




Learning organization on turnover intention through organizational commitment as a mediating variable in company

X

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received Feb 10, 2024 Revised Feb 20, 2024 Accepted Feb 23, 2024</p>	<p>This research is motivated by the high employee turnover rate in IT companies in Indonesia caused by the Covid-19 pandemic and limitations in employee self-development due to the lack of implementation of Learning Organization culture which has little impact on Organizational Commitment. employees in a company. The purpose of this research is to find out whether Learning Organization and Organizational Commitment influence Turnover Intention and whether Organizational Commitment mediates the influence of Learning Organization on Turnover Intention. The research object in this study is Turnover Intention. In this study, the population chosen by researchers was 235 employees of PT. The data collection (sampling) technique used by researchers in this research is nonprobability sampling. By using a questionnaire distributed online via Google Form. Research data processing was carried out using a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) or called PLS-SEM using SmartPLS 4.0 software and the Baron and Kenny Mediation Method (1986). The results of this research show that Learning Organization has a significant effect on Organizational Commitment, Organizational Commitment has a significant effect on Turnover Intention, Learning Organization is not significant on Turnover Intention, and Organizational Commitment mediates the influence of Learning Organization on Turnover Intention. The nature of mediation is Partial Mediation or partial mediation. The conclusion of this research is that Organizational Commitment is a determining and strengthening factor for Employee Turnover Intention at company X, while Learning Organization is not a factor that determines Employee Turnover Intention at company X.</p>
<p><i>Keywords:</i> Company X; Learning Organization; Organization Commitment; Turnover Intention.</p>	<p><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

In recent years, many countries have experienced the negative impact of the Covid-19 pandemic, one of which is the impact on increasing unemployment rates and turnover rates (Clinebell, 2005). Many individuals face unexpected circumstances, which indirectly significantly affect the conditions of workers, including mass resignations carried out by employees (Collin, 2009). The impact of the pandemic is causing individuals working in certain sectors to rethink their careers, working conditions and long-term goals by looking for better jobs for them (Dirani, 2009). This phenomenon has become known as The Great Resignation or Big Quit (Gong, 2018).

The term The Great Resignation was first coined by a psychology professor at Texas A&M University named Anthony Klotz (Islam Rehman, 2013). Klotz coined the term to describe the phenomenon of a wave of people quitting their jobs, due to the ongoing Covid-19 pandemic (Islam Ahmed, 2015). Quoted from CNBC news (16/02/2022), according to the latest job openings and labor turnover report from the Department of Labor (Job Openings and Labor Turnover report) in America, in November 2021 a record 4.5 million workers left their jobs they (Jamali, 2009).

Even though turnover is something that has a negative impact on companies, the phenomenon of workers leaving a company is something that often occurs and cannot be eliminated (Kasmir, 2016). The Work Institute (2018) states that the turnover rate in the United States nationally continues to increase every year with a rate of 27% in 2018. The Work Institute explains that this is predicted to increase continuously to 35% until 2023. Not only in America, Indonesia are also facing increasing turnover rates, in research by Rurumingratni and Satrya (2022) it appears that the phenomenon of the great resignation, or a trend where workers voluntarily leave their jobs en masse, has occurred in Indonesia for several years since the Covid-19 pandemic occurred (Mathis, 2011). Furthermore, Michael Page (2022) added that Indonesia received the second highest ranking (84%) that respondents would leave their company within the first 6 months of 2022 (Lahteenmaki, 2001).

In research conducted by (Gardner, 2022), the turnover phenomenon will have a more significant impact on companies because it is predicted to increase by 20% more in 2023 compared to 2022. In line with what happened at Company, The organization ISACA [Information System Audit and Control Associations] (2022) stated that during the pandemic many companies had difficulty retaining workers with specific abilities in the cybersecurity domain, where 62% of company respondents agreed that the company's cybersecurity team still lacked manpower. or not yet fulfilled (Lee Chun, 2012).

Through this data Company X, realizing how important it is to be able to form a Learning Organization culture so that equal knowledge between workers can be managed well and so that workers can continue to develop themselves, both in the realm of technological development or industrial development, so that it can also have an impact on the development of the Company as a whole (Lynn, 2004).

