

The Relationship Of Improving Intrinsic Motivation On Turnover Intention By Using Job Crafting Workshop for Employee At Division X in a food company

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This study aims to determine the relationship between intrinsic motivation and turnover intervention on employees in Division X at a food company as well as an appropriate intervention program to improve employee's intrinsic motivation. The study was conducted on 103 employees. Turnover intention is measured using the turnover intention questionnaire and intrinsic motivation is measured using interest/enjoyment subscale on intrinsic motivation inventory. The results showed that intrinsic motivation was significantly correlated with the turnover intention ($r = -.51$, $p <.01$). Based on these results, the appropriate intervention design to improve intrinsic motivation is job crafting that would be provided through workshop program. The results of intervention program design evaluation by HR teams indicated that the intervention program was appropriate to be implemented in the organization.

Keywords: turnover intention, intrinsic motivation, job crafting

Introduction

Human Resources (HR) is the most important and essential resource that determines the success of the organization in managing its business. HR practitioners and managers need to understand organizational behavior to determine the form of an effective HR management strategy. One of the organizational behaviors that need to be understood is withdrawal behavior, which is one form of organizational behavior that potentially decreases organizational effectiveness (Griffin & Moorhead, 2014). Employee behavior that seeks to separate from the organization can disrupt the stability of the organization's performance. According to Pfeffer and Sutton (2006) employee turnover is considered a major problem faced by managers in the organization (Dysvik&Kuvaas, 2010).

Rahman and Nas (2013) define turnover as the movement of employees out of the organization permanently. A high turnover rate is an issue for the organization. It leads to increased recruitment costs, increased training needs, loss of experienced employees, and ultimately will impact on the company's financial performance (Addae, et al., 2006; Collins & Smith, 2006; Ghosh et al., 2013; Reiche 2008). Furthermore, a high turnover also leads to disrupted organizational relationships (Ghosh et al., 2013), and disrupts the quality, consistency, and stability of the services to clients and consumers (Trevor & Nyberg, 2008). A meta-analysis study by Griffeth, Hom, and Gartner (2000) proved that turnover intention is the strongest predictors of actual turnover. Turnover intention is the strength of employee intention to voluntary terminate employment contracts and leave the current organization to seriously search for another job opportunities after employees have been in their position for a time (Lee, Hung, and Chen, 2012).

High turnover rate problem was found in one of the multinational pharmaceutical companies in Indonesia, namely Division X in a food company. The number of outgoing employees from Division X had increased from 2015 to 2016. Based on the number of retiring employees from the HR Division, the number of voluntarily resigned employees in 2015 was 21 people, while in 2016 it rose to 34 people or equivalent to 14.29%. This percentage is high compared to other pharmaceutical companies. Based

on the results of Mercer turnover survey in 2015 in consumer goods, energy, and life sciences industry, the average percentage of voluntary turnover in Asia in the consumer goods industry ranged from 12-13% and in the life sciences industry ranged from 7-8% (Elkjaer&Filmer, 2015).

Factors influencing turnover intentions can be seen from two perspectives. External factors affecting employees to quit or stay in the organization include rewards, salary/wages, workload, work location, leadership style (Kumar &Govindarajo, 2014), career opportunities, and also training and development opportunities (Rahman&Nas, 2013). Internal factors affecting employees to quit or to remain in the organization are job satisfaction, perceived organizational support and perceived supervisor support (Newmann et al., 2011; Madden et al., 2015; Tuzun&Kalemci, 2012). Other factors also include organizational commitment (Addaeet al., 2006; Gatling et al., 2016), and intrinsic motivation (Cho & Perry, 2012; Dysvik&Kuvass, 2010; Galletta et al., 2013; Mobley et al., 1978). From all these factors, this study would focus on intrinsic motivation variable.

Motivation is an important aspect of studying human psychological functions. Motivation concerns energy, direction, and persistence, which is an aspect of activation and intention of a behavior (Ryan & Deci, 2000). Intrinsic motivation at work is one of the factors within the individual that influences the employee's propensity to stay or leave the organization. The study of Kuvaas (2006) and Vansteenkiste et al. (2007) suggest that intrinsic motivation is negatively correlated with turnover intentions.

This research focus was based on the phenomenon in Division X in this food company that showed low intrinsic motivation in employees. Quite many employees were seen not enjoying their work, were not excited when needed, and were working just to avoid punishment. Loss of interest and enjoyment at work indicates decreasing intrinsic motivation in employees. An intrinsically motivated individual is encouraged to perform a task because he/she finds interest and enjoyment in performing his tasks, and not because of external motives, pressure, or reward (Ryan & Deci, 2000). From the problems in the organization and the results of previous studies, the researcher hypothesized that:

Ha: There is a negative relationship between intrinsic motivation and turnover intentions on employees in Division X in a food company.

