



The role of turnover intention in mediation the influence of co-worker support, job insecurity, and organizational commitment on social loafing

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Abstract

This research explored the relationship between co-worker support, job insecurity, organizational commitment, and turnover intention. It also discusses the mediating effect of turnover intention through the application of social exchange theory. The process involved the collection of data using questionnaires distributed to 285 employees of fast-food restaurants in Bandung, Indonesia, after which the hypotheses formulated were tested using structural equation modeling. The results showed that the mediating effect of turnover intention on the relationship between co-worker support and social loafing, affective job insecurity and social loafing, as well as cognitive job insecurity and social loafing is partially supported.

Keywords: social loafing, turnover intention, co-worker support, job insecurity, and organizational commitment

Introduction

1. Problem Statement

Companies generally want employees to work in their organizations for a long period and the same is also desired by employees. This is in accordance with the social exchange theory proposed by Homans (2013) ^[9] that a party involved in a certain behavior usually expects a reward. Moreover, co-worker support is a measure of confidence in the willingness of colleagues to assist each other in carrying out tasks at work (Arora & Kamalanabhan, 2013) ^[2]. Another factor observed to be important in achieving goals in a group is the organizational commitment which is defined as the attachment of employees to the goals of an organization. It has been reported that employees with high commitment are expected to show their willingness to work hard towards achieving organizational goals and a great desire to keep working in a company (Kreitner & Kinicki, 2014) ^[1]. Meanwhile, job insecurity is anxiety experienced by employees when faced with unpleasant conditions at work (Kang *et al.*, 2012) ^[11]. This phenomenon has the ability to reduce the work motivation of each member or employee in a workgroup. An empirical finding has also been reported on the lack of motivation and turnover intention (Zurn *et al.*, 2005) ^[18]. Therefore, the factors influencing the motivation and behavior of employees in dealing with job insecurity can lead to negative attitudes and turnover intention.

2. Theoretical Framework

Co-worker support, organizational commitment, and job insecurity certainly affect turnover intention. Akgunduz and Eryilmaz (2018) ^[1] showed that affective job insecurity has a significant and positive relationship with turnover intention while cognitive job insecurity has a significant and negative relationship. Karatepe and Olugbade (2017) ^[12] also reported that co-worker support has a significant and negative influence on turnover intention and the same trend was observed for organizational commitment by Khan *et al.* (2014) ^[13]. Meanwhile, the turnover intention is defined as the interest to leave or resign from an organization. It is a negative reflection of individual loyalty (Glissmeyer *et al.*, 2007) ^[7] and this is the reason it is expected to shape social loafing behavior associated with co-worker support, organizational commitment, as well as cognitive and affective job insecurity (Akgunduz & Eryilmaz, 2018) ^[1].

Social loafing behavior is the tendency of people to expend less effort when working together with others to achieve a common goal in a group than work individually (Myers, 2012) ^[16]. The occurrence of social loafing behavior in the work environment usually creates a problem due to the expectation of better performance from other group members instead of putting in more effort.

Fast-food restaurants generally want employees to work for a long period. Employees are also willing to remain in this restaurant for long period. However, this desire is often defeated when a party feels uncomfortable with the relationship, thereby leading to the layoff or the intention of employees to leave their current workplace. It has also been discovered that the effort of one party to resolve this problem has often not been successful. Therefore, there is a need to understand the situation in order to find the appropriate solution.

3. Hypotheses Development

The first hypothesis that co-worker support reduces employees' turnover intention was formed based on the social exchange theory. It is assumed that co-worker support has the ability to ensure employees behave positively toward all the devices in the organization, thereby leading to a reduced turnover intention.

The second and third hypotheses were developed based on the same grand theory which states that individuals have a responsibility to return the assistance received in order to fulfill mutual obligations. This means the inability of an organization to fulfill its obligations such as the assurance of job security can reduce the effort and commitment of the employees. Meanwhile, low organizational commitment tends to lead to a high turnover intention. This serves as the foundation for the formulation of the second hypothesis that cognitive and affective job insecurity can increase turnover intention as well as the third hypothesis that employees' commitment can reduce turnover intention.

The fifth hypothesis was developed from a previous research that turnover intention can be a mediating variable for social loafing behavior. This is based on the relationship previously observed between turnover intention and the dimensions of co-worker support, job insecurity, and organizational commitment.

