

The Role of Locus of Control: The Relationship Between Organizational Commitment and Job Insecurity In Desire To Switch

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Abstrak

The high number of employees who have the desire to change jobs is one of the causes of losses to the organization, so the purpose of this study was conducted to analyze the relationship between organizational commitment and job insecurity on the desire to move moderated by the variable locus of control. The research method used by researchers in this study is to use a quantitative descriptive approach, with data collection techniques distributing questionnaires to banking employees at the BRI Hertaning Branch Office, Makassar City. The sample used was 120 people with a saturated sampling technique, namely the number of populations that became the number of samples. The results of this study indicate that the organizational commitment variable has a significant negative effect on the intention to change jobs, while job insecurity has a positive effect on the intention to change jobs. In addition, the locus of control variable as a moderator variable is able to provide reinforcement of the relationship between organizational commitment and job insecurity on turnover intention.

Kata Kunci: Safe work, organizational commitment, resignation, and locus of control

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INTRODUCTION

Human resources are the most valuable and most important assets owned by a company because the success of a company is largely determined by the human element. Therefore we need quality human resources to increase the effectiveness and productivity of employees. The phenomenon that often occurs in companies where employees have the desire to leave the company due to low employee morale and employee dissatisfaction in doing the job can encourage employees to leave the company. When working conditions are uncomfortable, it will cause turnover intention (Komang et al., 2017). The impact of turnover which is the main burden for the company is the time and cost of recruiting new employees. The desire to move on can be an early sign of turnover. Turnover intention is one of the employee behaviors that can harm the company (Hidayat, 2018).

The decrease in the number of BRI Bank employees based on the 2022 annual report shows 8,073 people, this is due to the impact of the Covid-19 pandemic and the development of digitalization-based HR capabilities. The data in question is contained in table 1 below:

Table 1. Number of BRI Bank Employees

Employment status	2022			2021		
	Woman	Man	Amount	Woman	Man	Amount
Permanent Worker	19,913	40,296	60,209	20,142	40,843	60,985
Contract Worker	8,236	6,021	14,257	14,164	7,456	21,620
Trainee	85	94	179	58	55	113
Total	28,234	46,411	74,645	34,364	48,354	82,718

Source: processed data (www.bri.co.id), 2023

The organizational commitment factor plays an important role in supporting company goals. If an employee already has high organizational commitment, the employee will automatically work longer in the company or organization (Gazali et al., 2022). In fact, organizational commitment is also negatively related to turnover intention (Fadhli et al., 2022). The better employees attach themselves to the organization, the greater it is to prevent a decrease in turnover intention. On the other hand, low employee organizational commitment can trigger turnover intention within the organization (Wardana et al., 2022).

Apart from the fact that organizational commitment is the reason for the desire to move, one of the factors that influence it is job insecurity. A high level of employee insecurity increases the desire for employee turnover intention, and a low level of job insecurity among employees reduces the desire for employee turnover intention (Saputro & Utomo, 2018). Employees face job insecurity, mainly due to contract-only status, deteriorating working conditions, and other threats associated with fieldwork. Employees who feel threatened at work make this a reason to seek alternative, safer jobs (Ananda Basid, 2019).

Several studies have examined the effect of organizational commitment on turnover intention. As was done by (Andriawan & Games, 2019; Ayu et al., 2016; Firdaus & Lusiana, 2020; Pratama et al., 2022) the results of his research stated that organizational commitment has a significant negative effect on turnover intention. Whereas research conducted by (Ratnaningsih, 2021; Seplifriskila Tampubolon & Sagala, 2020) the results of his research state that organizational commitment has a significant positive effect on turnover intention. Furthermore, job insecurity has a positive and significant effect on turnover intention as expressed by (Fadillah Ezra & Fitria, 2019; Febriany et al., 2021; Prabawa & Suwandana, 2017; Widayarsi et al., 2017). In contrast to what was done by (Fedorani et al., 2022), job insecurity partially does not have an effect on the desire to move. Based on this, it shows that employees who have organizational commitment will have a positive or negative impact on turnover intention as well as job insecurity, there are different views, the whole process depends on the employees themselves so there is a need for locus of control. Research (Saputro & Utomo, 2018) states that locus of control is able to strengthen the relationship between organizational commitment variables and the desire to move.

