

THE TURNOVER INTENTION IN TELECOMMUNICATION COMPANY: THE IMPORTANCE ROLE OF EFFECTIVE HUMAN RESOURCE PRACTICES AND AFFECTIVE ORGANIZATIONAL COMMITMENTS AS ANTECEDENTS

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Romat Saragih

Bachruddin Saleh Laturlean

School of Communications and Business, Telkom University, Bandung, Indonesia

Arif Partono Prasetyo

School of Economics and Business, Telkom University, Bandung, Indonesia

Abstract: Based on the social exchange theory, turnover can be dealt with properly if the company can provide good human resource management and develop employee's emotional attachments. Perceived trust, justice, and fair treatment will develop a positive sense and identification. This empirical study was conducted in Jakarta with 114 telecommunication provider employees working in the finance division. Furthermore, this study examined the relationship between officers' perceptions of effective human resources (HR) practices and employees' turnover mediated by affective commitment. Effective HR practice develops stronger affective commitment which turns to affect their intention to leave. To test hypotheses, we used SPSS 21 with the Macro process. Regression and bootstrap analysis results illustrated that perceived effective HR practice does not significantly affect turnover intention. However, it affected the affective organizational commitment which then influenced the intention to leave. That is affective commitment mediated the relations. HR practitioners should be aware that merely implementing HR practices may not suffice, instead, they should also focus their attention on how the impact on affective commitment when implementing them. It is suggested that further study needs to focus on other independent variables such as work-life balance, reward satisfaction, co-workers support, and career development to tackle turnover problems. Consideration to use longitudinal data will also increase accuracy. This study aims to contribute to the HR and organizational behavior literature by testing the effect of HR practice and affective commitment as an antecedent of turnover intention using social exchange background.

Keywords: Human resources practices, Affective commitment, Turnover intention.

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Corresponding Author:
Arif Partono Prasetyo, School
of Economics and Business,
Telkom University, Bandung,
Indonesia, Email: Partono67
@gmail.com, DOI: [http://dx.
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Employee turnover is one of the important problems faced by the company (Hughes et al., 2010). There are a lot of factors that cause employees to leave including the emergence of more attractive opportunities (compensation, career, and work environment). A high rate of employee resignation can be a sign of problems in the organization. Reliable employees have a vital role because they are responsible for operational activities as well as interacting with customers. Therefore, the existence of excellent employees affects the survival and success of the organization (Karatepe, 2012). MichaelPage (2015) conducted a study involving 500 employees in Indonesia and reported that 72% of them would possibly leave their current organization. This is in line with Pertiwi (2018) stating that employee turnover in Indonesia reaches 10% per year. Specifically for the digital industry, Barus (2019) said that the rate of employee turnover reached 19.22%.

This study discusses the voluntary employee turnover. It is an employee turnover initiated by the employees themselves, instead of certain conditions (retirement, termination of employment, or due to illness). The company must anticipate employee turnover and prepare a replacement. If the employee who resigns has no achievements, it will not be a problem. On the contrary, it will lead to negative impacts if the ones who resign have excellent performance (An, 2019). This is in line with Newman (2017) stating that managing turnover has a positive impact on the company in two ways, namely saving money and having excellent employees. Besides, several studies confirmed a negative correlation related to managing the level of employee turnover with performance (Kuvaas et al., 2017; Zhong et al., 2015). A low turnover rate can improve performance.

One of the ways to anticipate turnover from a company intends to identify it as early as possible. Therefore, companies need to investigate what factors influence employees' intentions to resign from their works. Turnover intention is a good indicator of the actual resignation (Tekleab et al., 2005). To manage turnover intention, companies through the human resources department must know the fac-

tors that influence it. Ang et al. (2013) researched in Australia and found a negative correlation between affective commitment and intention to leave. The same thing was also stated by Lee et al. (2018). Furthermore, other factors influence turnover intention including organizational culture (Hagalla and Jayatilake, 2017), career opportunities (Sharew, 2017), level of employee engagement (Haivas et al., 2013), job security (Wong and Wong, 2017), HRM practices (Karatepe and Vatankhah, 2014), and leadership style (Tuzun and Kalemci, 2012).