Table 1: Hypotheses Development

Code	Hypotheses
H1	Co-worker support -> Turnover intention
H2	Cognitive job insecurity -> Turnover intention
H3	Affective job insecurity -> Turnover intention
H4	Commitment -> Turnover intention
H5	Turnover intention -> Social loafing behavior
H5a	Co-worker support -> Turnover intention -> Social loafing behavior
H5b	Cognitive job insecurity -> Turnover intention -> Social loafing behavior
H5c	Affective job insecurity -> Turnover intention -> Social loafing behavior
H5d	Commitment -> Turnover intention -> Social loafing behavior

Method

This research was conducted quantitatively using a survey method which involves distributing questionnaires to employees of selected fast-food restaurants in Bandung, Indonesia, such as KFC, McDonald's, Burger King, Pizza Hut, Dunkin Donuts, JCO, AW, and Hoka Hoka Bento. It is important to note that the questionnaire was distributed online using a google form.

1. Identify Subsections

The preliminary research conducted using the website of each fast-food restaurant showed there are eight trademarks with a total of 113 outlets consisting of 3-4 employees with an average of 3.5. Therefore, the population was assumed to be $113 \times 3.5 = 396$ respondents. Moreover, the questionnaire was designed to have 28 items which were used to measure six different variables. This means a minimum of 280 and a maximum of 560 people are required to be used as a sample for this research.

2. Sampling Procedures

Purposive sampling was used to select the respondents based on the criteria as fast food restaurant employees who have passed the probationary period. Furthermore, snowball sampling which is a non-probability technique involving participants to recommend other people to be sampled was also applied. It is important to note that in the organizational structure of a fast-food restaurant, the crew leader or store manager has the power to recommend others to fill out the questionnaire.

3. Research Design

All the variables were obtained from the grand theory, social exchange theory, used which states that a person engaged in behavior usually expects a reward that cannot only be measured by economic factors due to the exchange of both real and unreal things. Moreover, symmetrical exchange implies that everything exchanged always becomes an appropriate reward, but relationships are not always symmetrical in reality.

The reciprocal norm theory developed by Gouldner (1960)^[8] is based on the premise that people will display positive behavior in return for the benefits received and this means they tend to assist those who provided help or support. According to Gouldner (1960)^[8], this behavior can vary according to personality traits, the value of the help received, and the resources of the person providing the assistance. This was confirmed by a previous research that employees feel the need to respond to the support received from co-workers in organizations (Barr and Pawar, 1995)

Turnover intention is defined as an interest to leave or resign from an organization. One of the causative factors identified by Judge and Watanabe (1993)^[10] is the bad influence of dysfunctional thinking. This is associated with conflicts, feelings of dissatisfaction, and displeasure with work environment conditions which have the ability to cause job insecurity.

Social loafing behavior is the tendency of people to expend less effort when working together with others to achieve a common goal in a group than when they work individually. According to Akgunduz and Eryilmaz (2018) ^[1], turnover intention fully mediates the effect of co-worker support and affective job insecurity on employees' social loafing behavior while only a part mediates the effect of cognitive job insecurity.