I. Literature Review

The Effect of organizational commitment on turnover intentions

Organizational commitment can develop because individuals have an emotional bond with the company which includes moral support and acceptance of the values that exist in the company and internal determination to serve the company (Frimayasa & Lawu, 2022). Employees with strong organizational commitment will stay in the

organization because they feel they have enough for their life. Someone who has high normative commitment tends to stay in the organization which can reduce the level of intention to leave (Munir & Sudrajad, 2022).

Previous research stated that organizational commitment has no effect on turnover intentions (Tanjung et al., 2019). As for those who state that organizational commitment has an influence but a negative influence on the desire to move (Kusuma Putra & Utama, 2017; Saputra Made, 2019) it is also different from what is done by (Stifie Sangian & Gulo, 2022) which states that commitment has a positive effect on the desire to move.

H1: Organizational commitment has a negative and significant effect on turnover intentions.

Effect of job insecurity on turnover intention

The impact of job insecurity plays a major role in the desire to switch employees. Things that often cause job insecurity are feelings of tension, anxiety, worry, stress, and feeling uncertain about the status of their employees (Fadzilah & Martono, 2016). the psychological condition of an employee who feels threatened or worried about his job for the continuity of his work in the future. Employees who feel worried and nervous when working in a company will cause employees to have unpleasant feelings at work and have an impact on a lack of employee satisfaction and cause a desire to leave (Krisna Heryanda, 2019).

Several research results state that job insecurity has a positive effect on the desire to change jobs (Adi et al., 2017; Cindy et al., 2021; Stifie Sangian & Gulo, 2022). Employees with experienced job insecurity tend to have higher levels of intention to leave the organization (Laily et al., 2020). Unlike the research conducted (Rusyandi, 2016) states that there is no effect between job insecurity on the desire to move.

H2: Job insecurity has a positive and significant effect on turnover intentions.

The effect of organizational commitment on turnover intention moderated by locus of control.

States that employee commitment is the level of attachment that employees have to their company and can be used as collateral to maintain the continuity of the company where the employee works (Nyoman et al., 2018). In this case, work commitment is said to be a situation where employees believe and want to accept the goals of the organization or company and will stay or will not leave the company. Organizational commitment plays an important role as a predictor of employee turnover intention. This is because the organizational component consists of affective commitment, continuance commitment, and normative commitment (Ananda Basid, 2019).

The results of research conducted by (Ahmed et al., 2015) stated that organizational commitment hurts turnover intentions. This is not in line with the results of research by (Lestari et al., 2021) which state that organizational commitment has a positive and significant effect on turnover intention. (Saputro & Utomo, 2018) states that locus of control is thought to be able to strengthen the relationship between the variables of organizational commitment and the desire to move.

H3: It is suspected that locus of control strengthens the effect of organizational commitment on turnover intentions.

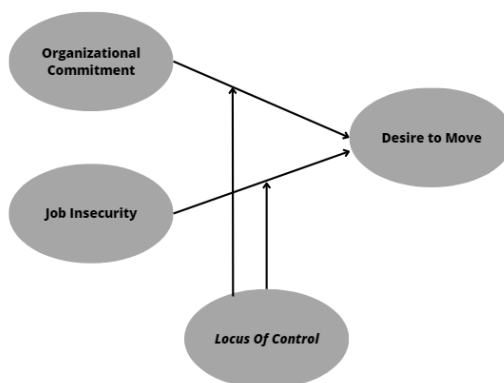
Effect of job insecurity on turnover intention Moderated by locus of Control.

An employee who feels he is capable and wants to try will tend to believe that he can handle problems related to work contracts or changing job features so that he does not need to resign from his job. Although the results of research conducted by locus of control as a moderating variable do not strengthen the effect of job insecurity on the desire to move (Umam, 2020)

H4: It is suspected that locus of control strengthens the effect of job insecurity on turnover intention.

Locus of control is a person's personality trait in interpreting success and failure experienced as coming from internal factors and external factors. Locus of control is defined as a person's belief about how and where events are felt to be pleasant or unpleasant, being the basis for action (Ary et al., 2019). They tend to have an external locus of control, they will feel that every event they experience in their life is beyond their control, for example, due to chance, fate, and luck, and for people with a dominant internal locus of control, they will feel they have a role or power in everything that happens in life (Modise & Rambe, 2017). Although the role of locus of control does not strengthen job insecurity on turnover intention, means it is no longer a reference because it has no influence (Umam, 2020)

