

STRANGE ANOMALY OF GROUP COHESIVENESS: REMOVING OBSTACLES TURNOVER INTENTION

**Mochamad Soelton^{1*}, Muhammed Hokroh², Muhammad Sadiq³, Astrid Puspaningrum⁴,
Agung Yuniarinto⁵, Eko Tama Putra Saratian⁶, Mahendra⁷**

¹*Management Department, Faculty of Economic and Business, Universitas Mercu Buana, Indonesia,* ²*Ph.D, University of Bolton – United Kingdom / Head of Finance and Performance Management Unit, NAOO, Saudi Aramco, Saudi Arabia*

³*Ph.D, School of Accounting & Finance Faculty of Business & Law Taylor's University Malaysia*

⁴⁵*Management Department, Faculty of Economic and Business, Universitas Brawijaya, Indonesia, soelton@mercubuana.ac.id*

Abstract. Human resources are an important resource that supports organizations in achieving competitive advantage. Therefore, it is important to involve employees to drive the strategic goals of the organization. forestry companies in the era of globalization are expected to face increasingly fierce competition. Therefore, the quality of the organization must be considered. This is inseparable from the role of human resources who will be required to carry out their duties and functions properly. This research aims to examine and analyze the effect of of group cohesiveness, work-family conflict and work insecurity on turnover intentions. The Sinarmas Forestry company. The research method used is a causal method. The object of research is Sinarmas Forestry employees (Thamrin, BSD and WIK) with 95 participants. The choice used in this study is the Structural Equation Model (SEM). Smart-PLS analysis tool. The same research results show the Cohesion Group negatively affects employee turnover intention, Work - Family Conflict positively influences employee turnover intention and Job Insecurity is positively related to employee turnover intention.

Keywords: Group Cohesiveness, Work - Family Conflict, Job Insecurity dan Turnover Intention

Abstrak. Sumber daya manusia merupakan sumber daya penting yang mendukung organisasi dalam mencapai keunggulan bersaing. Oleh karena itu, penting untuk melibatkan karyawan untuk mendorong tujuan strategis organisasi. Perusahaan kehutanan di era globalisasi diharapkan menghadapi persaingan yang semakin ketat. Oleh karena itu, kualitas organisasi harus diperhatikan. Hal ini tidak terlepas dari peran sumber daya manusia yang akan dituntut untuk dapat menjalankan tugas dan fungsinya dengan baik. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh kohesivitas kelompok, konflik pekerjaan-keluarga dan ketidakamanan kerja terhadap turnover intentions. Perusahaan Sinarmas Forestry. Metode penelitian yang digunakan adalah metode kausal. Objek penelitian adalah karyawan Sinarmas Forestry (Thamrin, BSD dan WIK) dengan jumlah peserta 95 orang. Pilihan yang digunakan dalam penelitian ini adalah Structural Equation Model (SEM). Alat analisis Smart-PLS. Hasil penelitian yang sama menunjukkan Cohesion Group berpengaruh negatif terhadap turnover intention karyawan, Work-Family Conflict berpengaruh positif terhadap employee turnover intention dan Job Insecurity berhubungan positif dengan employee turnover intention.

INTRODUCTION

The success of various activities in a company in achieving its goals depends not only on technological excellence, the availability of qualified funds, facilities or infrastructure owned, but also depends on aspects of human resources owned. This forces each company to work more efficiently, effectively and productively. At a high level of competition, it will make every

company able to maintain its survival by paying attention to aspects of human resources (Soelton *et al.*, 2020; Sapitri, 2016). To achieve company goals, companies must have employees who have high skills and develop it to manage the company as optimal as possible. (Soelton *et al.*, 2020; Sapitri, 2016). The employee's own role and leadership are the most important and valuable assets for a company or organization (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi *et al.*, 2018; Purnama, 2013). (Suzabar, 2020; Demerouti *et al.*, 2015): revealed how employees develop companies that are more creative in their work, and through the extra role of training them to use strategies that are more effective in adjusting work so that they become more involved in work.

