

TURNOVER INTENTION AMONG MUSLIM WORKERS: GRATITUDE AS A PREDICTOR

Dessy Rahmawati¹, Dedy Surya²

Islamic Guidance and Counseling, Institut Agama Islam Negeri Langsa
Jalan Meurandeh, Meurandeh, Kota Langsa, Aceh 24411, Indonesia

e-mail: *dessyrahmawatilgs@gmail.com¹, dedysurya@iainlangsa.ac.id²

ABSTRACT

Turnover intention is one of the hot issues that occur among workers. The study aims to determine the effect of gratitude on turnover intention among Muslim workers at IAIN Langsa, Aceh, Indonesia. This quantitative approach involved 131 respondents (men = 56%, women = 43%) aged 28-48 years selected through random sampling techniques. After data was collected using questionnaires containing questions related to demographic information, the Gratitude Scale, and the Intention Turnover Scale, the data were analyzed using simple linear regression. The results showed that gratitude positively affects turnover intention ($R^2 = .308$, $p < .001$). This study confirms that a spiritual approach can prevent people's tendency to resign by increasing gratitude.

Keywords: *Turnover Intention, Gratitude, Muslim workers*

ABSTRAK

Turnover intention menjadi salah satu isu hangat yang terjadi di tengah para pekerja. Penelitian bertujuan untuk mengetahui pengaruh rasa kebersyukuran terhadap *turnover intention* pada tenaga kerja Muslim di IAIN Langsa, Aceh, Indonesia. Penelitian dengan pendekatan kuantitatif ini melibatkan 131 orang responden (laki-laki = 56%, perempuan = 43%) berusia 28-48 tahun yang dipilih melalui teknik random sampling. Setelah data dikumpulkan menggunakan kuesioner yang berisi pertanyaan terkait informasi demografis, Skala Rasa Kebersyukuran dan Skala Turnover Intention, data dianalisis menggunakan regresi linear sederhana. Hasil penelitian menunjukkan bahwa rasa kebersyukuran berpengaruh positif terhadap turnover intention, ($R^2 = .308$, $p < .001$) Penelitian ini menegaskan bahwa kecenderungan orang untuk melakukan perpindahan pekerjaan bisa dicegah dengan pendekatan spiritualitas yaitu dengan meningkatkan rasa kebersyukuran.

Kata kunci : *Turnover Intention, Kebersyukuran, pekerja muslim*

Introduction

The dynamics in the workplace tend to burden employees with the responsibilities given by the company/agency, one of which is the desire to change workplaces. This is an important issue that needs to be considered by institutions because this is the beginning of staff wanting to change workplaces, which is likely to harm many parties, including the individual himself and the place he works (Sijabat, 2011). Indonesia, with a percentage of 25.8%, managed to rank three countries with the highest employee turnover rate compared to Brazil (24.4%), China (21.3%), and the UK (14.6%) (Tjahyanti & Purnomo, 2017). A person's tendency to change workplaces in psychology is known as turnover intention. Turnover intention is the tendency to quit and work elsewhere, generally occurring in employees aged 18-52 (Ramadhani, 2019).

The phenomenon of staff who often change workplaces must be considered because the staff is a resource investment that is dominant in potential and efficiency. Correct HR management is needed to handle this problem (Burlison et al., 2021; Choi et al., 2011; Garg et al., 2023; Hussein Alkahtani, 2015; Ribeiro et al., 2021; Yantu et al., 2023). Furthermore, Kompas cites Gallup research revealing that 21% of Generation Y in the past year have changed workplaces. This is three times that of the non-millennial generation. Statistical data from LinkedIn reveals that every five years of graduation, there is an increase in turnover intention (Ningrum, 2020).

