

Peran person job fit dan job crafting terhadap niat mengundurkan diri dari pekerjaan pada pegawai kontrak

The effect of person job fit and job crafting on contract employee's turnover intention

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Abstract

The present study examined the effect of person-job fit and job crafting on contract employees' turnover intention. The participants were 135 contract employees of state-owned (BUMN) and private enterprises (BUMS) in Palangkaraya Raya city. They recruited using the quota sampling technique. Three scales were deployed, namely the person-job fit scale, job crafting scales, and turnover intention scales. The collected data were analyzed using multiple linear regression. The result indicating that person-job fit and job crafting affect the employee's turnover intention. In other words, contract employees with adequate job fit levels and good crafting exhibited low turnover intention. The turnover intention was affected by person-job fit and job crafting. When an employee has the qualifications corresponding to his job position and gets the opportunity to develop his potential the chances of turnover intention are small.

Keywords: person-job fit, job crafting, turnover intention, contract employee

Abstrak

Penelitian bertujuan untuk mengetahui pengaruh *person job fit* dan *job crafting* terhadap *turnover intention* pada karyawan kontrak. Subjek yang diteliti dalam penelitian ini yaitu karyawan kontrak perusahaan badan usaha milik negara (BUMN) dan badan usaha milik swasta (BUMS) di Kota Palangka Raya. Teknik pengambilan sampel menggunakan *quota sampling* yang berjumlah 135 responden. Alat ukur yang digunakan adalah skala *person job fit*, skala *job crafting* dan skala *turnover intention*. Metode analisis data menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa *Person job fit* dan *job crafting* berpengaruh terhadap *turnover intention*, artinya saat karyawan kontrak memiliki *person job fit* yang sesuai dan *job crafting* yang baik, maka niat karyawan melakukan *turnover* akan rendah. *Person job fit* dan *job crafting* memberikan kontribusi terhadap *turnover intention*. Ketika karyawan memiliki kualifikasi yang sesuai dengan posisi kerjanya dan mendapatkan kesempatan untuk mengembangkan potensinya, sehingga peluang untuk *turnover* menjadi kecil.

Kata kunci: *person job fit*, *job crafting*, *turnover intention*, karyawan kontrak

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Introduction

The term turnover is familiar in the working world. It defines a phenomenon where an employee quits an organization, which may result in the organization's loss. Mercer Survey in 2018 reported that the average turnover of Indonesian employees in the industrial sector reached 7.4% (Movanita, 2018). In the following year, Al-Hafiz (2020) reports that 7% of Indonesian employees voluntarily resigned from their companies in 2019.

Contract employees are an inseparable part of the turnover phenomenon since they work for a limited period of time. In addition, they do not have a clear career path and even receive a lower salary than permanent employees do. Devi & Sudibia (2015) convey that contract employees who are not provided with opportunities for promotion may exhibit job dissatisfaction, which eventually results in higher turnover intentions. Turnover intention, also known as an intention to leave, refers to employees' intentions to resign from their company (Puangyoykeaw & Nishide, 2015).

The phenomenon of turnover among contract employees at PT. X in Palangka Raya reached more than 20 employees. Meanwhile, at PT. A, in Palangka Raya, more than 50 employees, resigned from the organization in the last five years. The Employment and Human Resource Office of Palangka Raya City reported that about 100 contract employees resigned from the Palangka Raya government office in 2020 (Andhika, 2020). The high turnover that occurs in employees can have an impact on productivity, competitiveness, and organizational profitability (Al-Suraihi et al., 2021), besides, when employee turnover intention increases, it will affect employee work productivity (Narpati et al., 2020).

Turnover intention emerges due to various factors, including person-job fit, among others. Person-job fit describes an individual's suitability regarding knowledge, skill, and ability for the job and company's demand (Berahmawati et al., 2019). Lack of fitness in one's competency and job tasks may result in employee job dissatisfaction. Consequently, dissatisfied employees may suffer from a high level of stress and intend to leave the company (Christiansen et al., 2014; Mahdi et al., 2012). Kerse (2018) holds that person-job fit may serve as a predictor of turnover.

Based on interviews with some contract employees of PT. X in Palangka Raya City, it was revealed that employees' skills, knowledge, and educational background did not suit their present job. This unsuitability was found to affect their performance, requiring them to keep adapting and understanding the context of their job. When employees have skills, knowledge, and educational background that suit their present job, they will have better job satisfaction (Widyastuti & Ratnaningsih, 2020), better affective commitment, and increased employee performance (Anindita, 2019).

In addition to person-job fit, job crafting is also known to affect employees' turnover intentions. When completing their job tasks, individuals may face hindrances when they do not comprehend the task or fit their job. Such hindrances may lower individuals' confidence in completing the given task, triggering them to look for another job they can understand and that better suits them.