Based on the description above, the variables used in this research are organizational commitment and job insecurity as independent variables, locus of control as moderating variables, and intention to move as dependent variables. Variable organizational commitment is considered to affect the level of intention to switch because organizational commitment includes the extent to which members in the organization consider themselves part of the organization. The job insecurity variable is considered to be able to influence the level of desire to survive because feeling safe and calm is very important, so feeling threatened is the reason for employees wanting to leave. The locus of the control variable is considered to be a moderator between the variables of organizational commitment and job insecurity towards the desire to switch because the locus of control reflects a person's perspective on an event, whether he can or cannot control an event. The theory of expectation (expectancy theory) can make someone motivated to issue a higher effort when they believe the effort can provide better performance results. To clarify the opinion seen can be seen in the schematic below:



Picture 1. Conceptual framework

METHOD, DATA, AND ANALYSIS

1. Type of Research

This type of research includes quantitative research. Quantitative research is defined as research based on the philosophy of positivism, which is used for research on certain populations and samples. Quantitative research is used to convince a fact or also make predictions about a theory being issued (Sugiyono, 2019). Collecting data using research instruments, and hypotheses that have been set.

2. Sampling Technique

The population in this study were all employees of Bank Rakyat Indonesia (BRI) Cab. Makassar City Hertasning, totaling 120 people. In this study, saturated sampling was used because the total population was 120. Saturated sampling is a sampling technique in which all members of the population are used as samples.

3. Data Source

The type of data used in this research is primary data and some secondary data. The source of the data in this study was by conducting field research which was carried out directly on the object of research so that actual conditions could be identified by giving questionnaires to respondents.

4. Data Collection Techniques

The data collection technique used in this study was a questionnaire technique by collecting primary data from the respondents who were selected as the research sample. The research questionnaire was prepared by submitting closed statements and answer choices to be submitted to the research sample. This study uses a questionnaire, where respondents only choose the answers available in the questionnaire, and the measurement scale used is the Likert scale. The Likert scale is used to measure attitudes, income, and perceptions of a person or group about events, social phenomena, or responses. So from this statement, it can be concluded that the Likert scale is an alternative measurement that can be used by researchers to measure an event or social phenomenon which is then converted into a number so that it is easy to conclude. This study uses data collection that is used, namely a questionnaire or questionnaire using a Likert model scale modified from Likert 1-5

RESULT AND DISCUSSION

The analysis technique used to test hypotheses H1 and H2 regresses the independent variable on the dependent variable while testing hypotheses H3 and H4 using moderation analysis with the absolute residual approach to testing the absolute difference value.

1. Research Hypothesis Test Results in H1 and H2

Testing the H1 and H2 hypotheses was carried out by means of multiple regression analysis on the effect of organizational commitment and job insecurity on turnover intentions. The test results are displayed as follows:

a. Simultaneous Regression Test (Test F)

This test is used to determine the extent to which the independent variables jointly affect the dependent variable. if the sig value of Fcount is smaller than the error level (alpha) of 0.05, it can be said that the independent variables jointly affect the

independent variables. Following are the results of the simultaneous regression test (Test F), which can be seen in the table below.

Table 2. Simultaneous Regression Test Results (Test F)

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	683.864	2	341.932	69,495	.000 ^b
1 Residual	649.470	132	4.920		
Total	1333.333	134			

Source: Processed Primary Data (2023)

Based on Table 2 above, it can be seen that the multiple regression test shows a Fcount of 69.495 with a significance level of 0.000 which is smaller than 0.05, where the Fcount value is 69.495 greater than the value in Table F of 0.000 means organizational commitment and job insecurity simultaneously or together - have the same effect on the desire to change jobs.

b. Partial Regression Test (T-Test)

This test was conducted to see how far the influence of one independent variable individually affects or explains the dependent variable. the independent variable is said to be influential in terms of the sig < 0.05.

Table 3. Partial Regression Test Results (T-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	29.278	1.362		21.498	.000
1	TotalX1	-.363	.053	-.509	-6.899	.000
	TotalX2	.298	.076	-.292	3.951	.000

Source: Processed Primary Data (2023)

The results of the interpretation of the proposed research hypotheses (H1 and H2) can be seen as follows:

1) Organizational commitment has a negative effect on the desire to change jobs.

Based on the table above, it can be seen that the organizational commitment variable has a t count of -6,899 > a t table of 1,656 with an unstandardized beta coefficient of -0.363 and a significance level of 0.000 which is less than 0.05, then H1 is accepted. This means that organizational commitment has a negative effect on the desire to change jobs.

2) Job insecurity has a significant positive effect on the desire to change jobs.