Human resources have an important role to improve and maintain the stability of the company, but the company found some difficulties in managing its human resources. As experienced by Sinarmas Forestry Headquarter company located in M.H. Thamrin, BSD City and Wisma Indah Kiat Serpong offices. Sinarmas Forestry is a company that manages industrial plantation companies operating on the island of Sumatra, Kalimantan and a number of other locations which are also suppliers of exclusive wood raw materials for the Asia Pulp & Paper pulp and paper mill. Sinarmas Asia Pulp & Paper (APP) which was founded in 1972, by Eka Tjipta Widjaja, was first named PT. Tjiwi Kimia Paper Factory in Mojokerto, East Java. Is an institution that produces pulp, paper and its derivative products and also houses a number of pulp and paper mills in Indonesia.

Table 1. Employees Data of Sinarmas Forestry Jakarta

Number	Years	Early of Employees	Enter of Employees	Sign Off	Final	LTO Turnover
1	2015	440	52	40	452	2.69%
2	2016	452	55	42	465	2.83%
3	2017	465	70	56	479	2.96%
4	2018	479	78	57	500	4.2%

Sources : HR Corp – Com & Ben. Sinarmas Forestry, 2018

Based on the table, the percentage of employee turnover can be calculated on the number of employees entering and leaving (resigning) Sinarmas Forestry Jakarta Company to collect increases, using the calculation of LTO (Labor Turnover). From the LTO (Labor Turnover) calculation data, the turnover intention level has experienced a significant and high increase every year from 2015 to 2018. From the turnover intention data, it is known that there is a high turnover intention problem. Based on the data already obtained, the biggest problem affecting the workforce in an organization or company, in this case Sinarmas Forestry Company, one of which is the high level of turnover intention. Turnover is the process when employees leave the company. A company needs to pay attention to the turnover problem because it can affect the company's condition. Employee turnover is one of the biggest losses that will be experienced by the company, when many employees leave the company, especially employees who leave are potential employees for the company (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi *et al.*, 2018)

From the data of the number of Sinarmas Forestry employees leaving (Resign) which has increased from 2015 to 2018. This is obtained from several factors and other causes such as problems with superiors, employees who have problems with coworkers can also be the cause of these employees leaving from the company. And other problems outside of work, for example problems with family, relatives, or friends that ultimately employees can not concentrate on working and decide to quit. The last possibility, the cause of employees leaving the company is lack of self, such as the inability to accept challenges, irresponsibility, and various other causes. From this case phenomenon can indicate a problem faced by the company. The company considers

employees to be company assets, but if employees leave always increasing or even employees in the company have the intention to leave the company, then this will be detrimental to the company. To strengthen research, a pre-survey was conducted on 50 Sinarmas Forestry Jakarta employees in 2018. This pre-survey was given to Sinarmas Forestry Jakarta employees from all divisions and several levels of organizational structure. Based on the pre-survey results it can be seen that the dominant factors that can influence the level of turnover intention increase include group cohesiveness, work - family conflict and job insecurity.

LITERATURE REVIEW

Turnover intention. Robbins and Judge (2015) define that turnover intention is the tendency in which an employee has the possibility to leave the company both voluntarily and voluntarily due to lack of current employment and the availability of other alternative jobs. Mathis and Jackson (2011), define the turnover intention of employees leaving the organization and must be replaced immediately. This is one of the biggest losses that a company will experience when many of its employees have good potential to leave the company. Dimensions and Turnover Intention Indicators According to Mobley et al in Alfresia (2016), turnover intention measurement indicators consist of:

1) Thinking of quitting

Reflect individuals to think out of work or remain in the work environment. Beginning with work dissatisfaction felt by employees, then employees begin to think to get out of their current place of work.

2) Search for alternative jobs (Intention to search for alternatives)

Reflecting the individual desires to find work in another company. If the employee has started thinking about quitting his job often, the employee will try to find a job outside the company that feels better.

3) Intention to quit (Intention to quit)

Reflecting individuals who intend to leave. The employee intends to leave if he has found a better job and will end with the employee's decision to stay or quit his job.

Group Cohesiveness. Newcomb in Arninda & Safitri (2012), defines group cohesiveness by cohesiveness to the extent that group members or employees are attached to a single entity that can break themselves in many different ways and various factors and can help towards the same results. Robbins (2002) states that the more cohesiveness of a group, the more members lead to goals. Forsyth (1999) describes four dimensions of work group cohesiveness:

1) Social Strength

Overall of the encouragement made by individuals in the group to remain in the group. This factor makes the indicators of motivation between group members and the collection of encouragement make them united, causing cohesiveness between group members.

