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THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT, INTERNAL MARKETING AND ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION (A Case of Wisma Bahasa, Indonesia)

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Abstract

This research attempts to identify and measure the effect of perceived organizational support and internal marketing on turnover intention with organizational commitment as moderating factor in BIPA institution through quantitative approach: PLS-SEM and path analysis. Questionnaire is used to collect data of independent variables and data collected is analyzed using SMARTPLS 3.0 program. Population of the study is taken from instructors of Wisma Bahasa. Based in Yogyakarta, areas of operation of the institution include Yogyakarta itself, Jakarta, Papua and recently Bali. Data collection is conducted through the use of digital questionnaire Google Form distributed to 48 subjects. Statistical analysis using PLS-SEM employs Path Analysis method comprising of 2 phases, namely outer model and inner model. Outer model consists of validity and reliability testing, and inner model focuses on hypothesis testing. The result of the study shows that while Perceived Organizational Support and Organizational Commitment affects Turnover Intention negatively, or in other words suppressive the intention, Internal Marketing does not. In the case of Wisma Bahasa, it appears that Turnover Intention remains to exist despite the institution's effort to promote Internal Marketing.

Keyword: perceived organizational support, internal marketing, organizational commitment, turnover intention.

1. Background

Turnover is a common phenomena in the working world today. In the 2015 survey by Mercer Talent Consulting and Information Solution, it is found that Indonesia is seeing an 8.4% turnover across all industries. Although this number may be lower to that of other Southeast Asian countries, it remains to be a concern as it is relatively high. The Indonesian Bureau of Statistics has even found higher number in the 2010 National Workforce Census conducted towards 293,088 households. The number of workers in the service industry leaving their place of work reached an alarming 39.8%, characterized by the spiking in the 25 to 34 year-olds group known as the millenials. This concurs with the research by Friani and Mulyani (2018), and Bothma (2013) to name a few.

The concept of global village has been embraced the world over through the rising phenomena of migration. In addition, researchers have argued that organizational practices that place more focus on human capital and investment on employee development have managed to suppress organizational

turnover. This, and coupled with the tendency for turnover in the generational workforce, gives way to the importance of maintaining employee through various avenues of employee satisfaction.

The subject set for this study is taken from Wisma Bahasa, an institution specializing in Bahasa Indonesia instruction targeting foreigners working in Indonesia as its main market. As of late 2019, Wisma Bahasa registers a teaching faculty of 70 instructors, mainly in Jogjakarta as the head office. Other areas of operation include Jakarta, Bali, and Papua. Clients of Wisma Bahasa include foreign embassies, private corporations, international agencies, as well as non-government organizations across vast areas of operational domains: governance, economy, business, politic, public health, human rights to name a few.

Due to the wide range of client needs, it is nearly impossible to have a one-size-fits-all module for language instruction. That being said, on basic level to intermediate level there are modules created for learners. Once the intermediate level is attained, it is common practice to have various supplementary material created to customize to learners' needs. One example is the material created solely for diplomats, in which learners are geared toward interpreting activities for consular setting. This means that there is a relatively heavy reliance on teachers as employees on account of Wisma Bahasa's operational activities. Thus, turnover is not a matter to be taken lightly. This nods to the finding that turnover is an expense most organizations prefer to avoid due to the lengthy, and at times pricy, process of recruitment, selection, hiring, and training of new employees (Cho, 2012).

Researchers such as Ahmed and Rafiq suggest that organizations could use marketing techniques for greater effectiveness (Ahmed & Rafiq, 2002, as cited in Longbottom 2006). Barnes, Fox and Morris suggested that when internal customers' (employees') needs are met, employees perceive themselves as one and whole with the organization, and in turn they strive to meet the needs of the organization's external customers (Barnes, Fox & Morris, 2004). In other words, internal marketing impacts organizational commitment positively (Caruana & Calleya, 1998) and in line with organization's the aim, namely employee satisfaction (Longbottom, Osseo-Asare, Chourides & Murphy, 2006).