Based on the table above, it can be seen that the job insecurity variable has a t count of 3,951 > t table of 1,656 with an unstandardized beta coefficient of 0.298 and a significance level of 0.000 which is smaller than 0.05, then H2 is accepted. This shows that there is a positive influence on the desire to change jobs.

2. Results of Multiple Regression Tests for Research Hypotheses H3 and H4

Table 4. Simultaneous Regression Test Results (Test F)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	744.490	5	148.898	32.620	.000 ^b
	Residual	588.843	129	4.565		
	Total	1333.333	134			

Source: Processed Primary Data (2022)

The results of the F test in the table above show that the calculated F value is 32,620 with a significance level of 0.000 far below 0.05. This shows that the variable Z score of organizational commitment (X1), Z score of job insecurity (X2), Z score of locus of control (M), X1_M and X2_M simultaneously affect the desire to change jobs.

To determine whether the moderating variable that we are using is indeed moderating the variable X on Y, it is necessary to know the following criteria.

Table 5. Classification of Moderating Variables

No	Moderation Type	Coefficient
1.	Pure Moderation	b ₂ Not significant b ₃ Significant
2.	Quasi Moderation	b ₂ Significant b ₃ Significant
3.	Moderation (Not Moderation) Homologiser	b ₂ Not significant b ₃ Not significant
4.	Predictor	b ₂ Significant b ₃ Not significant

Information:

b₂: locus of a control variable

b₃: the interaction variable between each independent variable

To find out how the role of locus of control variables on organizational commitment and job insecurity on turnover intention.

Table 6. Partial Regression Test Results (T-Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized t Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12,461	,353		,000
	Zscore:	-1,457	,232	-,462	,000
	Organizational Commitment				

Zscore: Job Insecurity	,958	,245	,304	3,917	,000
Zscore: <i>Locus Of Control</i>	,134	,210	,043	,640	,524
X1_M	,595	,282	,138	2,113	,037
X2_M	,649	,316	,129	2,052	,042

a. Dependent Variable: Desire to Switch Jobs

Source: Processed Primary Data (2022)

The results of the interpretation of the proposed research hypotheses (H3 and H4) can be seen as follows:

- a. Locus of control moderates the relationship between organizational commitment to the desire to change jobs (H3)

The significant value of the locus of control variable t test was obtained at 0.524. This value is more than 0.05, which means that there is no influence of the locus of control variable on the desire to change jobs. Furthermore, in the regression with interaction, the interaction significance value of organizational commitment and locus of control is 0.037 which indicates that the interaction has an effect. Because the coefficient b2 is not significant and b3 is significant, the use of the locus of control variable is a moderating variable with Pure Moderation criteria.

Based on the results of the absolute difference value test shown in the table above, it shows that the moderating variable X1_M has a t count of $2.113 > t$ table with an unstandardized beta coefficient of 0.595 and a significance level of 0.037 which is smaller than 0.05, so H4 is accepted. This means that the locus of control variable is the variable that moderates the relationship between the variable organizational commitment and the desire to change jobs. So, the third hypothesis (H3), which states that locus of control moderates the relationship between organizational commitment and the desire to change jobs, is proven or accepted.

- b. Locus of control moderates the relationship between job insecurity and the desire to change jobs (H4)

The significant value of the locus of control variable t test was obtained at 0.524. This value is more than 0.05, which means that there is no influence of the locus of control variable on the budget gap. Furthermore, in the regression with interaction, the significant value of the interaction of job insecurity and locus of control is 0.042 which indicates that the interaction has an effect. Because the coefficient b2 is not significant and b3 is significant, the use of the locus of control variable is a moderating variable with the Pure Moderation criterion.

Based on the results of the absolute difference value test shown in the table above, it shows that the moderating variable X2_M has a t count of $2.052 < t$ table with an unstandardized beta coefficient of 0.649 and a significance level of 0.042 which is smaller than 0.05, so H4 is accepted. This means that the locus of control variable is a moderating variable that moderates the relationship between job insecurity and the desire to change jobs. So, the fourth hypothesis (H4) which states that locus of control moderates the relationship between job insecurity and the desire to change jobs is proven or accepted.

Based on the results of testing the hypotheses developed in this study, further discussion of the results of the research will be carried out so that a clearer picture can

be given regarding the influence of one variable on the other variables contained in this study.