Continuous renewal of knowledge and abilities in an organization can be interpreted as a Learning Organization (Marsick, 2003). The formation of a Learning Organization culture is important because it not only helps companies adapt to technological developments, but also increases employee commitment to the company (Dirani, 2019; Jo & Joo, 2011) and reduces individual intentions to leave the company (Islam, Khan & Bukhari, 2015; Tuntituvat & Piriayakul, 2015).

This then initiated Company X so that in 2021 we will form a training program by each superior to subordinates in each department, planning annual training and certification for all workers, and the willingness of the President Director and several Directors to be able to provide training to all workers at online townhall events, gathering events for all workers via online media (Mayer, 2014).

The various training programs and plans as well as the provision of annual certification that have been carried out by Company with (1) the existence of a training program by superiors for subordinates which is the application of the Continuous learning dimension, (2) the existence of a supportive learning environment; annual training and certification planning for all workers is the implementation of the Embedded system dimension, (3) there is a concrete learning process; as well as the willingness of the President Director and several Directors to be able to provide training and with (4) the presence of a leader who supports or strengthens the learning process is the application of the Strategic leadership and Learning dimensions (Mobley, 2011).

The implementation of training, which has been carried out consistently and continuously in 2021 to 2022, is expected to have a significant impact that can be felt by companies in 2023, which is in line with research conducted by Talat Islam and Saif ur Rehman Khan; Ungku Norulkamar Ungku Bt. Ahmad; Ishfaq Ahmed (2013), who said that if employees are exposed to a culture where they can learn continuously and are supported by their superiors, they show more commitment to their organization, and this commitment to the organization helps them to reduce employees' intentions to leave or resign. This is also what Company X certainly hopes for (Muhammad Irfani, 2019).

In line with this, research by Kadiresan, et al., (2015) explains that turnover occurs due to low or no commitment to the organization. In this case, the employee will then decide to leave his job due to the lack of ties, both emotionally (affective commitment), feelings of responsibility (normative commitment) and calculating the pros and cons of leaving work (continuance commitment) within the company (Tjakraatmadja, 2006). Based on the explanation above, the researcher then wants to research further regarding the magnitude of the influence of the Learning Organization on Turnover Intention with Organizational Commitment as a mediator at Company X (Wahyudi, 2009).

Research contributions are contributions made by researchers to science, including improvements or refinements through research or contributions to the authenticity or novelty of the research being carried out.

The urgency of the research in this research is that employees leave their jobs due to a lack of ties, both emotionally (affective commitment), feelings of responsibility (normative commitment) and calculating the pros and cons of leaving work (continuance commitment) within the company.

It is hoped that the results of this research can contribute to company especially regarding the importance of implementing a Learning Organization that can be carried out for workers, it is hoped that if it can be carried out and applied consistently and sustainably, it can increase aspects of Organizational Commitment which will directly have an impact on reducing Turnover Intention at company X.

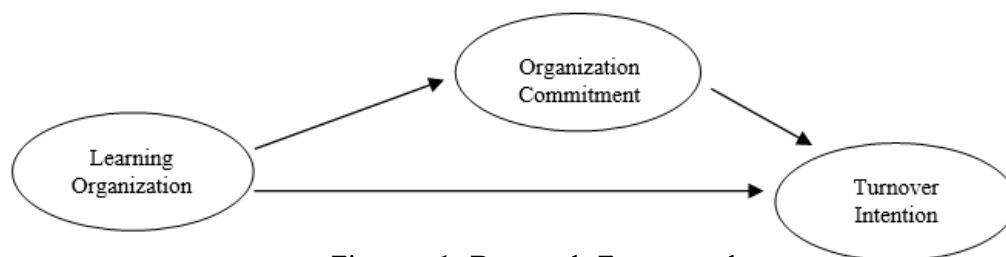
2. RESEARCH METHOD

This research is motivated by the high level of employee turnover in IT companies in Indonesia caused by the Covid-19 pandemic and limitations in employee self-development due to the lack of implementation of a Learning Organization culture which has little impact on the Organizational Commitment of employees in a company. The purpose of this research is to determine whether the Learning Organization and Organizational Commitment influence Turnover Intention and whether Organizational Commitment mediates the influence of Learning Organization on Turnover Intention.