In addition to confirming the relationship between intrinsic motivation and turnover intentions, this study also tries to identify appropriate interventions in helping to solve employee turnover intention problems in Division X. Interventions at this study focused on increasing intrinsic motivation on employees. One of the strategies for improving intrinsic motivation is through job design (Griffin & Moorhead, 2014; Luthans, 2011; Robbins & Judge, 2015). Job design can occur top-down, i.e., done by organizations and managers, and bottom-up, i.e., employees (holder of office) proactively design their work (Berg, Wrzesniewski, & Dutton, 2010).

Individuals can design work independently through job crafting. Job crafting is a new approach that can be considered as an alternative to doing job design (Oldham & Hackman, 2010). This approach is appropriate according to organizational conditions in the 21st century. Currently, changes in job content should not always wait for initiatives

from managers but can be initiated by employees (Oldham & Hackman, 2010). Some companies have been practicing job crafting on employees, including Google, Logitech, and VMware (Vivian, 2016). Job crafting also provides positive results, such as happiness at work, raises the positive meaning of work, improves employee engagement, organizational commitment, and work performance (Wrzesniewski, LoBuglio, Dutton, & Berg, 2013).

Job crafting is a physical and cognitive change in task boundaries and relationships (relational boundaries) in the work of the individual (Wrzesniewski & Dutton, 2001). Physical change refers to changes in the shape, scope, and number of tasks that individuals perform, whereas cognitive change refers to changes in how individuals perceive their work. Changing the boundaries of relations means a change in the interaction of the individual with others as he/she performs his duties (Wrzesniewski & Dutton, 2001; Berg et al., 2010).

Berg, Dutton, and Wrzesniewski (2013) suggested that job crafting is an employee process in defining (redesigning) and reimagining their work in a more meaningful way (p. 82). Changes at work can affect the meaningfulness of a job (Berg et al., 2013) and meaningfulness can improve motivation, job satisfaction, and performance (Grant, 2007; Hackman & Oldham, 1976; Rosso, et al., 2010). Job crafting, which was done with the alteration between the work with the employee's primary motives or with specific results that encourage them to give more effort and persistence (e.g., pleasure or comfort at working, self-development), can create meaningfulness for themselves (Berg et al., 2013). Also, job crafting experience increased the sense of responsibility, achievement motivation, and a sense of ability in performing tasks. It positively influences intrinsic motivation at work (Lyons, 2008).

The relationship between job crafting and intrinsic motivation is further explained by the self-determination theory (SDT) by Ryan and Deci (2000). SDT assumes that individuals have an innate tendency toward personal growth and basic psychological needs, such as the need to act autonomously and control their behavior (need for autonomy), feel the ability to perform the task (feel competence), and the need to connect with others (relatedness). Job crafting can be a way to fulfill these three basic needs when individuals make changes to the restrictions that exist in their work.

Methods

Participant

This study is conducted on employees who work in Division X. The respondents were permanent employees that already have one year tenure, with varying positions such as staff, supervisors, associate manager, and manager. Respondents were chosen by using simple random sampling. An online survey link were sent to the e-mail address of each selected respondent. The respondents of this research were 144 employees, but at the end of the study, only 108 respondents gave their response (response rate 75%) and the data that could be processed is from 103 respondents. Data showed that most respondents are male (64.1%) and worked as a staff (88.3%). Based on age range, most respondents were in the age range 31-40 years (59.2%), whereas most respondents had 6-10 years tenure (26.2%).

Research Design

This research is a correlational study. The variables studied were the turnover intention (dependent variable) and intrinsic motivation (independent variable). Both variables are correlated to determine the relationship between the two variables.

Measures

a. Turnover Intention Questionnaire

The turnover intention questionnaire used in this research was the adaptation of the turnover intention questionnaire (Lee et al., 2012). In this questionnaire, there are ten items and the response format in the form of Likert scale 5 points, which is very agreed, agree, neutral, disagree, and strongly disagree. The turnover intention questionnaire is relatively reliable in measuring turnover intentions, with an alpha coefficient (α) = .83.

b. Intrinsic Motivation Inventory: enjoyment/interest subscale

The intrinsic motivation measurements in this study used the enjoyment/interest subscale on Intrinsic Motivation Inventory developed by Ryan (1982). The questionnaire consists of seven items and the response format in the form of Likert scale 5 points, which strongly agree, agree, neutral, disagree, and strongly disagree. The intrinsic motivation questionnaire is relatively reliable in measuring intrinsic motivation, with an alpha coefficient (α) = .89.

Data Analysis

The method used to analyze data are frequency distribution, Pearson product moment correlation, and linear regression.

