

## THE FACTORS INFLUENCING EMPLOYEE INTENTION TO LEAVE AT PT.BRI (PERSERO) TBK. UNIT SAM RATULANGI MANADO

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### ABSTRACT

Intention to leave is one of the biggest issues in every organization. Higher the intention to leave in an organization could affect organization image and performance, because it is related to turnover intention. Bank is one of the organization that face this intention to leave issues because of their working system in demand of job and working time is high and it is need high discipline and profesionalisme of their employee. The willingness of employee leaving from company can be affected by many factors. It is important to know those factors in order to find a solution to react with this issue. This research objective is to analyze the factors influencing employee intention to leave in PT. BRI Unit Sam Ratulangi Manado. This research is qualitative approach that uses interview to gather data. The data was collected from 10 informants in that office. From the interview there are 4 factors that found significantly affect employee intention to leave in PT. BRI Unit Sam Ratulangi which are family reason, job stress, salary, and career advancement. This research suggest to management of Bank Rakyat Indonesia to pay more attention and increasing employee satisfaction in every elements in order to reduce and anticipate employee intention to leave.

**Keywords:** *job satisfaction, intention to leave*

### INTRODUCTION

#### Research Background

The business competition are growing and increasing fast. Every organization must have good quality resources for the organization sustainability. One of the resources that have a big contribution to the organization performance is human resource. In order to achieve the organization's goals, organizations have to be supported by human capital which implies the abilities, skills and technical.

Realizing that employee is an important asset for the organization, creating a good atmosphere of the work environment and pay more attention to employee's satisfaction is needed. It leads the company to increasing job satisfaction. If the employees satisfy with their job, automatically they will be motivated to work harder. In the other hand, employees who feel unhappy or uncomfortable with their job will consider to leave their current job and find another job.

The willingness of employee to leave from organization is create a challenge for the organization to provide a situation of work which can make employee stay and loyal to organization. But, in some organization like bank that have a busy and very demanding work environment, employee intention to leave could not be denied.

Bank is one of favorite place for many people to work, but become one of work place where the employee intention to leave is high. Most of employee time is wasted in work, they have to come to office in the morning and go home in the night. There are many challenge for employee in bank, not only about working time and demand of job but also about quality of work in financial and services

Bank Rakyat Indonesia is one of the biggest bank in Indonesia that has more than 38,000 employee and 456 branches office around Indonesia but because the nature of banking work and the working environment of the employees in branch outlet in the day to day like that they also have to face the issue of intention to leave. It is important for an organization to know the causes of this issues in order to be able to respond to the employee's behavior and to this intention to leave issue.

### Research Objectives

The objective of this research is to find and analyze the factors that influence employee intention to leave in PT BRI Unit Sam Ratulangi.

## THEORETICAL REVIEW

### Human Resources Management

Snell and George (2010:4) defined human resource management is the process of managing human talent to achieve an organization's objectives. Mondy and Robert (1993:4) describe human resources management is the utilization of human resources to achieve organizational objectives. Noe, et al. (2006:5) explained human resource management refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance.

### Job Satisfaction

Lussier (2005:81) explained a person's job satisfaction is a set of attitudes toward work. Job satisfaction is what most employees want from their jobs, even more than they want job security or higher pay. Noe, et al. (2006:436) describe job satisfaction define as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values.

### Intention to Leave

Basak, et al. (2013) explained intention to leave refers to conscious and deliberate willfulness to leave from the organization. Balogun, Gabriel and Stella (2013) describe several factors like organizational characteristic (e.g., workload, job stress, social support), attitudes (e.g., work commitment, job satisfaction), personality and demographic variables (e.g., age, gender, marital status, religion, self-esteem, and emotional intelligence) have been identified as important precursors of turnover intention. Ito, et al. (2001) explained younger age, fewer previous job changes, less supervisory support, lower job satisfaction, and more perceived risk of assault were significant predictors of intention to leave.

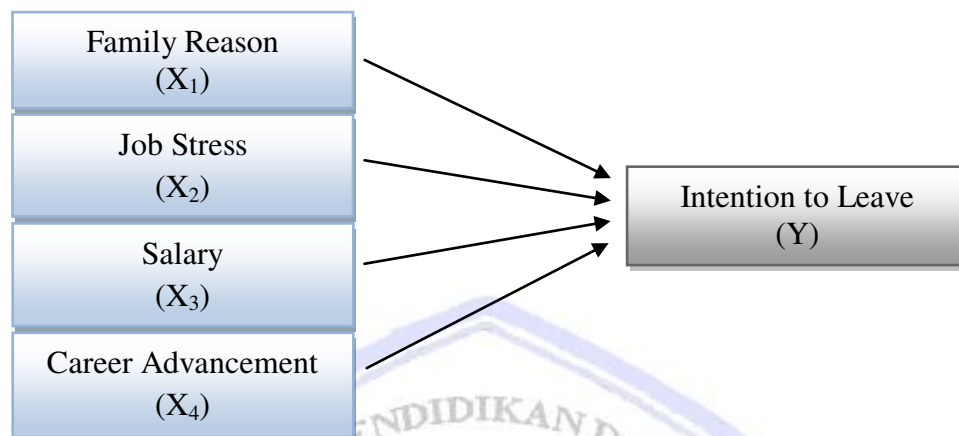
### Previous Research

Several literature reviews are used in this research which provides grand concept and previous study as a background that support this research.