Moreover, teachers as the internal customers of a learning institution play a crucial role to the organization, as they are the frontliners that deal with external customers (i.e. students/clients and the organizations they are associated with), and as such striving to gain employees' identification and moreover commitment to the organization is essential in enhancing the organization's efficacy (Kushman 1992)

Ham as cited in Ting (Ting 2011) posit that schools have yet to systematically invest in the interests of their internal customers, thereby creating a gap between school operations and teachers' expectations. The works of Piercy (2002), Ahmed and Rafiq (2003) as well as a host of other researchers, prompted Longbottom to conclude that internal marketing is not well understood in practice (Longbottom 2006, 713). Therefore Ting suggested that it is important for schools to understand the effects of internal marketing on teachers and implement such actions in learning institutions.

While the topic of perceived organizational support is still debated among researchers of organizational behavior as to their magnitude on turnover intention, organizational support is regardless an element of the organization that is key in the domain of human resource. Colquitt, LePine & Wesson described perceived organizational support as reflection of how much employees believe the organization they work for values their contribution and cares about their well-being (Colquitt et al. 2017). This is also parallel to the aim of maintaining employee and suppressing turnover.

Pertinent to this study, initial research is conducted to find the practical gap through interview with leaders of the institution. Based on the initial research, several issues are found: (1) Changes in company policy resulting from development of business strategy. (2) Changes may be seen as shift to perceived organizational support in part of the employee. (3) Employees perceive changes in different manner and behave accordingly. (4) There is indication that employee working in HQ perceive

organizational support differently to those working away from HQ. (5) Shift in perceived organizational support pose as an impact to employee attitude toward organization. (6) There may be turnover intent or even behavior present among employees resulting from this perceived shift of organizational support, however, not necessarily expressed openly or carried out.

The practical purpose of this study is, therefore, to overcome the problems found in the context of Wisma Bahasa: the effects of Perceived Organizational Support, Internal Marketing and Organizational Commitment to Turnover Intention.

2. Literature Review

Perceived Organizational Support

Theories on POS, largely founded on the works of Eisenberger, Huntington, Hutchison & Sowa in 1986 as well as subsequent works of the Eisenberger, posit that employees form general beliefs basing on how much the organization values their contributions and cares about their well-being through the treatment they receive from representatives of the organization (Eisenberger et al. 1986; Rhoades & Eisenberger 2002; Arshadi 2011)

The rising significance of POS and related variables leads to employees no longer being seen as mere resource whose primary task is to churn out goods and services, but instead pose as crucial capability role in the service organizations (Farzad, Nahavandi, & Caruana 2008). As such, variables related to human resource such as satisfaction, commitment and engagement, to name a few, became issues that garnered much attention, particularly from the academic society in the fields of psychology and management, as more and more effort is put into optimizing human capital.

In line with the view that employees form a belief regarding organization's commitment to them, Eisenberger et al. (1986) maintains that employees perceive organization's support and commitment through appreciation toward employee contribution. The treatment they receive, whether favorable or unfavorable, differs accordingly to circumstances (Eisenberger et al. 1986)

Internal Marketing

The concept of internal marketing had been introduced first by Sasser and Orbeit in the early 1970s, at the time under the term "domestic marketing". Berry and associates later introduced the term internal marketing in the scientific literature and since then internal marketing concept has expanded significantly (Alvar, Naimi, Nasr, & Maymand 2018, 131). The concept is developed by looking inward into the organization and viewing the employee as internal customer with the job as the product.

Gronroos posit that employees that interact directly with customers were key to the firm's success, and even considered to be prerequisite for external marketing (Gronroos 1994, 20). Rafiq and Ahmed hold that internal marketing is planned effort using a marketing-like approach to motivate the organization to change and to align, to co-ordinate and to integrate employees towards the effective implementation of strategies and functions laid out by the organization, with the aim being to create motivated and customer-oriented employees who in turn deliver customer satisfaction (Rafiq & Ahmed 2000, 454).