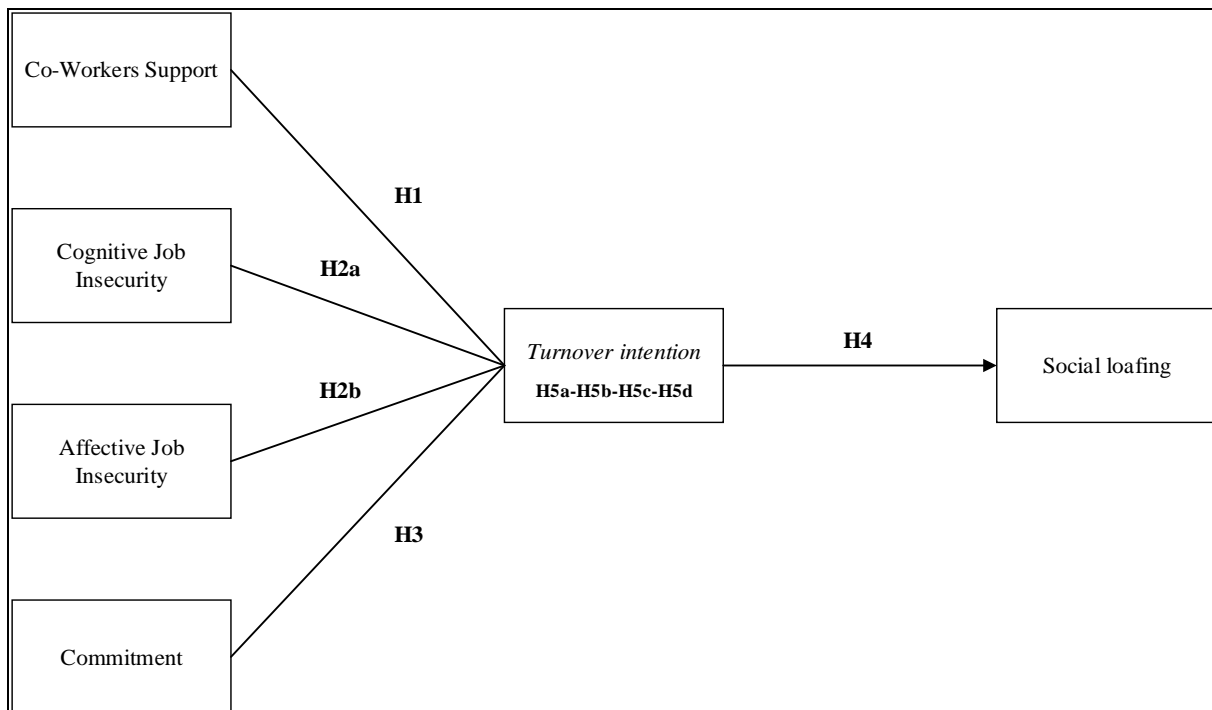


Fig 1: Research Design

Results

The respondents were 285 employees of fast-food restaurants in Bandung, and the demographic data are provided in the following Table 1.

Table 2: Respondents' Characteristics

Description	Frequency	Percentage
Gender:		
Male	146	51,2
Female	139	48,8
Workplace:		
AW	12	4,2
Burger King	21	7,4
Dunkin Donuts	34	11,9
Hoka Hoka Bento	47	16,5
JCO	11	3,9
KFC	77	27,0
McD	55	19,3
Pizza Hut	28	9,8
Total	285	100,0

Source: Processed results, 2022

Structural Equation Model (SEM) consisting of X² (Chi-Square Goodness of Fit)/df (degrees of freedom), RMSEA (Root Means Square Error of Approximation), AGFI (Adjusted Goodness of Fit Index), GFI (Goodness of Fit Index), CFI (Comparative Fit Index), and NFI (Normed Fit Index) was used to test the hypotheses. The results of the goodness of fit test are presented in the following Table 2.

Table 2: Model Goodness of Fit Test

Goodness of Fit Index	Cut off Value	Results	Criteria
<i>Absolute Fit Measures</i>			
DF	> 0	339	Over Identified
Chi-Square	< 382,936	361,080	Good Fit

Probability	> 0,05	0,196	Good Fit
CMIN/DF	< 2	1,065	Good Fit
GFI	≥ 0,90	0,917	Good Fit
RMSEA	≤ 0,08	0,015	Good Fit
<i>Incremental Fit Measures</i>			
AGFI	≥ 0,90	0,900	Good Fit
CFI	≥ 0,90	0,996	Good Fit
TLI or NNFI	≥ 0,90	0,996	Good Fit
NFI	≥ 0,90	0,954	Good Fit
IFI	≥ 0,90	0,996	Good Fit
<i>Parsimonious Fit Measures</i>			
PNFI	0,60- 0,90	0,856	Good Fit
PGFI	0-1	0,765	Good Fit

Source: Data Processing Results (LISREL 8.8 Output)

The results showed that all the criteria for Absolute Fit Measures, Incremental Fit Measures, and Parsimonious Fit Measures have been fulfilled (good fit). This means the model empirically fits with the theoretical model and can be used in this research.

The hypotheses were tested using SEM with the LISREL 8.8 program and the results are presented in Table 3.

Table 3: Estimation Results of Direct and Indirect Effects

Effect	Standardized Loading Factor	t-count	Conclusion	R ²
Direct Effect				
CS -> TI	-0,188	-2,986	Significant	0,561
CJI-> TI	0,178	2,925	Significant	
AJI -> TI	0,274	4,290	Significant	
C -> TI	-0,413	-5,537	Significant	
TI-> SLB	0,467	6,159	Significant	0,218
Indirect Effect				
CS -> TI -> SLB	-0,088	2,687	Significant	
CJI -> TI -> SLB	0,083	2,642	Significant	
AJI -> TI -> SLB	0,128	3,520	Significant	
C-> TI -> SLB	-0,193	4,118	Significant	

The significant test criteria in SEM are based on the critical point of 1.96 for 5% error, and this means having a t-value greater than or equal to the critical point (t-value ≥ 1.96). It also indicates that the parameter value is statistically significant. Meanwhile, R² is the coefficient of determination value.