In this research, the population chosen by researchers was 235 employees of PT The data collection (sampling) technique used by researchers in this research is non-probability sampling. Research data processing was carried out using a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) or called PLS-

SEM using SmartPLS 4.0 software (Ghozali, 2018). In a Learning Organization, individuals can also learn from each other (Wiyana, 2021).

These three variables are then seen to be related to each other, where the higher the Learning Organization, it is hoped that Organizational Commitment will also be high, which is then expected to have an effect on low Turnover Intention. However, on the other hand, if Learning Organization is low, the assumption is that Organizational Commitment will also be low, which will then be assumed again to have an effect on high Turnover Intention. This research was conducted based on a predetermined research framework, namely:



Figures 1. Research Framework

These variables can be explained as follows:

a. Learning Organization influences Organizational Commitment

Findings from Muhammad Irfani Hendri (2019) and Mehboob (2020) show the mediating influence of organizational commitment on organizational learning effects from employee performance, where Learning Organization has a positive and significant influence on satisfaction and Organizational Commitment. Based on the results of this research, the first hypothesis for this research is: H1: Learning Organization influences Organization Commitment

b. Learning Organization influences Turn Over Intention

Findings from research conducted by Lin, Rhobes, and Serebrenik (2017); Sharma and Stol (2019), and Sukriket (2014) show the significant influence of Learning Organization on Turnover Intention. Based on the results of this research, the second hypothesis for this research is: H2: Learning Organization influences Turn Over Intention

c. Organizational Commitment influences Turn Over Intention

Findings from research conducted by Kessler (2014) and Vizano et al (2020) show the significant influence of Organizational Commitment on Turnover Intention. Based on the results of this research, the third hypothesis for this research is: H3: Organization Commitment influences Turn Over Intention.

d. Organization Commitment mediates Learning Organization on Turnover Intention

Findings from research conducted by Fauzan (2023) and Rawashdeh (2022) show that Organizational Commitment mediates the influence of Learning Organization on Turnover Intention. Based on the results of this research, the fourth hypothesis for this research is: H4: Organization Commitment mediates Learning Organization on Turnover Intention

3. RESULTS AND DISCUSSIONS

The Results section should set out the main research results, including any statistical analysis and whether these results are significant or not (Watkins, 2004). In the previous chapter, in the Population and Sample sub-chapter, it was explained that the minimum sample that needed to be obtained was 148 people, but after searching for respondents, it

turned out that the researcher only got 134 respondents. This happened because of several things, namely First, the respondent who was used as the target sample did not answer at all the questionnaire that was distributed to him. Second, the target sample respondents answered carelessly, causing the questionnaire to not be processed because the answers were invalid, and Third, limited time and limited costs meant that researchers were unable to get 148 respondents completely.

3.1 Descriptive statistics

Descriptive statistics provide an overview of independent and dependent variable data, based on overall data. This analysis aims to provide an overview or describe data in variables seen from the average (mean), minimum, maximum and standard deviation values.

Table 1. Descriptive statistics

	Mean	Median	Min	Max	Standard Deviation
LEARNING_ORGANIZATION	81.015	81.000	27.000	105.000	11.955
ORGANIZATIONAL_COMMITMENT	59.836	58.000	44.000	90.000	8.301
TURNOVER_INTENTION	7.679	8.000	3.000	12.000	2.494

Source: Processed primary data (2024)

The Learning Organization variable produces a minimum value of 27, a maximum value of 105, a mean of 81,015 and a standard deviation value of 11,955, the Organizational Commitment variable produces a minimum value of 44, a maximum value of 90, a mean of 59,836 and a standard deviation value of 8,301 and with a total of 134 samples of observations. The Turnover Intention variable produces a minimum value of 3, a maximum value of 12, a mean of 7.679 and a standard deviation value of 2.494.

3.2 Learning Organization

Table 2. Loading Factor Learning Organization

	LEARNING ORGANIZATION	STANDAR	VALID/NOT VALID
P02	0.697	0.500	VALID
P03	0.695	0.500	VALID
P04	0.619	0.500	VALID
P05	0.608	0.500	VALID
P06	0.659	0.500	VALID
P07	0.676	0.500	VALID
P08	0.575	0.500	VALID
P09	0.773	0.500	VALID
P10	0.723	0.500	VALID
P11	0.713	0.500	VALID
P12	0.690	0.500	VALID
P13	0.719	0.500	VALID
P14	0.660	0.500	VALID
P15	0.782	0.500	VALID
P16	0.621	0.500	VALID
P17	0.730	0.500	VALID
P18	0.748	0.500	VALID
P19	0.663	0.500	VALID
P20	0.707	0.500	VALID
P21	0.681	0.500	VALID

Based on the discussion in the previous section, valid question items can be selected. The following is a list of valid question items that are all declared valid.