Bell finds that when employees needed to deal with increased complaints, their commitment decreased, consistent with decreased motivation (Bell 2004, 121). In order to attain high motivation and commitment, certain conditions are simulated in the organization to encourage and inspire employees in their job (Berry 1981, as cited in Longbottom, 2006). The worker's job should be as attractive and desirable as possible on the basis that the employee's satisfaction correlates to customer satisfaction, and subsequently placing critical importance on employee retention and motivation (Farzad, Nahavandi, & Caruana 2008).

One means to achieve internal marketing is through building the capacity of the employees, as they need the right type and level of training in order to perform their job and meet the needs of the customers effectively (Rafiq & Ahmed 2000). This, obviously, is no easy feat in part of the management. And in spite of the numerous researches done since the dawn of this paradigm, practicing managers still find internal marketing difficult to apply in their organizations.

Organizational Commitment

Organizational Commitment is the emotional attachment people have toward the company they work for (Bauer & Erdogan 2012). Research by Meyer and Allen, arguably the most widely used in subsequent researches in the subject of organizational commitment, provides a thorough definition that organizational commitment is shown through three dimensions, namely Affective Commitment, Normative Commitment and Continuance Commitment (as cited in Jaros 2007).

Another description in regard to organizational commitment is “employee’s identification with and involvement in a particular organization”, with identification being the employee’s sense of unity with the organization (Mowday, Steers & Porter 1979, as cited in Eisenberger et al. 1986).

Turnover Intention

Huselid conclude that practices such as promotion from within and labor-management participation teams contribute positively to employee retention (Huselid, 1995). In a similar manner, Shaw hold that HR practices that place value on human capital and enhance commitment reduces organizational quit rates (Shaw, Delery, Jenkins, Douglas & Gupta, 1998). This finding was further corroborated in more recent studies, which provides evidence that practices signalling commitment to employees’ development and well-being have been found to suppress the intention to quit (Gould-Williams, 2003)

Colquitt posit that turnover intention is derived from the perception that the organization has turned to be extremely political in terms of environment. Despite its ability to produce positive outcome, high political environment generally causes negative perception in people, particularly its employees (Colquitt, 2017).

Framework

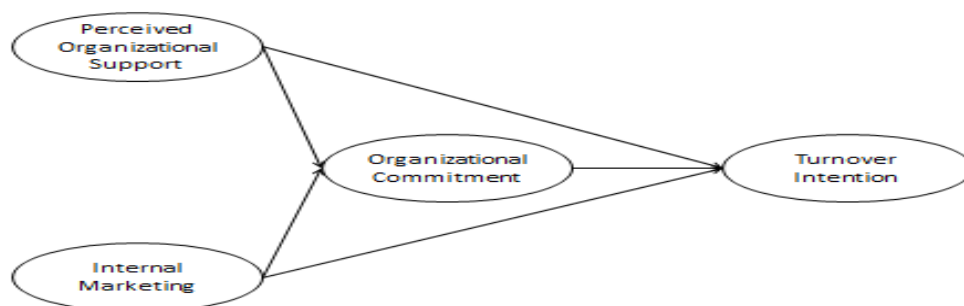


Figure 1. Research Framework

Hypothesis

Relationship between Perceived Organizational Support and Organizational Commitment

The relationship between POS and organizational commitment has been a topic extensively researched since the 1990s and even before. The shift from the paradigm that employees are merely workers to that of asset for the organization has given way to the surge of psychology-based researches on this topic. Employees are seen as key component in the success of the organization, based on these precepts. An early research finds that employees personify the organization they work for (Levinson 1965, as cited in Aube, 2006). Employee measures the willingness of the organization to compensate them for their efforts, aside from the pay received, among others by helping them in case of need such as illness or work-related problems (Eisenberger et al. 1986).