Co-worker support, cognitive job insecurity, affective job insecurity, and commitment have negative, positive, positive, and negative effect on turnover intention with a path coefficient of -0.340, 0.178, 0.274 and -0.413, respectively. This indicates the exogenous variables that have a positive influence are cognitive and affective job insecurity, meaning the turnover intention is expected to increase when both variables are high. Meanwhile, those with negative influence include co-worker support and commitment, indicating the turnover intention is expected to be low when both variables are increased. Table 4.13 and the equation also show that the coefficient of determination (R²) is 0.561, showing co-worker support, cognitive job insecurity, affective job insecurity, and organizational commitment can explain the variation in turnover intention by 56.1% while the remaining 43.9% are associated with other variables not tested in this research.

Turnover intention has a positive effect on social loafing behavior with a path coefficient of 0.467. This means a higher turnover intention is expected to lead to an increase in social loafing behavior. Moreover, the coefficient of determination (R²) was found to be 0.218 as indicated in Equation 4.2 and Table 4.13. This indicates turnover intention has the ability to explain only 21.8% variation in social loafing behavior while the remaining 78.2% are linked to other variables outside this research.

Discussion

Co-worker support is scientifically explained as an interpersonal relationship that leads to the provision of care, emotional assurance, needed information, or instrumental assistance in dealing with stressful situations on a reciprocal basis between individuals (Fisher, 1985) ^[6]. The results showed that co-worker support has the ability to reduce turnover intention and this is in line with the findings of Karatepe & Olugbade (2017) ^[12]. It was also discovered that cognitive and affective job insecurity can increase turnover intention but this contradicts the findings of Akgunduz and Eryilmaz (2018) ^[11] in relation to the cognitive aspect but agrees with the affective aspect. Moreover, the social exchange theory by Blau (1964) ^[3] which established the reciprocal relationship between individuals strongly supports this hypothesis.

The findings also showed that organizational commitment has a negative and significant effect on turnover intention and this means H3 is supported. This simply indicates the ability of employees' commitment to reduce the intention to resign or leave an organization. This is in with Luo *et al.* (2013) ^[15] that affective organizational commitment has the greatest impact on turnover intention. It was also discovered that turnover intention has a significant influence on loafing behavior. This indicates the willingness of employees to leave an organization can enhance social loafing behavior. This is in accordance with the evidence provided by Akgunduz and Eryilmaz (2018) ^[1] that employees with a high turnover intention usually have poor performance.

Turnover intention was also found to be partial mediating the relationship between co-worker support, social burden, and organizational commitment. Therefore, co-worker support can reduce employee turnover and social loafing behavior in the restaurant business.

Co-worker support allows employees to fulfill the need to socialize, respect each other, and prove their abilities by working in groups. Therefore, managers need to focus on creating groups and teams to increase collaboration and support among employees. This is due to employees who receive support from their co-workers were found to exhibit less social loafing behavior and turnover intention. There is also the need for restaurant managers to minimize turnover intention and social loafing behavior to reduce affective job insecurity. This is necessary because the inability to effectively manage the affective job insecurity of employees can make them quit the jobs. Therefore, employees need to feel as individuals and the tasks performed are important to the organization. This can be achieved by involving them in the decision-making process and considering their individual requests regarding work. Furthermore, managers need to value employees' individual contributions, make tasks more interesting, or link tasks to one another to reduce cognitive job insecurity. It is also important to note that turnover intention can partially mediate the relationship between organizational commitment and social loafing behavior because the relationship remains significant after the inclusion of turnover intention as previously indicated by Akgunduz and Eryilmaz (2018) ^[1]. This means employees tend to have a high turnover intention when their organizational commitment is low and this is usually followed by high social loafing behavior.

Acknowledgments

This research has several limitations, first, it is included in the cross-sectional category because data collection and presentation of event portraits were conducted only once. According to Cooper and Schindler (2014) ^[4], the obstacle to cross-sectional research is the inability to capture phenomena over time. The second is that data were collected from only the fast-food restaurants in Bandung, meaning it is difficult to generalize the findings.

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