2) Unity in Groups

Feelings of mutual belonging to the group and have moral feelings associated with membership in the group. Each individual in the group feels the group is a family, team and community so that they can have good interaction between fellow members.

3) Attraction

Individuals will be more interested in seeing a good group environment and good working conditions and conditions in terms of the working group so that it can provide a positive appeal.

4) Group Cooperation

Individuals have more desire to get good cooperation between fellow members and have the same goals for the group so that the main goals of the group can be realized.

Work-family Conflict. Ching in Rantika (2010), defines work-family conflict as a form of role conflict in which the role demands of work and family cannot be aligned in several respects. Spector (2012) states that work - family conflict is a form of additional role conflict where the demands of work interfere with individuals from the family. Susanto (2010) defines work - family conflict as a conflict that occurs in individuals due to bearing multiple roles, both at work and family, because time and attention are too devoted to just one role, so the demands of other roles cannot be fulfilled optimally. Greenhaus in Wake (2015), describes the dimensions of work-family conflict:

1) Time-based Conflict

Time-based conflict will occur when the time allocated to perform a role makes it difficult to fulfill the guidance of other roles.

2) Strain-based Conflict

Strain-based conflicts occur when strains (for example fatigue) are caused by carrying out a role making it difficult to carry out the responsibilities of other roles.

3) Behavior-based Conflict

Behavior-based conflict occurs because the tension generated in one role influences the implementation of other roles.

Job Insecurity. Ashford *et al.* (1989) in Sandi (2014), job insecurity is a reflection of the degree to which employees feel their work is threatened and feel powerless to do everything about it. Greenhalgh and Rosenblatt (1984) in Sandi (2014), job insecurity is defined as a sense of powerlessness to maintain continuity (work) in threatened work conditions. Smithson and Lewis (2000) in Sandi (2014), interpret job insecurity as the psychological condition of individuals (employees) that show a sense of confusion or feeling insecure due to changing environmental conditions. Borg and Elizur (in Pienaar *et al.*, 2013), revealed that there are 2 (two) dimensions and several indicators of job insecurity:

1) Affective Dimensions.

The affective dimension of job insecurity is feeling anxious or worried and feeling afraid of losing a job, this dimension emphasizes how anxious or afraid someone will lose their job in the future. Indicators from this affective dimension include feelings of fear that might get fired, feelings of worry about career advancement, feelings of fear of losing their jobs and uncertain feelings about the future of work.

1) Cognitive Dimensions.

The cognitive dimension of job insecurity is the opinion or belief that employees feel about the possibility of losing their jobs in the future. The cognitive dimension emphasizes whether a threat to work is felt by someone, regardless of feelings of anxiety or fear of the threat. Indicators of this cognitive dimension include confidence in maintaining the current job, trust in the work environment, trust in being able to continue working and believing that there is only a small possibility of job loss.

Conceptual framework. The model shown in Fig. 2 is made based on the review of the literature for this paper.

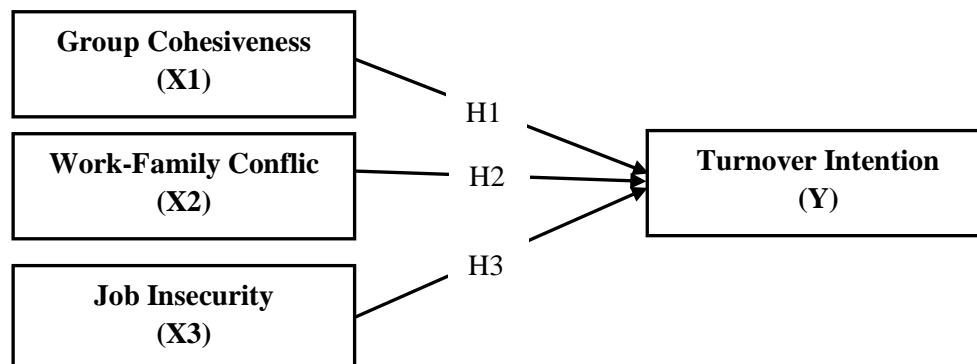


Figure 1. Conceptual framework

Regarding the previous, the following hypotheses are proposed:

- H1 : Group Cohesiveness negatively influences Turnover Intention.
- H2 : Work - Family Conflict positively influences Turnover Intention.
- H3 : Job Insecurity has a positive effect on Turnover Intentions.