With the increasing prevalence of turnover intention among workers, one way to minimize the level of turnover intention is to pay attention to all the factors that cause employees to have the desire to change workplaces (Andini, 2006; Applebaum et al., 2010; Chen, 2006; Faslah, 2010; Manurung & Ratnawati, 2012; Wasti, 2003) In general, factors from several studies include work environment, compensation level, different cultures, and job satisfaction. Of the many factors put forward by other studies, no one has linked gratitude as one of the factors of turnover intention. If a person has a high sense of gratitude, it will minimize the feeling of wanting to change workplaces in a person. People with a sense of gratitude for themselves tend to accept everything that happens to them. They think that all the conditions they receive are destined for them. In the book "Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment" Seligman defines the word happiness to illustrate positive psychology. The term consists of positive feelings (comfort and ecstasy) as well as positive activities with no

feeling component at all (engagement and absorption). Happiness sometimes refers to feelings and sometimes refers to activities in which no feelings are present (Seligman, 2002).

Various studies have been conducted in Indonesia and abroad, but it is rare to link turnover intention with a sense of gratitude. This study aims to determine the effect of gratitude on turnover intention in the non-civil servant Muslim workforce, especially at IAIN Langsa Aceh, Indonesia. This study hypothesizes that gratitude affects turnover intention.

Methods

Design

This study uses a quantitative correlational approach to examine the relationship between variables explicitly concerning turnover intention among Muslim workers: gratitude as a predictor. Respondents were involved with inclusion criteria: 1) non-civil servant Muslim workers, 2) 28-48 years old, and 3) non-civil servant workers of IAIN Langsa.]

Procedure

We distributed the survey instrument online and offline in the form of a Google form containing four parts: 1) research information, 2) informed consent, 3) respondent demographic information, and 4) amount of income. The scale used in this study is turnover intention by developing indicators from Mobley and the gratitude scale by Ratih Arruum Listiyandini et al. (2015) into the Indonesian version. The Google form link was shared online via WhatsApp and in person. Data collection was conducted in June-July 2022. The research protocol was reviewed and approved by IAIN Langsa (approval date: November 09, 2022; Number 2357/In.24/PP.00.9/11/2022).

Instrument

Turnover Intention. Mobley designed an intermediary model using the turnover intention scale from Mobley, which confronts job satisfaction with turnover intention through 3 indicators. The three indicators are the thoughts of leaving, the desire to find alternative jobs or other alternatives that make individuals want to leave, and the desire to leave the company. The instrument used to measure the level of turnover intention is made in the form of a Likert scale using five alternative answers, namely very suitable (VS), suitable (S), quite suitable (QS), not suitable (NS) and very unsuitable (VU).

Gratitude. The gratitude measurement scale uses “*Mengukur rasa syukur: Pengembangan model awal Skala Bersyukur versi Indonesia*”, which has been developed by Ratih Arruum

Listiyandini et al. (2015) into the Indonesian version. The following are indicators of grateful behaviour used in preparing grateful measuring instruments that researchers have extracted from Watkins 2003 and Fitzgerald 1998. The instrument used to measure gratitude is made in the form of a Likert scale using six alternative answers, namely very unsuitable (VU), quite unsuitable (QU), slightly unsuitable (SU), slightly suitable (SS), quite suitable (QS), and very suitable (VS).

Data Analysis

Research data was obtained from online and offline surveys and then processed using simple regression analysis to see how a sense of size affects turnover intention. Analysis The prerequisite tests that must be met in simple regression analysis are the data normality, multicollinearity, and heteroscedasticity tests. The software used to analyze the data is SPSS 25.

Result

The characteristics of the study amounted to 131 Muslim workers known to the majority of respondents as male respondents, as much as (70%), with the age range from 31-40 years, as much as (53%). The majority of the length of service of respondents in this study is 5-10 years, much as (56%) with the average salary of Non-Civil Servant Muslim employees at IAIN Langsa being at the medium/medium level, namely (55.7%).