Employees may accomplish their job demands by adjusting themselves to the job. Job Crafting, according to Tims et al. (2012), refers to the adjustment made by an employee to balance job demands and their job resources. Employees who modify their job to suit their character may have a higher level of fitness with their job (Nurfadilla & Salendu, 2019). Such employees may adjust and craft their jobs to suit their capacities.

Tims & Bakker (2010) found that job crafting may positively affect employees' performance, job satisfaction, attachment, and commitment and lower their intention to leave the company. Vermooten et al. (2019) found that job crafting, proactive personality, and meaningful work may predict employees' work attachment and turnover intention.

Considering the turnover phenomenon in some companies in Palangka Raya, it is necessary to examine the employees' turnover intention as one of the aspects leading to turnover behavior. This study finds it important since studies on person-job fit and job crafting among contract employees in Palangka Raya are still scarce. Furthermore, studies discussing the employees' internal factors are also still limited. Most of the existing studies focus on the employees' external factors of turnover intention, such as organizational culture, leadership style, and compensation.

Grounded on the company turnover phenomenon, employees' person-job fit, and job crafting, this study examined whether or not person-job fit and job crafting affect contract employees' turnover intentions. This study may contribute to the development of the theory of industrial-organizational psychology, particularly related to human resource development. From a practical perspective, this study is expected to help companies manage and develop their human resources. The result of this study can be taken into account when recruiting new employees by considering the suitability of the available work unit and the candidates' skill, knowledge, and ability. This study hypothesizes that person-job fit and job crafting would affect contract employees turnover intentions.

Method

Participants and design

The participants in the study were 135 contract employees in Palangka Raya city. They were male and female employees of the state and private companies in Palangka Raya recruited using the quota sampling technique. The participant in the study has experienced a length of service between less than 1 and 5 years in the finance and information technology sectors with educational backgrounds as senior high school graduates, undergraduate degrees, associate's degrees, and vocational high school graduates.

Procedures and measures

Three scales were employed, including person-job fit scales, job crafting scales, and turnover intention scales. The person-job fit scale was designed by Cable & DeRue (2002) and adapted and tried out by Dari (2016). It consisted of six favorable items based on the person-job fit aspect, namely demand abilities and need supply. The scale used a 5-point Likert scale ranging from SA (Strongly Agree) to SD (Strongly Disagree). The job crafting scale was designed by Tims et al. (2012) and has been adapted and tried out by Damayanti (2018). It consisted of sixteen favorable items following the aspects of job crafting, namely increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. The scale used a 4-point Likert scale ranging from SA (Strongly Agree) to SD (Strongly Disagree).

The turnover intention scale in this study was developed by Priambodo (2018), referring to the aspect of turnover intention stated by Mobley (1986), consisting of 16 favorable and 14 unfavorable items developed based on the aspects of turnover intention, namely thinking of quitting, intention to search, and intention to quit. The scale used a 4-point Likert scale ranging from SA (Strongly Agree) to SD (Strongly Disagree). Researchers re-tested the scale and got the corrected item total and Cronbach alpha value, and the result is displayed in Table 1. The demographic data collected in this study include

gender, age, marital status, salary, length of service, educational background, and company. The scales were deployed using a Google Form, and the link was shared through social media and with some companies in Palangka Raya through their human resources departments.

Table 1.*Item scale discrimination power test*

Variables	r_{ix}	α
Person Job fit	.536- .806	.881
Job Crafting	.321- .817	.909
Turnover Intention	.328- .845	.956

Note. r_{ix} = Corrected item total, α = Cronbach alpha

Data analysis technique

The collected data were analyzed using linear regression analyses with SPSS 17.0 for Windows.

Results

The demographic data showed that the participants of the study consisted of 65 male employees (48.1%) and 70 female employees (51.9%). Sixty-eight employees were married (50.4%), while 67 employees (65.2%) had not been married. Most of the participants (88 employees, / 65.2%) were 25-39 years old when the study was conducted, while 47 employees were in the age range of 19-24 years old. Regarding the length of service, 65 employees (48.2%) had worked for 3-4 years, 30 employees (22.2%) had worked for 1-2 years, 23 employees (17.0%) had worked for five years, and 17 employees had worked for less than one year (12.6%). Most of the participants salaries (107 employees, / 79.3%) complied with the city minimum wage, while the other 28 employees received higher salaries than the city minimum wage. Regarding educational background, 76 participants (56.3%) held an undergraduate degree, 15 participants (11.1%) held associate's degrees, 22 participants (16.3%) were senior high school graduates, and 22 participants were vocational high school graduates. Regarding job status, 96 participants (71.1%) worked for state-owned companies, while 39 participants (28.9%) worked for private companies.