This includes also support in handling client complaints, which is found to affect the degree of which employees perceive organization's support toward them (Bell, 2004). These aggregated actions provide employee the considerations to interpret how much support the organization is willing to provide its workers, who are considered as internal customer, and in turn correspond to employee's commitment to the organization (Rhoades & Eisenberger 2002).

The strength of the relationship varies from one research to another, as per analysis of Rhoades and Eisenberger which suggests that effect size may depend on the dimensions of organizational commitment being considered as well as differences in moderating factors (Rhoades & Eisenberger 2002)

H1: There is positive effect of perceived organizational support to organizational commitment

Relationship between Perceived Organizational Support and Turnover Intention

In the social exchange theory, Perceived Organizational Support is theorized to create a sense of obligation in part of the employee to support and strive for organizational goals. The norm of reciprocity suggests that people (and in this case, employee) feel obligated to return the favor to those who have helped them (Gouldner, 1960, as cited in Allen, Shore & Griffeth 2003) as well as "repay" benefits and opportunities given by the organization by means of continued participation, in other words, retention. Eisenberger et al continued to argue that this perception of support felt by the employee would further encourage the employee to adopt organizational membership and values as his own identity (Eisenberger et al. ,1990, as cited in Arshadi 2011)

Testing the relationship between perceived organizational support, Arshadi finds consistency with previous researches by Eisenberger et al, in that perceived organizational support has direct impact on organizational commitment, in-role performance, turnover intention. Along with higher levels of POS, a sense of felt obligation seems to account for reciprocative drive in part of the employee by caring about the organization's well being and through involvement in achieving organization's goals (Arshadi, 2011) and thus maintain employment within the organization.

H2: There is positive effect of internal marketing to organizational commitment

Relationship between Internal Marketing and Organizational Commitment

Internal marketing derives from marketing management in the service industry, posit that the employee should be treated, valued, and respected as much as external customer would be; creating the term internal customer (Longbottom et al. 2006). The reason for adopting such perspective is to "attract, develop, motivate and retain qualified employees" (Berry & Parasuraman, 1991, as cited in Ting, 2010).

Educational institution, in many respect similar to that of service establishment, often fall prey to not adopting this orientation. As a place where talents and character is cultivated, teachers play a

very important role, if not the most. However, their needs are oftentimes not given much attention in the way that internal customers would receive. As such, there may be expectations of the teachers that are not met by school's operations, resulting in losses both tangible and intangible (Ting, 2011).

Alshura et al. argues that internal marketing will lead to a sense of belonging in part of the employee and a sense of connection, which will then produce behavior that promote retention to the organization. Not only retention, but internal marketing will also lead to the accomplishment of the organization's objectives through perseverance of its members (Alshura et al., 2016).

H3: There is negative effect of work commitment to turnover intention

Relationship between Internal Marketing and Turnover Intention

As presented in the previous part, Internal Marketing refers to the orientation which manifests in treatment of employee of an organization as if customers: good treatment, highly valued and highly respected (Longbottom 2006). By adopting marketing-like approaches, the organization develops an internal marketing mix as well as internal marketing segment which calls for "total managerial approach for co-ordination and integration (Ahmed & Rafiq 2003). In other words, Internal Marketing requires a holistic approach in treating the employee because it demands coordinated effort of all aspects across the organization.

In researching human resource practice within the tourism industry in Taiwan, Chang (2017) maintains that by treating employees with the same gravitas as they are customers, by developing activities that motivate and influence the employee, satisfaction in part of the employee will increase.

H4: There is negative effect of perceived organizational support to turnover intention

Relationship between Organizational Commitment and Turnover Intention

Organizational Commitment, or in other terms known as organizational loyalty, is divided into three divisions: affective loyalty, continuance loyalty, and normative loyalty (Allen & Mayer, 1990, as cited in Bhatti et al., 2016). In reality, the three divisions are merely elements, as there would be varying degrees of the three elements in employee, meaning that the employee may have strong sense of one and less of another. Bhatti's study finds that organizational loyalty and earning goals is connected to decrease of "bunking off, organizational residency attitudes and shrink earning targets".