METHOD

The research population which is the object of this research is the Sinarmas Forestry Jakarta company. The population in this study were 95 employees of all Sinarmas Forestry company employees. This study uses a saturated sample, all members of the population are used as a sample or as many as 95 employees because of the limitations of respondents. The analytical method used in this study is a Component or Variance Based Structural Equation Model where data processing uses the Partial Least Square (Smart - PLS) version 3.0 PLS program. As stated by Ghozali (2014), PLS (Partial Least Square) is a powerful analysis method because it is not based on many assumptions, the data do not have to be normally distributed, and the samples do not have to be large.

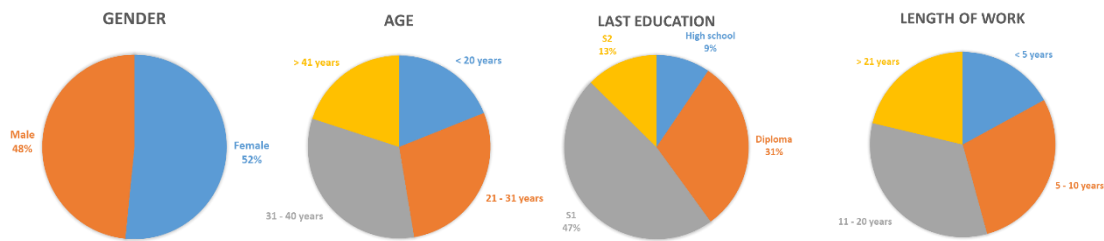


Figure 2. Personal characteristics of the participants in percentage

Source : Data estimated from the questionnaire, (2019)

Evaluate Measurement (Outer) Models

Convergent Validity. Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between item scores and calculated construct scores. Individual indicators are considered valid if they have a correlation value above 0.70. However, on scale development research, loading factors 0.50 to 0.60 are still acceptable.

Table 2. Test Results of Convergent Validity

Variable	Indicator	Outer Loading	Remarks
Group Cohesiveness	G3	0,689	Valid
	G4	0,736	Valid
	G5	0,907	Valid
	G6	0,899	Valid
	G7	0,616	Valid
	G8	0,767	Valid
Work Family	W1	0,922	Valid

	W2	0,883	Valid
	W3	0,798	Valid
	W4	0,572	Valid
	W7	0,544	Valid
	W8	0,648	Valid
<i>Job Insecurity</i>	J1	0,858	Valid
	J2	0,868	Valid
	J3	0,588	Valid
	J4	0,727	Valid
	J5	0,673	Valid
	J7	0,600	Valid
	J8	0,646	Valid
	<i>Turnover Intention</i>	TI1	0,741
TI2		0,788	Valid
TI3		0,534	Valid
TI4		0,818	Valid
TI5		0,826	Valid
TI6		0,831	Valid
TI7		0,803	Valid
TI8		0,518	Valid

Source: PLS Output (2019)

The results of the convergent validity test in Table 1, can be seen that all indicators meet the convergent validity since it has a loading factor value above 0.50.

Discriminant Validity. Discriminant validity testing is a reflective indicator that can be seen in the cross loading between the indicator and its construct. An indicator can be declared valid if it has the highest loading factor in the intended construct compared to loading factor to other constructs. Thus, latent constructs predict indicators in their blocks better than indicators in other blocks. From the results cohesiveness group construct correlations with the indicators higher than the correlation of turnover intention indicators with other constructs. Innovation and the courage to take risks (Innovation and risk taking), is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how organizations appreciate the risk taking actions by employees and generate employee ideas.

AVE, Composite Reliability and Cronbach's Alpha. Composite reliability and Cronbach's alpha testing aim to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value and Cronbach's alpha is greater than 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

Table 4. AVE, Composite Reliability and Cronbach's Alpha

Variabel	AVE	Composite Reliability	Cornbach's Alpha	Remarks
Group Cohesiveness	0,602	0,846	0,899	Realibel
Work Family Conflict	0,552	0,827	0,876	Realibel
Job Insecurity	0,513	0,838	0,878	Realibel
Turnover Intention	0,551	0,878	0,905	Realibel

Source: PLS Output (2019)

From Table 3 it is concluded that the square root of the average variance extracted (AVE) for each construct is greater than the correlation between one construct and the other constructs in the model. AVE value based on the table above, it can be concluded that the construct in the estimated model meets the criteria of discriminant validity. And the results of composite reliability and Cronbach's alpha test results showed a satisfactory value, because all latent variables have composite reliability and Cronbach's alpha values ≥ 0.70 . This means that all latent variables are said to be reliable. Outcome orientation, is the extent to which management focuses on results rather than attention to the techniques and processes used to achieve this.