This study uses an effective HRM practice variable because it is an interesting study topic to be associated with individual behavior at work (Kehoe and Wright, 2013; Pohl et al., 2017; Babic et al., 2019). Furthermore, based on the report of the Work Institute (2018), the highest factors causing employees to resign are career reasons and work-life balance. Both of these elements are contained in aspects of effective HRM practices. It is put HR management as a strong predictor of turnover intention like previous studies mentioned (Shuck et al., 2014; Kuvaas, 2008). While effective commitment was chosen because it is a form of commitment that arises from within and is considered the strongest commitment compared to other dimensions (Mercurio, 2015). Researches on each variable (HRM, affective commitment, and turnover intention) have often been carried out in Indonesia, studies that discuss the relationship between the three variables in one unit are still limited. Furthermore, the results from previous studies do not determine uniformity. Most of them stated that there was a negative relationship between effective HRM with turnover intention; however, the findings from Zhong et al., (2015) and Russo and Buonocore (2012) showed insignificant results. Similarly, it happens also in the relationship between affective commitment and turnover intention. Sow et al. (2015) and Yucel and Bektas (2012) obtained insignificant results. The non-uniformity of these findings forms the basis for the need for research related to turnover intention to continue exploring the possible sharing of results.

The study was conducted at a telecommunications company in Jakarta. Based on the internal

analysis, factors that cause employees to retire are usually due to family reasons instead of moving to a competing company. The level of employee turnover at the company was only under 1% and was still far below the industry average (Kurniawan, 2016), however, companies need to be aware of future trends. Based on the report of CNN Indonesia (2018), moving to a competing company in the telecommunications industry is currently rife. Besides, they also reported that the turnover rate in 2018 reached 4-5%. Besides, in 2020, it is estimated that the telecommunications industry will experience promising growth (Selular, 2019). This may lead to an impact on the preparation of the workforce which of course the company will look for high-performing employees. Based on this phenomenon, research related to employee turnover in telecommunications companies is still considered important. Therefore, this study can provide clearer directions related to the model of relationships and influences between variables. As a result, companies can set appropriate preventive measures to keep good-performing employees from moving to another company.

LITERATURE REVIEW AND HYPOTHESIS

Effective Human Resource Management (HRM) Practices

Human resources in a company must be managed properly. Mondy and Martocchio (2016) defines human resource management (HRM) as a form of management and employee utilization to achieve organizational goals. Whereas, Snell and Bohlander (2013) considers HRM as a process for managing employee talent to achieve organizational goals. Good human resource management must be realized in terms of effective activities in all human resource functions. Therefore, to manage optimally, functions must be understood first in the HRM.

Noe et al. (2011) explain that HRM responsibilities include job analysis and design, recruitment, training and development, performance management, implementing compensation policies, career planning, building positive relationships, managing administrative issues, and ensuring that all activities are following labor regulations. This is in line with Armstrong and Taylor (2014) explaining that HRM

activities involve the application of policies and practices in the area of organizational design and development, employee resources, learning and development, performance and rewards as well as service provision that increases employee welfare in which its ultimate goal is alignment with business strategies.

Managing labor through effective HRM practices is a vital element of the company. Various studies conducted in the several countries show that good HRM will increase job satisfaction and organizational commitment (Garg and Lal, 2016; Mayes et al., 2016; Tang et al., 2006), encourage employees to become more involved with work and organization (Marescaux et al., 2013), increase work-life balance (Anshuja and Sodhi, 2015), reinforce the perception of organizational support (Tang et al., 2006), reduce employee turnover intentions (Shuck et al., 2014), and finally can encourage employee performance improvement (Khoreva and Wechtler, 2018).

Affective Commitment

Kinicki and Fugate (2016) define organizational commitment as a reflection of the extent to which individuals identify themselves with the organization and are committed to achieving their goals. Whereas Robbins and Judge (2018) define it as a form of identification of individuals with certain organizations and their desire to remain as members. A similar view was expressed by Colquitt et al. (2018). The study of organizational commitment was initiated by Allen and Meyer (1990). They discussed the importance of organizational commitment and put forward three dimensions; affective or emotional ties with the organization, perceived/accepted risk if leaving the organization (continuation), and the obligation to continue working in the organization (normative). This study uses the dimensions of affective commitment as an actual form of commitment because it arises from within employees and is believed to be the essence of the concept of organizational commitment (Mercurio, 2015). Allen and Meyer (1990) explain the notion of affective commitment as a psychological condition that impacts emotional and positive behaviors to attach

themselves to work and organization. Employees with strong affective commitments identify themselves with the company and its goals and wish to remain in the organization and give their best efforts.