A study by Labrague et al in 2018 on health workers finds that there is a clear link between organizational commitment and turnover intention, in that there is an inverse correlation between the variables. (Labrague et al., 2018)

3. Method

This research employs the quantitative analysis method to find the correlation between perceived organizational support, internal marketing, and organizational commitment on turnover. Perceived Organizational Support, Internal Marketing, and Organizational Commitment are placed as independent variables, and turnover intention as the dependent variable. The unit of analysis in this study refers to the individuals in the Wisma Bahasa teaching staff, from which a total of 48 samples are taken. As such, the samples are regarded as total sample.

Data collection employs the instrument of digital questionnaire distributed to the subjects through the use of Google Form. The instruments contained 60 questions, each requiring subjects to respond to a 5-point Likert Scale measurement structure. Statistical analysis in this research is using Partial Least Squares – Structural Equation Modelling (PLS-SEM), or PLS Path Modelling (PLS-PM) and Path Analysis as the statistical analysis method. Data analysis is conducted in two phases, namely

outer model and inner model. Outer model includes validity and reliability testing, and inner model comprises of hypothesis testing.

4. Results

Measurement Model

In the measurement model stage, the validity and reliability of the instrument of the study are assessed. Validity measurement comprises of convergent and construct validity, and discriminant validity. Convergent and construct validity assessment is carried out by correlating scores of the items with the score construct, resulting in value of Average Variance Extracted (AVE) which indicate the communality of the variables. The variables in the model are categorized as valid when the AVE value is above 0.500 (Ghozali & Latan, 2015; Hair et al., 2014). When the AVE value of a variable is more than 0.500, the significance falls on average degree, in which the variable explains more than half of the variance of its indicators and vice versa. Further, each time should be assessed to discover the value of factor loading, or the outer loading. If the value of factor loading is below than 0.400, the item should be deleted to maintain high value. If the factor loading is between 0.400 – 0.700, its effect on the AVE value should be considered whether it is to be deleted or not. If, following deletion of the item, the AVE value does not rise, then the item should be retained. If the factor loading is above 0.700, the item should be retained (Hair et al., 2014; Ghozali & Latan, 2015).

Construct Reliability test, or internal consistency, can be achieved by examining the Cronbach’s Alpha value and Composite Reliability. The minimal value of composite reliability in exploratory study is set at value of 0.600, and the maximal is set at 0.950 (Hair et al., 2014). Composite reliability also assesses the homogeneity of the data, in which data is considered homogenous if the index is larger than 0.7.

Discriminant Validity can be assessed by two methods in PLS-SEM: examining the cross loading of the items, or examining the Fornell-Larcker criterion. The Fornell-Larcker criterion, also known as square root of AVE, is used in this study. The discriminant validity is achieved when the square root of AVE of each variable is higher than the correlation between other variables (Hair et al., 2014; Ghozali & Latan, 2015).

Table 1. Validity and Reliability Assessment

Variable(s)	Item(s)		Loading Factor
Perceived Organizational Support (AVE= 0.767; CR=0.929)	POS1	The company appreciates the extra effort the employee makes outside his responsibility.	0.854
	POS2	The company gives attention to the work satisfaction of the employee.	0.906
	POS3	The company encourages managers to provide work support to its employees.	0.852
	POS4	The manager provides help for the employee to complete his work, if needed.	0.888
Internal Marketing (AVE=0.733; CR=0.892)	IM1	In my opinion, the company has a dynamic structure so that it is running efficiently.	0.818
	IM2	Company considers input from employee on account of organizational visions.	0.797
	IM3	Company works together with employee to implement organizational vision on work operational.	0.782
Organizational Commitment (AVE=0.538; CR=0.891)	OC1	Organizational values are not relevant with myself. (R)	0.717
	OC2	I make effort to reach the company goals with other employees and management team.	0.706