1. The effect of organizational commitment on turnover intentions

Based on the research results obtained from hypothesis testing, it shows that organizational commitment harms turnover intentions. This shows that organizational commitment is low. Organizational commitment is an attitude that reflects the feelings of like or dislike of employees towards the organization or place where they work. Employee commitment to the organization is an individual's psychological bond to the organization which includes work involvement, loyalty, and feelings of trust in organizational values. The form of commitment that appears is not only passive loyalty but must make every effort for the success of the organization concerned (Aditya Putra Pratama & Nurdiana Dihan, 2017). Commitment relates to the emotional connection of members to their organization, identification with the organization, and involvement of members with activities in the organization, members of the organization with high commitment will continue to be members of the organization so that members of the organization will feel at home and are reluctant to leave the organization and vice versa if members of the organization have low commitment, the tendency of the desire to switch children is high.

The results of this study are also in line with research conducted by (Sihombing et al., 2019; Zhu et al., 2022) which state that organizational commitment harms turnover intention. Although there is research that states that organizational commitment does not affect turnover intentions (Soni Kurniawan & Tamrin, 2019; Susetyo, 2016). The difference between previous studies with the results of this study is that the moderating variable uses locus of control.

2. The effect of job insecurity on turnover intentions

Based on the research results obtained from hypothesis testing, shows that the job insecurity variable has a positive and significant influence on the desire to move. This means that when employees work insecurely, doubt their position status, and feel high pressure, they have a higher desire to move. Job insecurity is one form of reason to survive or not in an organization. Individuals who feel job insecure prefer to leave the organization. Job insecurity is often identified as an important matter for policy material because it is one of the reasons individuals leave organizations and is the reason most often used by employees. Empirically it can be concluded that job insecurity has a direct influence on turnover intention. The results of this study are in line with previous studies which state that job insecurity has a positive effect on the desire to move (Nadhiroh & Budiono, 2022; Widayasari et al., 2017). Even though previous researchers also had different results job insecurity harmed the desire to move (Umam, 2020).

3. The effect of organizational commitment on turnover intentions with the locus of control as a moderating variable

Based on the research results obtained from hypothesis testing on the model, it shows that locus of control moderates the relationship between organizational commitment and turnover intention. Based on the results of this analysis, shows that locus of control can moderate organizational commitment to turnover intention. This means that employees who have a high internal locus of control will

tend to be more able to carry out their duties and be more able to enjoy their work, which in turn will lead to a tendency to have high organizational commitment.

This research is in line with the theory of motivation. The theory of motivation explains how an employee has the intensity and persistence in working so that these goals can be achieved. So, this requires a high organizational commitment because it will affect the level of employee turnover intention. Therefore, the locus of control on organizational commitment has an important role in strengthening every employee so that they don't just want to leave the place where they work. The results of this study are in line with the research conducted which states that locus of control can moderate the organizational commitment variable on the desire to move (Putra & Ratna Sari, 2018). Although other studies state that locus of control does not play a role in moderating organizational commitment to turnover intention (Ananda Basid, 2019).

4. The effect of job insecurity on the desire to move with the locus of control as a moderating variable.

Locus of control affects the relationship with job insecurity desire to move because employees tend to have an internal locus of control that will give them success in work so that he is sure will be his ability to solve a problem, then it will create a sense of confidence and trust in the organization so that the desire of employees to move tends to decrease. However, if an employee has the tendency to believe in factors outside of himself in the form of fate and the luck and power of superiors and a supportive work environment the results of his work as a determinant of success in completing work, it can be said that the employee has an external locus of control, this will create insecurity at work and result in increasing tendency to change jobs. The results of this study are different from the results of previous studies where data shows that the locus of control can moderate but harms job insecurity on turnover intention (Umam, 2020) and the results show that locus of control does not play a role in moderating job insecurity on turnover intention (Ananda Basid, 2019)

CONCLUSION

Based on the results of research conducted on the effect of organizational depression and job satisfaction on turnover intention with the focus of control as a moderating variable, it can be stated that organizational depression has a negative influence on turnover intention. This indicates that employees who have a high commitment to their organization can reduce turnover intention. to change jobs. In addition, job insecurity has a positive relationship with the desire to move, this shows that employees who work with feelings of insecurity, threats, or intimidation will increase the desire to change jobs and leave the organization. Therefore a Locus of Control is needed which plays a role in moderating the relationship between organizational commitment and job insecurity towards turnover intention. Retaining employees is important, because acquiring or recruiting new resources will require substantial costs again. So, the company should think about always maintaining a conducive work environment. This research is still considered to have many limitations because some respondents were more passive and spent quite a long time with the possibility of the respondents' busy work.

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