Various studies have been conducted aiming to analyze the factors that can build the level of affective commitment. Ashikali and Groeneveld (2015) found a positive relationship between organizational culture and affective commitment. Other factors that also have a positive relationship are effective human resource management practices (Ang et al., 2013), job satisfaction (Dirani, 2009), perceived organizational support (Bilgin and Demirer, 2012; Wong and Wong, 2017), transformational leadership style (Amin et al., 2018), and the level of involvement in work (Saleem and Qamar, 2017). Besides, some factors have the opposite relationship with affective commitment, namely the level of employee stress (Cicei, 2012).

Affective commitment is an important element that must be maintained. Individual affective commitments can influence their work behavior. Individuals with strong affective commitment will show positive behavior namely; low absence rates (Garland et al., 2013), more eager to share knowledge (Jeung et al., 2017), lower levels of work stress (Boxall et al., 2014), and no intention to resign (Sow et al., 2016). Positive work behavior earlier will have a further impact on their contribution to the organization. Therefore, affective commitment is considered to have a positive role in the achievements of organizations and individuals (Hodgkinson et al., 2018; Irefin and Mechanic, 2014). Organizations need to develop policies that can increase employees' affective commitments. Therefore, an organization must identify various factors that play a role as a driver.

Turnover Intention (TI)

Turnover can be defined as a condition where employees resign or leave an organization (Snell and Bohlander, 2013). The important thing to note is that there is a voluntary element of the employee, meaning that the intention to leave the organization is not because of a contract or termination (Minor

et al., 2009). This term is known as voluntary turnover (Noe et al., 2011). Chen et al. (2014) explains the notion of TI as the tendency of employees to leave the company which can ultimately be realized. Whereas, Branham (2012) states that TI is a tendency for employees' attitudes to look for new jobs elsewhere or plans to leave the company within a certain period. Both of these explanations reinforce the view that TI is still limited to the intention of employees to leave the company. Therefore, to prevent employees from finally leaving the organization, the organization needs to observe whether there is a tendency of voluntary turnover intention from the employee. To understand the emergence of these intentions, it is necessary to study the affecting factors.

Branham (2012) suggests seven main reasons why an employee wants to leave the company, namely; work or workplace is not as expected, the mismatch between work and the culprit, lack of training, lack of opportunity to develop themselves, employees feel unrecognized, work stress, an imbalance between work and individual life, and loss of trust in the leadership. Previous research has found several factors that influence TI, including; job satisfaction (Rubel and Kee, 2015), affective commitment (Lee et al., 2018), compensation (Cao et al., 2013), work engagement (Ang, et al., 2013), and perceptions of organizational support (Hussain and Assif, 2012). Organizations need to monitor these conditions because a high rate of employee turnover will harm the organization. The negative consequences caused by the high rate of TI is the decline in customer satisfaction (Hurley and Estelami, 2007), reduced productivity (Ugoani, 2016), the need for costs to replace employees (North et al., 2012), and the decline in organizational performance (Jung, 2017).

The Correlation Between HRM Practices, Affective Commitments, and Turnover Intention

This section explains how each variable in this study correlates with each other. Based on this correlation among variables, 3 hypotheses of direct influence and 1 hypothesis of mediating roles will be established. This is important to do so that the re-

search carried out has a strong foundation in establishing hypotheses.

The correlation study among variables begins with the findings of previous authors regarding the correlation between HRM practices and TI. Juhdi et al. (2013) found that, in general, HRM practices have a negative correlation with TI, although the effect test found that career and control over work do not affect TI. Following are studies from Portugal, South Korea, the United Arab Emirates, the United States, and Iran that support a negative correlation between HRM practices and IT, namely Duarte et al., (2015), Lee et al., (2018), Banimelhem et al. (2018), Allen et al. (2003), Karatepe and Vatankhah (2014). Most of the results of the study showed a negative correlation, however, there were at least two studies that found that there was no significant correlation between HRM practices and TI (Zhong et al., 2015; Russo and Buonocore, 2012). This shows that in discussing social problems and especially those related to humans, the outcome cannot be predicted certainly.

