value of 0.455 means that if the variables in this research of Training (X₁), Understanding (X₂), Coworker Support (X₃), and Future Prospect (X₄) simultaneously increased by one scale or one unit will increase the Turnover Intention (Y) at 0.455 point. Coefficient value of 0.012 means that if the variables in this research of Training (X₁) increased by one scale or one unit, it will improve and increase Turnover Intention at 0.012. Coefficient value of 0.105 means that if the variables in this research of Understanding (X₂) increased by one scale or one unit, it will improve and increase Turnover Intention at 0.105. Coefficient value of 0.559 means that if the variables in this research of Coworker Support (X₃) increased by one scale or one unit, it will improve and increase Turnover Intention (Y) at 0.559. Coefficient value of 0.190 means that if the variables in this research of Future Prospect (X₄) increased by one scale or one unit, it will improve and increase Turnover Intention (Y) at 0.190

Testing the Goodness of Fit: Coefficient of Correlation (R) and Determination (R²)**Table 4. R and R square**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.773 ^a	.598	.581	.37666	1.802

Source: Data Processed SPSS 2014

The coefficient of correlation (R) value is 0.773 meaning the level of relationship between independent and dependent variable is considered as a substantial positive relationship. The value of the coefficient of determination is identified by (R²) = 0.598. R Square is usually called the coefficient of determination which is 0.598 or 59.8% that means Turnover Intention is able to be explained by Training, Understanding, Coworker Support, and Future Prospect as much as 59.8% while the other 40.2% are caused by the other factors.

Classical Test Assumptions**Multicollinearity Test****Table 5. Multicollinearity Test Result**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X ₁	.712	1.404
	X ₂	.958	1.044
	X ₃	.295	3.393
	X ₄	.357	2.800

Source: Data Processed SPSS, 2014

The results in the Table 5, can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of Training (X_1), Understanding (X_2), Coworker Support (X_3), and Future Prospect (X_4) are below numbers < 10 , this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

Heteroscedasticity Test

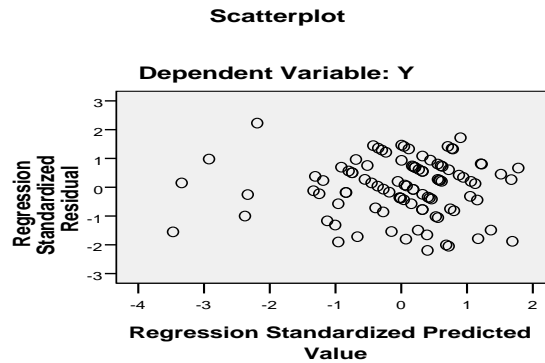


Figure 1. Result of Heteroscedasticity

Source: Data Processed SPSS, 2014

The Figure 1. Show that there is no established pattern and the plot spread above and below the number 0 (zero) on the Y-axis. Thus, this proves that this model is free of Heteroscedasticity.

Normality Test

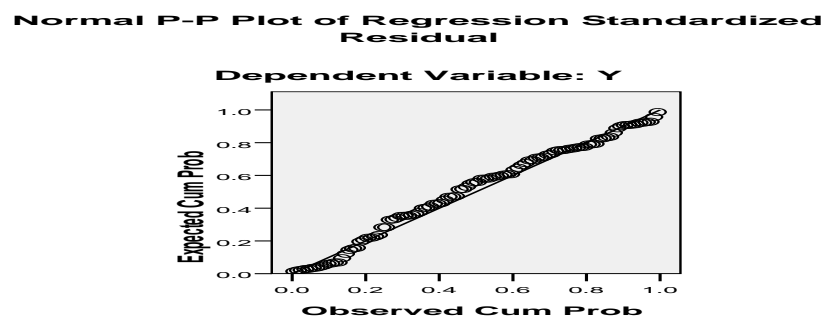


Figure 2. Result of Normality

Source: Data Processed SPSS, 2014

The Figure 2. Show that the points spread and spread around the diagonal line in the direction diagonal lines. This proves that the model Regression of The Influence of Training (X_1), Understanding (X_2), Coworker Support (X_3), and Future Prospect (X_4) on Turnover Intention (Y) in test normality assumption was met.

Discussion

Human Resource is very important to an organization for achieve the goals of organization itself. Bigliardi et. al (2005) stated that the socialization of individuals in organizations is the process through which individuals learn and identify organizational and unit values, expectation about job-related behavior and the social knowledge necessary to assume roles as productive members. Leleh (2014) said that in order to achieve the organization's goals, organizations have to be supported by human capital which implies the abilities, skills and technical. Liando (2014) defined that organization must concentrate on employees expectation to reduce the turnover intention.

The data that have collected and process get that all factors influence employee turnover intention at BRI Manado branch office. Based on the result of F-test there is a linear relationship in this multiple regression equation model, in other words all the independent variables influence the employee turnover intention simultaneously. Training, understanding, coworker support, and future prospect of organizational socialization are all factors that influence the employee turnover intention at BRI Manado branch office. The result of T-test shows that the independent variables such as training, understanding, coworker support, and future prospect of organizational socialization has significant, consecutively on employee turnover intention.

This study shows that the respondent or employees at BRI are influenced by training, understanding, coworker support and future prospect of organizational socialization while making decision to turnover intention at BRI Manado branch office. And it can be a consideration for the BRI to concern about their training before entering the organization, understanding all the culture of organization, interact well with the other employees and give some reward when the employees do their job well.

CONCLUSION AND RECOMMENDATION

The result on this research can be concluded as follows:

1. Organizational Socialization simultaneously and significantly influence to employee turnover intention at BRI Manado branch office.
2. Training of Organizational Socialization has significant influence to employee Turnover Intention at BRI Manado branch office.
3. Understanding of Organizational Socialization has significant influence to employee Turnover Intention at BRI branch office.
4. Coworker Support of Organizational Socialization has significant influence to employee Turnover Intention at BRI Manado branch office.
5. Future Prospect of Organizational Socialization has significant influence to employee Turnover Intention at BRI Manado branch office.

Recommendation

The recommendation for BRI Manado branch office as follows:

1. The management of BRI Manado branch office must consider about the importance of training, understanding, coworker support, and future prospect in the workplace. Because according to the result of this study, those four factors have significant influence through the mind of employees.
2. The management of BRI when do training should allow employees to improve necessary skills for superior performance, and acquire new skills for new jobs or advanced positions.
3. The management of BRI must give them whole information about the organization culture, about the nature or explanation of the various aspects of what goes on in workplace.
4. The management of BRI tries to make them a team and give the suggestion to work team and know well each other so can achieve positive outcome.
5. The management of BRI must give some reward or bonuses for the employees who work professionally so it can increase their motivation to work better.

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