Results

From all the data have been collected, it was found that there is a negative correlation between intrinsic motivation to turnover intention ($r = -.51, p <.01$). It means that if intrinsic motivation is high, the turnover intention would be low, and vice versa. This result supported the hypothesis in this study.

The data also showed 43 respondents (41.75%) have the low intrinsic motivation, and 60 respondents (58.25%) have high intrinsic motivation. For turnover intention, 48 respondents (41.75%) have the low turnover intention, and 55 respondents (53.40%) have high turnover intention. Based on the results of a linear regression test, intrinsic motivation was found to significantly affect the intention of turnover. Intrinsic motivation has a proportion of influence on turnover intention of 29% ($R^2 = .29, p <.01$), while the remaining 71% is influenced by other variables. It means that variations in turnover intention are also influenced by other variables which not included in this study.

Based on the results of this study, the appropriate intervention program to increase intrinsic motivation is a job crafting workshop. The characteristics of participants are staff level, has the high turnover intention and low intrinsic motivation. Intervention in this study is planned to last for six weeks, as follows:

Tabel 1.
Intervention Implementation Plan

Activities	Time (weeks)					
	1	2	3	4	5	6
Job crafting workshop	X					
Job crafting action at daily work		X	X	X	X	
Reflection meeting						X

After participated in job crafting workshop, participants were asked to undertake an action plan that they had prepared over the next four weeks. Furthermore, a reflection meeting was attended by participants and their managers. The time required in this activity ranges from 30 to 45 minutes. The topic discussed in the reflection meeting is the participants' experience in implementing job crafting in the actual work environment, perceived barriers, how to overcome obstacles, and also positive impacts and negative impacts of job crafting.

Discussion

According to statistical analysis, there is a significant negative correlation between intrinsic motivation and turnover intention, which confirms hypothesis in this research. The analysis supports the theory posited for turnover intention. Turnover intention is negatively correlated with intrinsic motivation (Kuvaas, 2006; Vansteenkiste et al., 2007). Employees have a lower tendency to leave organizations that contribute to the fulfillment of their psychological needs, such as the need for autonomy, feel the ability to perform the task (feel competence), and need to relate to others (relatedness) (Vansteenkiste et al., 2007). Thus, employees who are intrinsically motivated in work have a small tendency to leave their organization.

A significant relationship between intrinsic motivation and turnover intention makes intrinsic motivation to be one of the predictors of turnover intention. Cultivating intrinsic motivation is an enduring process that decreases turnover intention of employees. This study proposed job crafting intervention to enhances intrinsic motivation.

In this study, job crafting interventions are provided through workshop to improve employee's knowledge and skills on how to redesign their tasks that fit to their personal needs and characteristics, such as work motives, strengths, and passion. However, actual workshop activities could not be implemented directly due to some conditions in the organization. So, the effectiveness of intervention programs in improving employee intrinsic motivation is still unknown.

To determine the extent to which interventions can be applied, HR team evaluated the intervention design. Based on the evaluation, job crafting workshop intervention is considered to align and support some existing programs in the organization, such as initiating proactive behavior of employees in personal development, stimulating innovation at work, and can be used as a method of updating existing job description. HR suggested to include managers in job crafting workshop. Manager's involvement is considered important in job crafting process, so job crafting aligns with organization strategy. Also, the involvement of managers in job crafting undertaken by subordinates can improve the dialogue or communication between managers and subordinates.

Managers who are actively involved in job crafting processes give more benefits, both to individuals and organizations. It also minimized the potential risks of job crafting (Schoberova, 2015). According to Schoberova (2015), there are several roles of managers in job crafting. They include to prevent misalignment with the goals of team and organization during tasks adjustments performed by subordinates, to inform subordinates about job crafting strategies and stimulate them to take the initiative to do job crafting, and to communicate organizational goals to subordinates clearly to avoid dysfunctional job crafting. Discussion and cooperation with managers in modifying tasks make job crafting more effective and support the achievement of individual, team and organizational performance.

For further research, researchers should interview with respondents who have a high turnover intention and low intrinsic motivation to get a comprehensive description of the relationship dynamics between turnover intention and intrinsic motivation. Also, researchers are expected to implement the intervention design so the effectiveness of this intervention in enhancing intrinsic motivation could be measured. The workshop should also emphasize the role of managers and the benefits of managerial involvement in job crafting. Managers can discuss job crafting into coaching activities with subordinates so they can monitor the progress of action plan implementation prepared by employees and provide feedback based on the progress. Managers are involved in providing corrections and guidance to subordinates if task adjustments made by subordinates are irrelevant to the team and organizational goals or the achievement of the team targets. When job crafting brings positive results for employees, managers can encourage employees to make job crafting as part of their development plan.

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