Table 1.
[Respondents' Characteristics (n = 131)]

Category	n (%)
Sex	
Male	139 (70%)
Female	60 (30 %)
Age (year)	
21 -30	34 (26%)
31- 40	69 (53%)
41 -50	28 (21%)
Length of employment (year)	
5-10	74 (56%)
11-15	43 (33%)
16-20	14 (11%)
Income (IDR)	
2.500.000 – 3.500.000	58 (44,2%)

Table 2.
[Variable categorization]

Variable	Category				
	Very low n (%)	Low n (%)	Medium n (%)	High n (%)	Very High n (%)
Turnover Intention	14 (10,6%)	36 (27,4%)	40 (30,5%)	25 (19,0%)	16 (12,2%)
Gratitude	11 (8,39%)	35 (26,7%)	36 (27,4%)	46 (35,1%)	3 (2,29%)

Discussion

Table 2 shows that turnover intention is in the medium category with a value of (30.5%), and the sense of gratitude possessed by the subjects in this study is at a high level (35.1%).

Table 3.
[Mean, Standard deviation and correlation]

Variable	Mean	SD	Correlation	
			1	2
Turnover intention	45,62	9,507	1	
Gratitude	101,72	14,074	.555	1

Regression analysis shows that gratitude can predict turnover rate, $R^2=.308$, $F(131) = 57.315$, $p < 0.01$.

Discussion

This study evaluates whether gratitude affects turnover intention among Muslim non-civil servants at IAIN Langsa. The analysis proved our hypothesis that gratitude affects turnover intention. This finding confirms that the higher the sense of gratitude, the lower the turnover intention within the individual. Gratitude is a form of positive emotion that expresses joy and gratitude for everything received (Seligman, 2002). Gratitude has a positive and significant effect on turnover intention, which is known from the results of data analysis using linear regression ($r = 0.361$; $t = 6.986$, $p < 0.01$). Based on the study's results, it is known that the sense of gratitude possessed by the subjects in this study is in the high category. However, not a few also have a sense of gratitude in the medium category (27.4%). Thus, it can be concluded that the sense of gratitude among non-civil servants at IAIN Langsa is in the high category. Based on the research results, it is known that non-civil servants

at IAIN Langsa, with the majority of Islamic religion, have a high sense of gratitude in themselves. Grateful individuals have higher positive emotions, life satisfaction, vitality, and optimism and lower levels of depression or stress (Emmons A. et al., 2003).

Conclusion

The results showed that gratitude has a significant effect on turnover intention. The results of hypothesis testing proved that a sense of gratitude has a positive and significant effect on turnover intention. Then, the hypothesis H_a is accepted and H_0 is rejected. Thus, it can be concluded that the higher a person's sense of gratitude, the lower the turnover intention in the non-civil servant workforce at IAIN Langsa, Aceh, Indonesia. This research implies that turnover intention in individuals can be minimized with a spiritual approach, namely by increasing the sense of gratitude.

Suggestion

It is recommended to use other variables that are factors in the occurrence of turnover intention, and other researchers are expected to pay more attention to sampling techniques so that the data is distributed normally.

References

- Andini, R. (2006). Analisis pengaruh kepuasan gaji, kepuasan kerja, komitmen organisasional terhadap turnover intention (Studi Kasus Pada Rumah Sakit Roemani Muhammadiyah Semarang) [Masters, Program Pasca Sarjana Universitas Diponegoro]. <http://eprints.undip.ac.id/15830/>
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The Impact of Environmental Factors on Nursing Stress, Job Satisfaction, and Turnover Intention. *The Journal of Nursing Administration*, 40(0), 323–328. <https://doi.org/10.1097/NNA.0b013e3181e9393b>
- Burlison, J. D., Quillivan, R. R., Scott, S. D., Johnson, S., & Hoffman, J. M. (2021). The Effects of the Second Victim Phenomenon on Work-Related Outcomes: Connecting Self-reported Caregiver Distress to Turnover Intentions and Absenteeism. *Journal of Patient Safety*, 17(3), 195–199. <https://doi.org/10.1097/PTS.0000000000000301>
- Chen, C.-F. (2006). Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. *Journal of Air Transport Management*, 12(5), 274–276. <https://doi.org/10.1016/j.jairtraman.2006.05.001>
- Choi, S. P., Pang, S. M., Cheung, K., & Wong, T. K. (2011). Stabilizing and destabilizing forces in the nursing work environment: A qualitative study on turnover intention. *International Journal of Nursing Studies*, 48(10), 1290–1301. <https://doi.org/10.1016/j.ijnurstu.2011.03.005>
- Emmons, R. A., McCullough, M. E., & Tsang, J.-A. (2003). The assessment of gratitude. <https://psycnet.apa.org/record/2003-02181-021>