The next section presents the correlation results between HRM practices with affective commitment. Studies in Belgium, Nigeria, South Korea, the United States, Australia, China, and the Philippines found a positive correlation between effective HRM practices and affective commitments, namely Marescaux et al., (2013), Amah and Oyetunde (2019), Lee et al. (2018), Ang et al. (2013), Gong et al. (2009), and Glarino (2013). Those researches were conducted using objects from various industries and involved more than 180 respondents. This indicates that the good HR practices of a company are related to strengthening the affective commitment of its employees.

The correlation model between affective commitment and TI has also been frequently reviewed by researchers from various countries including Addae et al., (2006) in Trinidad and Tobago, Garland et al., (2013) in the United States, Vandenberghe and Tremblay (2008) in Belgium, Mehmood et al., (2016) in Malaysia, Huang et al. (2007) in Taiwan, and Lee et al., (2018) in the United States. The results show that effective commitment has a negative correlation with the rate of employee

turnover intention. However, at least two studies were found with insignificant results (Sow et al., 2015; Yucel and Bektas, 2012). The diversity of these findings once again makes a study of TI and the affecting factors are still interesting even though it has been conducted a lot.

Research Hypothesis

Based on the correlation model between variables that have been discussed, this study proposes four hypotheses as follows;

- H₁: HR practice has a significant negative effect on the rate of turnover intention
- H₂: HRM practices have a significant positive effect on the level of affective commitment
- H₃: Affective commitment has a significant negative effect on the rate of turnover intention
- H₄: Affective commitment serves as a mediating variable in the correlation between HRM Practices and the rate of turnover intention

METHOD

Samples and Data Collection

The population involved in this study are employees in the financial sector in the telecommunications company in Jakarta. Samples were determined using non-probability convenience. This was done because the company was responsible for distributing questionnaires to its employees. The questionnaire distribution and data processing activities were carried out between September - December 2018. The questionnaires distributed were 250 sheets, while the questionnaires returned and can be used in this study were 114 sheets. 65.8% of the respondents were male. Nearly half of the respondents had reached 40-years-old or elder (57%). 80.7% were married and 78.1% had worked for more than 5 years.

The questionnaire used as an instrument for data collection was adopted from previous research ideas. The questionnaire items for effective HR Management were developed based on the Luturlean et al. (2019) questionnaire consisting of 33 items, for example, 'Management has a strong commitment to training activities' and 'Providing

compensation is tailored to employee performance'. Cronbach's alpha for this variable was 0.944. Affective commitment measurements were also carried out using items developed by Luturlean et al. (2019) consisting of 7 items, for example, 'I often speak positively about the company to others' and 'I feel company problems are my problem'. These items had a Cronbach alpha value of 0.850. Furthermore, TI variables in this study used the items developed by Azis et al (2019), for example, 'actively looking for alternative job opportunities' and 'Having a plan to leave the company in the next 6 months'. The Cronbach alpha values of TI variables were 0.916. The reliability test results above show that the questionnaire items were feasible to use because the Cronbach alpha value was above 0.7. The whole items used a 5-point Likert scale with a choice of answers between 1 = strongly disagree to 5 = strongly agree.

The Technique of Data Analysis

This study used the Spearman correlation analysis technique to determine the strength of the relationship between variables. The closeness measure was determined based on the classification of Rumsey (2011) stating that a correlation value of 0 - 0.3 is weak correlation; 0.3 - 0.5 is medium correlation; 0.5 - 0.7 is strong correlation; and 0.7 - 0.99 is very strong correlation. A mediation analysis was conducted using the bootstrap approach which is appropriate for analyzing the influence between

variables and determining the existence of mediation elements. MacKinnon et al. (2004) state that through bootstrap confidence interval calculation, researchers can avoid the problem of a sampling distribution. Bootstrapping is a statistical method based on building a sample distribution for a statistic by resampling the existing data. This approach has been used by several researchers including Azis et al. (2019), Luturlean et al. (2019), Toyama and Mauno (2017), and Costa et al. (2014). A variable can be said as a mediating variable if the value of Upper and Lower Level Confidence Interval (ULCI and LLCI) do not contain the number 0. Research data processing to measure the effect of effective HRM practices on TI and the mediating elements of affective commitments was done using SPSS version 21 which has been integrated with Macro Process developed by Hayes (2018).

RESULT

Table 1 shows the analysis results of the correlation between effective HRM practice, affective commitment, and TI. It also shows a correlation between the demographic elements of the respondents with each variable. It appears that HRM practices and affective commitment have a strong level of closeness (0.623). Whereas, HRM practices and affective commitments with TI show a moderate level of correlation (-0.303 and -0.455). This negative sign means the opposite correlation.