3.3 Organizational Commitment

Table 3. Loading Factor Organizational Commitment

	ORGANIZATIONAL COMMITMENT	STANDAR	VALID/NOT VALID
P22	0.712	0.500	VALID
P23	0.701	0.500	VALID
P26	0.706	0.500	VALID
P28	0.515	0.500	VALID
P29	0.619	0.500	VALID
P30	0.696	0.500	VALID
P31	0.648	0.500	VALID
P32	0.588	0.500	VALID
P33	0.697	0.500	VALID
P35	0.584	0.500	VALID
P36	0.663	0.500	VALID
P37	0.609	0.500	VALID
P39	0.589	0.500	VALID

Based on the discussion in the previous section, valid question items can be selected. The following is a list of valid question items that are all declared valid.

3.4 Turnover Intention

Table 4. Loading Factor Turnover Intention

	TURNOVER INTENTION	STANDAR	VALID/NOT VALID
P40	0.906	0.500	VALID
P41	0.910	0.500	VALID
P42	0.855	0.500	VALID

Based on the table above, it can be seen that all question items are valid, because the loading factor value is greater than 0.5.

3.5 Cronbach Alpha

Table 5. Cronbach Alpha

	Cronbach's Alpha
LEARNING ORGANIZATION	0.941
ORGANIZATIONAL COMMITMENT	0.840
TURNOVER INTENTION	0.869

Based on the table above, it can be seen that all the variables in this study are reliable, because the Cronbach Alpha value for these variables is greater than 0.5.

3.6 Composite Reliability

Reliability tests are carried out to find out whether the question items provide consistent answers when used in different research settings. In this study, reliability testing was only carried out on 134 respondents. Decision making is based on a Cronbach Alpha value > 0.5 , then the item/question is valid and vice versa.

Table 6. Composite Reliability

	Composite Reliability
LEARNING ORGANIZATION	0.947
ORGANIZATIONAL COMMITMENT	0.837
TURNOVER INTENTION	0.920

Based on the table above, it can be seen that all the variables in this study are reliable, because the CR value of these variables is greater than 0.7.

3.7 Model Fit

Model Fit is a test used to measure whether a model is suitable or not to be used in further analysis. Decision making is based on the SRMR (Standardized Root Mean Square Residual) value. If the SRMR value is smaller than 0.10, then the model is suitable for use for further analysis.

	MODEL
SRMR	0.086

From the table above it can be stated that the model is suitable for use for further analysis, because the SRMR value is smaller than 0.10.

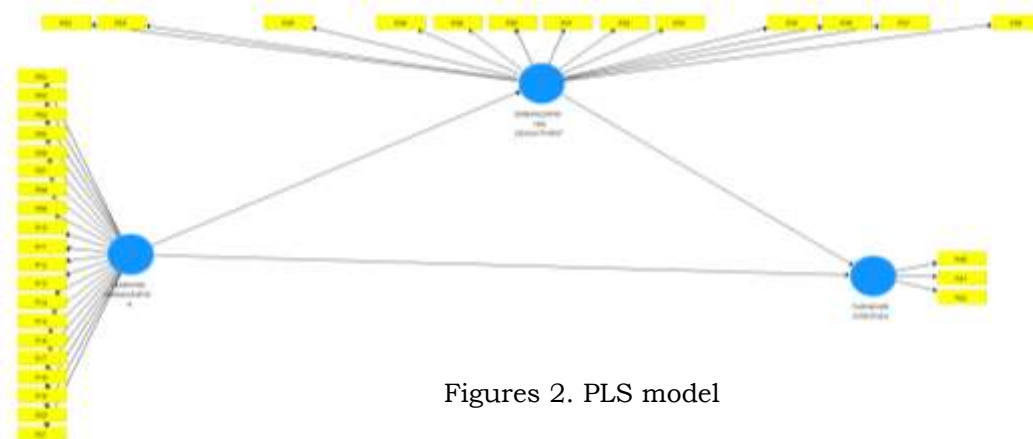
3.8 R Square

R-square is a measure that measures how much the independent variable contributes to the dependent variable.