	OC3	Organization’s goal is not relevant to me. (R)	0.710
	OC4	The if the organization achieves its goals, I am satisfied knowing that it is the result of group effort.	0.787
	OC5	Currently, I am intending to maintain loyalty to the organization .	0.694
	OC6	In general, I am satisfied with the organization I am working at.	0.765
	OC7	I am satisfied with my work environment.	0.676
Turnover Intention (AVE=0.563; CR=0.865)	TI1	I am often at odds with my superior’s decisions.	0.744
	TI2	I do not wish to increase responsibility in my work.	0.778
	TI3	I do not mind being given more responsibility. (R)	0.811
	TI4	I would like to reduce responsibility I have now.	0.749
	TI5	I plan to leave the organization.	0.661

Note: AVE = Average Variance of Extracted; CR = Composite Reliability

Discriminant Validity can be assessed by two methods in PLS-SEM: examining the cross loading of the items, or examining the Fornell-Larcker criterion. The Fornell-Larcker criterion, also known as square root of AVE, is used in this study. The discriminant validity is achieved when the square root of AVE of each variable is higher than the correlation between other variables (Hair et al., 2014; Ghozali & Latan, 2015).

Table 2. Discriminant Validity – Fornell-Larcker Criterion

Variable	Internal Marketing	Organizational Commitment	Perceived Organizational Support	Turnover Intention
Internal Marketing	0.856			
Organizational Commitment	0.756	0.734		
Perceived Organizational Support	0.850	0.648	0.876	
Turnover Intention	-0.613	0.636	-0.644	0.750

Structural Model

The result of the R-square value for Organizational Commitment is 57.2% and R² value of Turnover Intention is 49.8%, which suggests significance. R² value, or determining coefficient, is set between 0 and 1. Lesser value closer to 0 suggests that the potential of the exogenic or independent variable toward endogenic or dependent variable is considered insignificant, while higher value closer to 1 suggests more significant ability of the independent variable to affect independent variable.

Based on the R-square analysis performed, the following explanation is given: Variable Turnover Intention is described by variable Organizational Commitment by as much as 49.8%, which suggests that the remainder value of 50.2% are described by other variables not assessed in this study.X

Table 3. R² value result

Variable	R2
Organizational Commitment	0.572
Turnover Intention	0.498

The second phase of the analysis, the hypothesis testing, yielded a result as follows in Table 4.

Table 4. Hypothesis Testing

Relationship	Hypothesis	Path Coefficient	Result
Perceived Organizational Support → Organizational Commitment	There is positive effect of Perceived Organizational Support to Organizational Commitment	0.017	Supported
Internal Marketing → Organizational Commitment	There is positive effect of Internal Marketing to Organizational Commitment	0.741	Supported
Organizational Commitment → Turnover Intention	There is negative effect of Organizational Commitment to Turnover Intention	-0.397	Supported
Perceived Organizational Support → Turnover Intention	There is negative effect of POS to TI	-0.438	Supported
Internal Marketing → Turnover Intention	There is negative effect of IM to TI	0.060	Not Supported

Based on the given table, Path Coefficient analysis supplied the numbers that serves as correlation of the variables Perceived Organizational Support, Internal Marketing, Organizational Commitment and Turnover Intention. The effect of Perceived Organizational Support to Organizational Commitment is found to be on the positive scale, at 0.017. Although minuscule, the number proved to be supporting of the hypothesis. On the second hypothesis, at 0.741, the number also proved to support the hypothesis that Internal Marketing affects Organizational Commitment positively. Organizational Commitment and Perceived Organizational Support garnered negative effect on Turnover Intention, respectively -0.397 and -0.438, which proved the hypothesis to be sound. The last hypothesis, the effect of Internal Marketing to Turnover Intention did not yield negative coefficient as expected. At 0.060, the positive integer did not support hypothesis.