Table 1 Mean, Standard Deviation, and Correlation

	Mean	Std. Deviation	1	2	3	4	5	6	7	8
1 Age	3.8772	1.47630	1							
2 Education	3.0965	.69089	-.101	1						
3 Years of service	3.5000	1.00662	.852**	.057	1					
4 Position	2.2368	.95290	.480**	.341**	.549**	1				
5 Working Hours	1.2807	.45133	-.054	.111	-.019	.029	1			
6 HRM Practice	3.4811	.55701	.397**	-.036	.348**	.307**	-.102	1		
7 Affective Commitment	3.2397	.72231	.634**	-.028	.576**	.405**	-.192*	.623**	1	
8 TI	2.1306	.79419	-.326*	.089	-.308**	-.115	.111	-.303**	-.455**	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The results of the regression analysis determine how much influence the practice of HRM has on affective and IT commitment and the magnitude of

the effect of affective commitment on IT. This study also addresses the H1 - H3 research hypothesis. Table 2 shows the results of the Macro Process.

Table 2 Results of Regression and Summary Model

	Affective Commitment			TI		
	Coeff	SE	p-value	Coeff	SE	p-value
HRM Practice	0.808	0.095	0.000	-0.047	0.154	0.762
Affective Commitment	-	-	-	-0.477	0.118	0.000
(Constant)	0.427	0.338	0.209	3.840	0.428	0.005
	R Square		0.388	R Square		0.207
	F=		71,088	F=		14,514
	p.-		0.000	p.-		0.000

The results of the regression between HRM practices with affective commitment indicate that the p-value was 0.000. Meanwhile, the HRM regression results with IT show p-value of 0.762; as for the regression of affective commitment with IT show p-value of 0.005. These results explain that HRM practices had a significant positive effect on affective commitment but did not have a significant effect on the rate of TI. Thus, the results of the study do not support the H1 hypothesis but support hypotheses H2 and H3.

To answer the H4 hypothesis, we refer to Table 3 which shows whether the ULCI and LLCI values contain 0 or not. It appears that the LLCI value was -603 and the ULCI value was -.211. Because both have the same (negative) direction, it is determined that affective commitment had a mediating role in the relationship of influence between HRM practices and TI. Therefore, the hypothesis of H4 is accepted.

Table 3 The Role of Affective Commitment Mediation in The Effects of HRM and IT Practices

	Effect	Boot SE	BootLLCI	BootULCI
HRM Practices → Affective Commitments → TI	-0.386	0.101	-0.603	0.211

DISCUSSION

This study aims to examine whether there is a relationship between HRM practices, affective commitment, and TI. Besides, it analyzes the direct effect of HRM practices on affective commitment and TI, and the effect of affective commitment on TI. Effective HRM practices are considered to strengthen employee affective commitment. Optimal management of HRM functions will slowly build confidence in employees that they have worked in professional organizations. This belief subsequently

increased to a strong emotional commitment. The research findings show that the HRM in the company which is the location of the study was effective so that made employees develop stronger affective commitment. The company provide clear career opportunity to the qualified employees by posting available jobs or opening, provide information on how to move up. They conduct annual assessments objectively and engage supervisors, co-workers, and the employees themselves to get the final grade. And to support employee development,

the company routinely assesses the current knowledge and skills then provides a training program to enhance both. This also conducted with great planning so employees can catch up with the new challenges and requirements. To add to the positive practices, the company also provides support for employees in need. They have one section that manages the employee's problems whether work-related or not. This service considers it beneficial for employees because sometimes they face problems at work. Also, the company provides adequate health services for employees and their families.

With the high level of attention and care for its employees, it is not surprising that most employees respond gratefully through the development of strong affective commitment. This emotional attachment built from a series of good experiences throughout their tenure. Gradually employees develop positive feelings and in return, like the social exchange theory, employees reciprocate. They strengthen their affective commitment by supporting company program, regularly promote the company in their community, and finish the job without too much control. The work environment which suits their desires makes them reluctant to leave. This supported by the small percentage of employees that voluntarily leave the company for other organizations. Based on the actual condition, it is safe to say that the turnover intention can be managed by the effective practice of HR and strong affective organizational commitment.