- Faslah, R. (2010). Hubungan antara keterlibatan kerja dengan turnover intention pada karyawan PT. Garda Trimirta Utama, Jakarta. *Jurnal Ilmiah Econosains*, 8(2), Article 2. <https://doi.org/10.21009/econosains.0082.06>
- Garg, N., Mahipalan, M., & Sharma, N. (2023). Does workplace toxicity influence turnover intentions among Indian healthcare employees? Investigating the moderating role of gratitude. *Journal of Health Organization and Management*, 37(2), 250–272. <https://doi.org/10.1108/JHOM-08-2022-0233>
- Hussein Alkahtani, A. (2015). Investigating Factors that Influence Employees' Turnover Intention: A Review of Existing Empirical Works. *International Journal of Business and Management*, 10(12), 152. <https://doi.org/10.5539/ijbm.v10n12p152>
- Manurung, M. T., & Ratnawati, I. (2012). Analisis pengaruh stres kerja dan kepuasan kerja terhadap turnover intention karyawan (Studi Pada STIKES Widya Husada Semarang). *Diponegoro Journal of Management*, 1(4), 145–157.
- Ningrum, I. L. (2020). Pengaruh Career Growth Dan Work Life Balance Terhadap Intensi Job Hopping Pada Karyawan Generasi Y [Skripsi, Universitas Airlangga]. <https://doi.org/10.10.20LAMPIRAN.pdf>
- Ramadhani, S. A. (2019). Pengaruh kepuasan kerja terhadap turnover intention dimoderasi locus of control internal [Masters, University Of Muhammadiyah Malang]. <https://eprints.umm.ac.id/46395/>
- Ribeiro, N., Gomes, D., Oliveira, A. R., & Dias Semedo, A. S. (2021). The impact of the work-family conflict on employee engagement, performance, and turnover intention. *International Journal of Organizational Analysis*, 31(2), 533–549. <https://doi.org/10.1108/IJOA-02-2021-2646>
- Seligman, M. E. P. (2002). *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment*: Seligman, Martin E. P.: 9780743222983: Amazon.com: Books. <https://www.amazon.com/Authentic-Happiness-Psychology-Potential-Fulfillment/dp/0743222989>
- Sijabat, J. (2011). Pengaruh kepuasan kerja terhadap komitmen organisasi dan keinginan untuk pindah. *Jurnal Visi*, 19(3), 592–608.
- Tjahyanti, S., & Purnomo, R. N. (2017). Pengaruh Job Satisfaction, Job Performance dan Workplace Environment Terhadap Employee Turnover Intention pada PT. ABC. *Jurnal Manajemen Dan Bisnis Indonesia*, 5(1), Article 1. <https://doi.org/10.31843/jmbi.v5i1.141>
- Wasti, S. A. (2003). Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and Organizational Psychology*, 76(3), 303–321. <https://doi.org/10.1348/096317903769647193>
- Yantu, I., Bokingo, A. H., & Pade, M. R. D. (2023). Pengaruh kepuasan kerja terhadap turnover intention pada tenaga kontrak di rumah sakit Aloe Saboe kota Gorontalo. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 10(1), Article <https://doi.org/10.37606/publik.v10i1.528>