Discussion

Based on the processed data gleaned from the questionnaire, it is found that there is a positive correlation between Perceived Organizational Support and Organizational Commitment, which meets the *H1* alternative, pegged at the value of 0.017. Therefore, the hypothesis in this study is supported that there is positive correlation between Perceived Organizational Support and Organizational Commitment. This result is in line with the theory provided by Eisenberger, Rhoades, and Arshadi as described in previous part wherein literary description was given, in that employees of Wisma Bahasa, upon perception of how much the organization invests in them and the degree of treatment they receive from the organization, begin to form bonding with the organization.

The correlational value of Internal Marketing to Organizational Commitment is 0.741. From this value, it is inferred that there is positive effect of Internal Marketing to Organizational Commitment. Infact, Internal Marketing affects Organizational Commitment rather significantly, as the number is higher than 0.500 and leaning closer towards 1. Therefore, the second alternative to the hypotheses, *H2* is selected as it represents the outcome of data processing. It is inferred that Wisma Bahasa has committed itself to treating its employees as internal customer, in the same manner that they would treat external manner. This, coupled with Perceived Organizational Support, has created a strong bond between employee and organization.

This is substantiated in the interview with a senior employees, where it is discovered that long-time workers for Wisma Bahasa admit that the work atmosphere in Wisma Bahasa is socially and professionally cohesive, producing a laid-back yet still professional work environment. In one of the

interviews, it was also implied that the organization behave kindly toward female staff, particularly related to their family needs. At this stage, the interviewee admitted that salary is no longer the binding factor. It was more of “comfort-seeking” that drew the interviewee to remain committed to the organization.

The data resulting from collection provide this study with the outcome that Organizational Commitment affects Turnover Intention by path coefficient value at -0.397. This means that the criteria for the second alternative to the hypotheses is met: There is negative effect of Organizational Commitment to Turnover Intention.

Based on interview and HR confirmation it is found that most of the turnovers are caused by “organic” reasons: marriage, family, upscaling to better job opportunities. Therefore turnover speed at Wisma Bahasa especially in the longer term is low.

The data resulting from collection provide this study with the outcome that Perceived Organizational Support affects Turnover Intention by path coefficient value at -0.438. This means that hypothesis for these variables is supported: There is negative effect of Perceived Organizational Support to Turnover Intention.

Due to the work environment where employees spend roughly 8 hours a day in the same place, naturally a sense of familial tie occurs among employees as well as between employee and leaders of the organization. This breaks down social barriers and promote camaraderie, as discovered in interview with employee. As a result, it appears that employee perceive that Wisma Bahasa shows more organizational support.

Data resulting from this study predicts that Internal Marketing affects Turnover Intention by path coefficient value of 0.060. Although data proves that the hypothesis is not supported, however the minuteness of the value imply that it is not a significant effect. In the application to the real situation at Wisma Bahasa, this may mean that the presence of Internal Marketing does not affect the intention of the employee to exit Wisma Bahasa, whether significantly or insignificantly. As also discussed previously, in recent times channels of information regarding work opportunity abounds, providing ample options for employees should they wish to seek better work outside Wisma Bahasa.

While the expectation is that it will provide negative effect, this study suggests that turnover intention is present despite any attempt of the institution for internal marketing.

5. Limitations of the Study

It is realized that this study is limited in a number of ways. As this is a developing research, there is limitation in terms of concept, methodology, technical application, as well as execution of the study. Conceptually, this study on turnover intention is limited to three exogenic variables: Perceived Organizational Support, Internal Marketing and Organizational Commitment. There are a number of other variables present that may better describe the turnover intention of employees.

Future research may add more variables which are predicted to affect turnover intention in employee, particularly for Indonesian context. These variables may be external trends in employment, compensation, social interaction, and even facilities. These variables could be important and related to the employee’s turnover intention.

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