RESULTS AND DISCUSSION

Result of R-square

Table 5. Value of R2 Endogen Variable

Endogen Variable	R-square
<i>Turnover intention</i>	0.881

Source: PLS Output (2019)

Structural models indicate that the model on the variable turnover intention can be said to be strong because it has a value above 0.67. The model of the influence of independent latent variables (Group cohesiveness, work-family conflict, and job insecurity) on turnover intention gives an R-square value of 0.881 which can be interpreted that the constructability variability of turnover intention can be explained by the constructability variability of group cohesiveness, work-family conflict, and job insecurity of 88.1% while 11.9% was explained by other variables outside the study.

Goodness of Fit Model Testing Results. Goodness of Fit structural model in the inner model uses the predictive value-relevance (Q^2). Q^2 -square value greater than 0 (zero) indicates that the model has a predictive relevance value. R-square value for each endogenous variable in this study can be seen in the following calculations:

Predictive relevance value is obtained by formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.881)$$

$$Q^2 = 1 - (0.119)$$

$$Q^2 = 0.881$$

The calculation results above show a predictive-relevance value of 0.882, which is greater than 0 (zero). It means that 88.1% of the variation in the turnover intention variable is explained by the independent variable used. Thus the model is said to have a relevant predictive value.

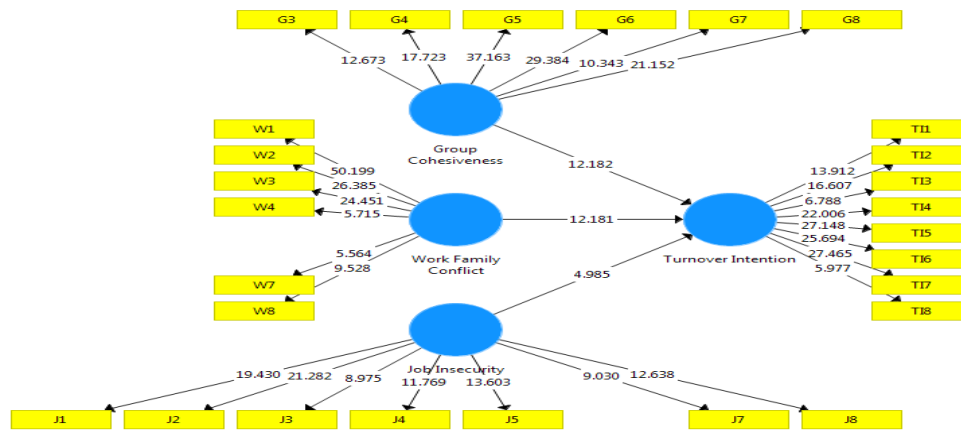
Hypothesis Testing Results. The estimated value for the path relationship in the structural model must be significant. The significance value in this hypothesis can be obtained by the bootstrapping procedure. Significance in the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistics on the bootstrapping report algorithm. To find out the significance or not seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

Table 6. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Remarks
Group Cohesiveness à Turnover Intention	-0,643	0,053	12,182	0	Negative - Significant
Work Family Conflict à Turnover Intention	0,563	0,046	12,181	0	Positive - Significant
Job Insecurity à Turnover Intention	0,161	0,032	4,985	0	Positive - Significant

Source: PLS Output (2019)

Fig.3. Bootstrapping Testing Results



Source: PLS Output (2019)

The Influence of Group Cohesiveness on Turnover Intention. Based on the hypothesis test in this study, the T-statistic value was 12,182, the original sample value was -0,643, and the P value of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value is less than 0.05, these results indicate that group cohesiveness has a negative and significant effect on turnover intention. Robbins (1996), in Tatik (2005), explains Group cohesiveness is the extent to which group members are attracted to one another and motivated to remain in the group. Mangkuprawira (2009), states that "cohesiveness is the level of solidarity and positive feelings that exist in the individual towards the group". Newcomb in Arninda & Safitri (2012), group cohesiveness is defined by cohesiveness to the extent that group members or employees are attached to a single unit that can manifest themselves in many different ways and various factors and can help towards the same results. Based on that, it means one of the things that causes team cohesiveness is the understanding between the members and hand in hand to defend their members from the resistance of other groups. The results of this study are supported by research (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Nitisemito, 2000; Gunawan (2016), showing that the Group Cohesiveness variable has a negative influence on turnover intention.