	R-Square
ORGANIZATIONAL COMMITMENT	0.462
TURNOVER INTENTION	0.176

From the table above, it can be seen that the independent variables in this research have a contribution of 46.2% to Organizational Commitment and 17.6% to Turnover Intention.

3.9 Hypothesis test



Figures 2. PLS model

Variable	Original Sample (O)	P Values
Learning Organization -> Organizational Commitment	0.680	0.000
Learning Organization -> Turnover Intention	0.105	0.508
Organizational Commitment -> Turnover Intention	-0.484	0.000
Learning Organization -> Organizational Commitment -> Turnover Intention	-0.329	0.001

The first hypothesis tests whether Learning Organization has a significant effect on Organizational Commitment. The test results show that the beta coefficient value of Organizational Commitment to Learning Organization is 0.680.

The second hypothesis tests whether Learning Organization has a significant effect on Turnover Intention. The test results show that the Learning Organization beta coefficient on Turnover Intention is 0.105. This means that if Organizational Learning changes by 1 percent it will increase Turnover Intention by 0.105 percent, this shows that Organizational Learning has a positive effect on Organizational Commitment.

The third hypothesis tests whether Organizational Commitment has a significant effect on Turnover Intention. The test results show that the beta coefficient value of Organizational Commitment on Turnover Intention is -0.484. This means that if Organizational Commitment changes by 1 percent, Turnover Intention will decrease by 0.484 percent. From the results of the p-value (0.000), this P-value is smaller than Alpha 5% (0.05) so the third hypothesis is accepted.

The fourth hypothesis tests whether Organizational Commitment mediates the influence of Learning Organization on Turnover Intention. To test this hypothesis, Baron and Kenny's (1986) mediation method is used. The independent variable is Learning Organization, the mediating variable is Organizational Commitment, and the dependent variable is Turnover Intention. It can be stated that Organizational Commitment mediates the influence of Learning Organization on Turnover Intention and is Partial Mediation, so the fourth hypothesis is accepted.

3.10 Hypothesis test

a. Learning Organizations on Organizational Commitment

It can be concluded that the variable Learning Organization has a significant effect on Organizational Commitment. Thus, the results of this research support the results of research conducted by Irfani (2019) and Mehboob (2020). Their research shows that Learning Organization has a significant effect on Organizational Commitment

b. Learning Organization on Turnover Intention

It can be concluded that the variable Learning Organization is not significant to Turnover Intention. Thus, the results of this study do not support the results of research conducted by Sharma and Stol (2019) and Sukriket (2014). Their research showed that Learning Organization had a significant effect on Turnover Intention, meanwhile the results of this study showed the opposite result.

c. Organizational Commitment to Turnover Intention

Business people are aware of the importance of managing the finances of a business and how to maintain profits or how to reduce operational costs incurred. Referring to TB Mitra Buildmart's financial report, the company's profit growth is not very significant, this is due to the fairly expansive outlet development from year to year.

d. Mediation of Organizational Commitment

The results of the mediation test show that the variable Organizational Commitment mediates the influence of Learning Organization on Turnover Intention. Thus, the results of this research support the results of research conducted by Fauzan (2023) and Rawashdeh (2022). Their research shows that Organizational Commitment mediates the influence of Learning Organization on Turnover Intention.

4. CONCLUSION

These limitations include: Learning Organization has a significant effect on Organizational Commitment, Learning Organization is not significant on Turnover

Intention, Organizational Commitment has a significant effect on Turnover Intention, Organizational Commitment mediates the influence of Learning Organization on Turnover Intention.

The limitations of this research are that the sample in this study did not reach the target because respondents were lazy to answer the questionnaire, answered the questionnaire haphazardly so that the questionnaire answers could not be processed because they were invalid, the costs and time the researcher had were very limited, so the sample obtained was not optimal. The suggestion in this research is that future researchers can add new variables outside this research to enrich and strengthen the analysis in this research and future researchers can expand the research model by adding new variables to the current research model picture to deepen the analysis of Turnover Intention.

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