Table 2.*Person Job Fit (PJ Fit), Job Crafting (JC), and Turnover Intention (TI) categorize*

Variable	Frequency	Percentage	Category
PJ-Fit	63	46,7	Lower
	64	47,4	Medium
	8	5,9	High
JC	49	36,3	Lower
	83	61,5	Medium
	3	2,2	High
TI	4	3,0	Lower
	62	45,9	Medium
	69	51,1	High

As presented in Table 2, the measurement result indicated that the person-job fit of contract employees in Palangka Raya was categorized as medium. The contract employees' job crafting in this study was also categorized as a medium, while their turnover intention was categorized as high.

Table 3.

Regression analysis

Variables	F	p	R²
Person Job-Fit - Turnover Intention	25.835	.000	.163
Job Crafting - Turnover Intention	17.626	.000	.117
Person Job-Fit - Job Crafting - Turnover Intention	17.129	.000	.206

As displayed in Table 3, the regression analysis result indicated that person-job fit affects turnover intention ($p = 0.000 < 0.01$). Person-job fit was found to contribute to the turnover intention by 0.163 (16.3%). This result indicates that contract employees whose job suits their knowledge and skills may have a low intention to leave their company. When employees' quality, aptitude, and skills align with their job, they may exhibit a small intention to leave the job (Tseng & Yu, 2016).

The regression analysis result also indicated that job crafting affects turnover intention ($p = 0.000 < 0.01$). It contributed to the turnover intention by 0.117 (11.7%). In other words, when individuals manage to adjust themselves to their job demands, their turnover intention may be lowered. Individuals with a higher level of job crafting may have a better attachment to their job (Monita & Mahdani, 2020), When employees have a better attachment, it will reduce turnover (Juliantara et al., 2020).

The regression analysis result showed that person-job fit and job crafting affect turnover intention ($p = 0.000 < 0.01$). Person-job fit and job crafting were also found to contribute to the turnover intention of 20.6%. When contract employees perceive that their job does not fit them, they need to adjust their job demands and resources to their skills and view the challenging job demands as an opportunity to improve their competencies. When they can overcome the challenge, they may obtain positive meaning during the evaluation, which may lead to job satisfaction and pride and eventually result in a sense of attachment to the job. Memon et al. (2021) hold that job attachment significantly and negatively affects one's turnover intention, meaning that individuals with higher attachment exhibited lower turnover intentions.

Most of the participants in this study were 25-39 years old. According to Super's theory of career development, they were categorized into the establishment stage, where individuals begin to enter a job that suits them, get familiar with their job, and obtain various experiences related to the job (Ingarianti, 2018). Following Super's theory, the contract employee's intention to turnover indicates their hope to find a job that fits them and understands their job to obtain work experience as their job crafting to achieve the establishment stage.

Most of the participants had worked for 3-4 years for their company. Stephani & Kurniawan (2019) argue that employees with a length of service of 2-3 or 3-4 years exhibit lower job attachment, thus affecting their turnover (Bakker & Leiter, 2010). This contradicts Kurniawati's (2014) finding that employees with a longer length of service possess higher job attachments. Contract employees' person-job fit and job crafting in this study were categorized as moderate, indicating that their skills did not fit their job. Furthermore, they had not actively adjusted themselves to the job challenges, thus leading to higher intention to leave the job before the end of the contract period.

Most of the contract employees in this study held an undergraduate degree. In general, employees with higher educational backgrounds desire a better job. Prawitasari (2016) suggests that turnover intention can be caused by educational background since individuals with higher education desire higher jobs, positions, respect, and salaries. When these desires are not met, they may exhibit higher turnover intentions.

In terms of company types, most of the contract employees in this study worked in a state-owned company. According to Saragih (2018), Employees in state-owned companies usually have the opportunity to receive responsibility from their company, which improves their job satisfaction due to broader opportunities to obtain job-related experiences. However, this study categorized the contract employee's person-job fit and job crafting as mediums. When receiving responsibilities that do not fit their knowledge and skills, contract employees who fail to adjust to the job may be frustrated, thus increasing their turnover intentions.

Discussions

Most of the participants in this study were 25-39 years old. According to Super's 1972 theory of career development, they were categorized into the establishment stage, where individuals begin to enter a job that suits them, get familiar with their job, and obtain various experiences related to the job (Ingarianti, 2018). Following Super's theory, the contract employee's intention to turnover indicates their hope to find a job that fits them and understands their job to obtain work experience as their job crafting to achieve the establishment stage.

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The present study concludes that person-job fit and job crafting are two interrelated factors that should be appropriately managed to lower contract employees' turnover intentions. Contract employees with good person-job fit and good job crafting may exhibit lower turnover intentions. When the recruitment process is carried out, the company should pay attention to the qualifications of employees needed in an empty work unit and the abilities, knowledge, and skills of prospective employees who will occupy the work unit. Companies can provide facilities for their employees to be able to develop their abilities, especially for employees who have incompatibility qualifications with their work unit. Future studies are recommended to examine the broader population by considering the length of service, focusing on measuring the turnover intention rate in employees who have worked for 5 years or more, and adding other factors that may affect one's turnover intention.

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