1. Basak, et al. (2013) found that job satisfaction has strong effect than other factors on white-collar employees' intention to leave. The effect of continuance commitment is found to be insignificant whereas affective commitment and normative commitment have significant effects on intention to leave
2. Aziz and Hafizal (2010) found three factors to be predictors of intention to quit for UiTM Pahang lecturers in Jengka which is the level of position, job stress caused by excessive workload, organizational commitment (affective and normative). The two main factors become predictors for intention to leave are commitment and job stress due to excessive workload
3. Balogun, Gabriel and Stella (2013) found job demands and job control are contributing factors to the intention to leave among bank employees' in Nigeria
4. Gamage and Buddhika (2013) indicates job satisfaction has a negative relationship with intention to leave of IT professionals in Sri Lanka while role ambiguity and role conflict has a positive relationship with employee intention to leave

5. Ghayyur and Waseef ( 2012) concluded that work to family and family to Work conflicts positively and significantly correlated to turnover intention. work-family conflicts are found in positive impact on the turnover intention. The findings are empirically tested in banking and pharmaceutical organizations.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Theoretical Review*

The figure above shows the conceptual frameworks of this research to analyze the factors influencing employee intention to leave in PT. BRI Unit Sam Ratulangi, Manado

## RESEARCH METHOD

### Type of Research

This research is an exploratory type research. The information will be explored by interview the employee in order to gather data to find and analyze the factors influencing employee intention to leave in PT. BRI unit Sam Ratulangi. Zikmund (2003:54) describe exploratory research is defined as initial research conducted to clarify and define the nature of the problem. Exploratory research is conducted with the expectation that subsequent research will be required to provide conclusive evidence.

### Place and Time of Research

The research is conducted at PT. Bank Rakyat Indonesia unit Sam Ratulangi, Manado. The time of research was conducted on September 2<sup>nd</sup>, 2014.

### Population and Sample

The population of this research are the employees of PT. Bank Rakyat Indonesia unit Sam Ratulangi, Manado and there are 10 informants as research samples.

### Data Collection Method

There are two types of data which are primary data and secondary data. Hair, Robert and David (2006:64) explained primary data are the result of conducting some type of exploratory, descriptive, or causal research project that employs either surveys or observation to collect data. Primary data are collected and assembled specifically for a current information research problem. In this research the primary data is interview in order to find all factors that influence employee intention to leave of this research. Hair, Robert and David (2006:64) defined secondary data include inside a company, at public libraries at universities, on internet websites, purchased from firms specializing in providing secondary information, and so on. In this research the source of secondary data from books from library university, journal, and internet websites.



## Method of Analysis

Hair, et al. (2007:297) describe in qualitative research, reliability is the degree of consistency in assignment of similar words, phrases or other kinds of data to the same pattern or theme by different researchers. Validation in qualitative research is the extent to which qualitative findings accurately represent the phenomena being examined. Hair, et al. (2007:292) also explained there are several steps in qualitative data analysis, such as; Data collection is the process where the researcher find information or data from any kind of source such as books, internet website and gather deeper information from the informant. Data Reduction involves selecting, simplifying and transforming the data to make it more manageable and understandable. Data Display helps qualitative researchers to organize information and view it in a way that enables them to identify linkages and develop explanations that relate their findings to existing theories. Drawing and verifying conclusion. Drawing conclusion involves deciding what the identified themes and patterns and how they help to answer the research question. Verification involves checking and re-checking the data ensure the initial conclusions are realistic, supportable and valid.

## RESULT AND DISCUSSION

### Result

This research is to find and analyze factors influencing employee intention to leave from PT. BRI unit Sam Ratulangi, Manado. This is an open-ended interview, so interviewer gave a question to informants and they were freely explored the answers delivered without any intervention from interviewer. Factors that mentioned were supported with some explanation and clear information by informants. They are also allowed to answer more than one factors. When the interviews were done, it is found there are 4 factors influencing employee intention to leave. The most factor that influence employee intention to leave in PT. BRI unit Sam Ratulangi Manado is family reason. Family reason is the main factors that were mentioned by 7 informants of this research. They agree that they lost most of their quality time with family because demand of job and working time is high and unpredictable. Their responsibilities in family are also neglected because of that situation. Second factor that also commonly cited by the informants is job pressure. 6 informants agree job stress because of too much pressure is factors that can influence them leave from company. When the pressure is high and employee cannot handle the pressure it leads to stress, the intention to leave of employee will be high. 4 informant agree career development and 3 informant said salary as the factor that can influence them leave from company. They prefer to find another job, if company cannot provide good salary and career advancement in PT. BRI unit Sam Ratulangi, Manado.