Effect of Work-Family Conflict on Turnover Intention. Based on the hypothesis test in this study, the T-statistic value was 12,181, the original sample value was 0.563, and the P value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05, these results indicate that work-

family conflict has a positive and significant effect on turnover intention. Spector (2012) defines work-family conflict as a form of additional role conflict where work demands interfere with individuals from the family. Susanto (2010) work-family conflict is a conflict that occurs in individuals due to bear multiple roles, both at work and family, where because time and attention are too devoted to just one role, so that the demands of other roles cannot be fulfilled optimally. This conflict occurs when an individual's home life clashes with his responsibilities at work, such as arriving at work on time, completing daily tasks or working overtime. The results of this study are in line with research conducted by Based on (Suzabar et al, 2020; Soelton et al, 2020; Saratian et al, 2019; Jasmine et al, 2017; Chen, Ayoun, and Eyoun (2018) showing that the Work-Family Conflict variable has a positive influence on Turnover Intention.

Effect of Job Insecurity on Turnover Intention. Based on the hypothesis test in this study, the T-statistic value of 4,985 was obtained, the original sample value was 0.161, and the P value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value is less than 0.05, these results indicate that job insecurity has a positive and significant effect on turnover intention. Greenhalgh and Rosenblatt (1984) in Sandi (2014), job insecurity is defined as a sense of powerlessness to maintain continuity (work) in threatened work conditions. Ashford et al. (1989) in Sandi (2014), job insecurity is a reflection of the degree to which employees feel their work is threatened and feel powerless to do everything about it. With so many types of work with a temporary or non-permanent duration of time, it causes more employees to experience job insecurity. Based on the results of (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Rahmawati, 2016; Sverke and Hellgren 2002) revealed that job insecurity is a person's subjective view of situations or events that threaten work in the place of work. With various changes that occur in the company, employees are very likely to feel threatened, anxious, and insecure because of the potential changes to affect working conditions and the continued relationship and remuneration received from the company. This study is supported by previous research by Hanafiah (2014), showing that the job insecurity variable has a significant positive effect on turnover intention.

CONCLUSION

Conclusion. This study tries to analyze variables related to group cohesiveness, work family conflict, job insecurity, and turnover intention. The results of this study were obtained from a study of Sinarmas Forestry HQ Company employees. From the results of calculations in this study, it can be concluded:

1. Group cohesiveness has a significant negative effect on turnover intention for Sinarmas Forestry HQ Company employees. This means that if the cohesiveness in a group is high, it will reduce the level of turnover intention.
2. Work-family conflict has a significant positive effect on turnover intention in Sinarmas Forestry HQ Company employees. This means that if the level of conflict between work and family is high, it will increase the level of turnover intention.
3. Job insecurity has a significant positive effect on turnover intention for Sinarmas Forestry HQ Company employees. This means that if the level of insecurity in working is high, it will increase the level of turnover intention in the company.

Recommendation. Based on the conclusions, suggestions can be made that are taken into consideration for the Sinarmas Forestry HQ Company and for future researchers: Suggestions for companies and employees of Sinarmas Forestry HQ Company. In any case, employees should always join their work groups. So employees can share with their work groups about the problems faced. Employees should fulfill obligations to their spouses, so that the family does not interfere with work-related activities and avoid conflicts between work and family. Companies should

provide career paths in the company, so employees do not have feelings of worry about the continuation of their careers. Companies should provide salaries and compensation according to employees based on performance assessment and in accordance with their tenure, in order to reduce the desire to leave employees in the company.

Suggestions for Further Research. Suggestions for further research, which will conduct research in the same field and using this paper as a reference, it would need to be reviewed because it is possible there are statements that have not been appropriate, because as the author feels there are still many shortcomings and limitations in completing this research.

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