### Discussion

#### Family Reason

From the interview session, the main factors that influence employee of PT BRI unit Sam Ratulangi intention to leave is family reason. Informant 1, 4, 5, 6, 8, 9 and 10 agreed family reason can affect intention to leave. According to interview result, this family reason factor is related about working time, demand of job and their responsibility in family that was neglected. Some of them have decided to leave the company because of family responsibility.

Informant 4, 5, 8, 9 and 10 explained about how their working time affects their responsibility in family and quality time with family and friends. They said it is better for them to find another job that can make them spend more time with family. Researcher found they lose most of their time with family because they have to work from 8 am until 5 pm, sometimes they even have to go to the office in the weekend and because their high demands of job they are unable to fulfill their responsibility in family. After analyze the data, it is found there is a significant relationship between family reason and intention to leave. Ghayyur and Waseef (2012) in their research have been prove that Work-family conflicts positively correlate in influencing employees' intention to leave in banking sector.

## Job Stress

Informant 1, 2, 3, 9, and 10 explain the reason why the pressure is too high because of targets. In bank, they have many big and tough targets in financial and non financial that set by the company; they should be able to achieve the targets. Informant 1 explained if they are not able to achieve those targets, it will affect their reward in the form of salary/ allowance or promotion/ opportunity for advancement. High job pressure that cannot be handled by the employee can trigger stress on them. As stated by informant 2, employee will have a bad performance if working in high under pressure and stress. Stress has a positive impact when employee can use the pressure as a motivation to work better, stimulating creativity, and encouraging greater diligence, but when employee cannot handles the pressure, stress will be a negative impact and make them perform bad in work and consider to leave their job.

This research found job stress because too much pressure positively influences intention to leave of employee in PT BRI unit Sam Ratulangi, Manado. This result is supported by several previous studies. Aziz and Hafizal (2010) have shown that job stress caused by excessive workload is a good predictor of the intention to quit.

## Salary

Salary is one of employee's right that given by the company after they do their job. Salary becomes one of supporting factors for employee to commit with their job; work hard and sometimes can influence intention to leave. Informant 1, 2, and 3 said salary is one of the factors that can influence employee intention to leave. Every employee has different perspective of the level satisfaction with salary. Informant 3 said the satisfaction of salary is not about low or high of their salary, but about the balancing between workload and salary. Informant 1 also said salary is important because people never feel enough. Even the salary is high, but because they did not feel enough, they want more and more. That is why the level of satisfaction with salary is different for every employee. Schermerhorn (2012:124) stated that pay dissatisfaction is often reflected in bad attitudes, increased absenteeism, intention to leave and actual turnover, poor organizational citizenship, and even adverse impacts on employees' physical and mental health.

This research finding supported by Gamage & Buddhika (2013). They found job satisfaction in a form of satisfaction with salary has a negative relationship with intention to leave. Meaning higher the employee satisfaction with salary, lower the employee intention to leave

## Career Advancement

In work field, self development is very important for employees. When an employee feel their career are good in a company, the commitment to work better and harder are increasing. Informant 2, 3, 7, and 8 explained career advancement can be one of the factors that influence them to leave the company. Those informants realize that higher the employee's career, higher the challenges and knowledge that they will get, and from those challenge, their ability and skill are develop. Informant 3 also stated a familiar quotes to express how important this career advancement in their work "position decides achievement". Informant 7 said career is important for him, it is not impossible to see opportunities from other job, if the offer is interesting from career perspective. He will take a chance to work in other company, if he sees the position or career advancement is better than in BRI. Lussier (2005:82) explained whether a person is satisfied with the personal or company growth and potential for upward mobility may affect job satisfaction. People want to be challenged and to learn new things. Some people want to be promoted to higher level jobs, whether in technical or managerial fields.

It can be said that career advancement has a negative relationship with intention to leave. Better the employee career advancement in a company, the intention to leave consider as low. Previous research by Basak, et al. (2013) also found job satisfaction in a form of career advancement has stronger effect in intention to leave. The satisfied employees will be less likely to quit their jobs.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The data were analyzed and result came up, then the conclusions are:

1. Family reason has a strong impact in employee intention to leave. This Family reason known as work family conflict related about the responsibility in family that were neglected because high working time and demand of job. If work family conflict is high then intention to leave is high
2. Job pressure that cannot be handled by the employee could trigger stress. Job stress caused by excessive workload or high job pressure found has a positive relationship in influence employee intention to leave. Meaning the higher job stress in work, the higher the employee intention to leave
3. Two aspects of job satisfaction which is Salary and Career advancement found significant in affecting employee intention to leave from company

### Recommendation

Management of Bank Rakyat Indonesia have to pay attention to the demand of job and also working time of employee, give employee time to take care their family. It is important for organization to understand the employee's ability and capability to put right employee for right job. Organization has to give possible target to be achieved. Employee's want and need is important. Salary that they get should balance with their workload. Give reward for employees who are fully devoted to their work in form of financial or non-financial, such as health care, insurance, bonuses, allowance, etc. Company need to guarantee employee's career in the company. Give them chance to grow through a good promotion and good career advancement

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