Those are in line with Marescaux et al., (2013), Amah and Oyetunde (2019), and Lee et al., (2018). Besides, this is in line with the basic concept of social exchange. Companies that conduct HR practices well and make employees comfortable working will change employee perceptions regarding their commitment to the organization. Being respected and treated fairly will strengthen individual commitment. Therefore, companies need to ascertain whether their policies related to HR functions have been carried out in a planned, measurable, fair, and objective manner.

Furthermore, this study found that HR management did not directly influence employee turnover intention. However, little surprising and differ-

ent results from other studies may occur. These results differ from previous studies which found a significant negative effect (Juhdi et al., 2013; Duarte et al., 2015). However, this study is in line with the results of studies stating that the practice of HRM has no significant effect (Zhong et al., 2015; Russo and Buonocore, 2012). This condition shows that the nature of the correlation between the two variables fluctuates. Juhdi et al. (2013) conducted a study in Malaysia that has a cultural closeness to the location of this study but showed the opposite results. However, Russo and Buonocore (2012) in Italy, which have different cultural backgrounds, showed the similarity of the results. It is interesting to study further to determine what factors cause this phenomenon to occur.

Related to the significant negative effect of affective commitment on the rate of TI, this study supports the results of previous studies. Marescaux et al., (2013) in Belgium, Huang et al., (2007) in Taiwan, and Lee et al., (2018) in the United States showed negative effects. Employees who have emotional commitment tend to be hard to leave their current organizations. A strong bond with the company makes the person will consider various factors for moving to another organization. Especially, if the individual has felt a variety of good treatment from companies that make themselves have other considerations outside of income, career, or other immaterial matters.

The last part of this part discusses the mediating role of affective commitment. The absence of direct influence from HRM practices on TI makes affective commitment play an important role in this relationship model. Several studies have discussed the role of affective commitment as a mediating variable on TI (Galletta et al., 2011; Wong and Wong, 2017; Islam et al., 2018; Gyensare et al., 2016). The study examined the mediating role of affective commitment in the influence between intrinsic motivation, perceived organizational support, and transformational leadership on TI. The results proved that affective commitment has a role as a mediator. There is one study that examined the effect of HRM practices on TI through the mediating role of affective commitment and showed insignificant results

(Kuvaas, 2008). Similar research is relatively rare so that the results of this study can be a new basis for any further research because it shows differences compared to the previous studies.

The implication of the results of this study for practitioners is to emphasize the importance of professional HR management and aim at the welfare of the organization and its employees. Employees' needs for fairness, job certainty, self-development, respect, and welfare improvement that they pay attention to can make employees feel they have positive value and contribution to the company. The important thing to note is that companies need to consider employees as individuals who have different characteristics. HR practice should be designed in line with the results of this study. The diversity of alternatives prepared for employees will strengthen the commitment to the company which ultimately results in their low intention to change organizations. Attention to the needs of individual employees is an important appreciation that makes employees more excited and loves their activities within the company. Their love of work and the environment is an important element that can make the best employees survive the temptations and distractions that offer attractive opportunities from other companies. The company's ability to retain outstanding employees will be a differentiator or can create competitive advantages that are relatively difficult for other companies to imitate. As we all know, employees are the main assets that drive capital and other means of production.

Although this study contribute in practical and academic terms, it still has some drawbacks. First, we only took samples from one department which impact the limitation to generalize our result. We determine to conduct further study using all departments. Secondly, because of the permit regulation, we only conduct one-time data collection (cross-sectional). As we all know human being is regularly change, so it is better if the next study can get and use longitudinal data. For future studies, scholars also can implement other variables such as potential offering from outside, job satisfaction, and perceived support which also is considered as strong predictors of turnover.

CONCLUSION

This study aims to measure the effect of HRM practices on TI directly and through the mediation of affective commitment. There are four hypotheses proposed in this study, where 3 of them can be accepted. It was found that HR practices did not have an influence on employee IT levels. However, affective commitment mediating variables can bridge the relationship between HRM practices with TI. Professional HR Management will build confidence in individuals that the company values its contribution. The feeling of being appreciated will gradually build an individual commitment to the company. This element is what ultimately makes employees more comfortable or do not have plans to move to another organization. The findings of this study are in line with previous studies but some are showing different results. Various factors can be the causes such as the industry under study, the country where the study was conducted, and the age range and position of the respondent used. When viewed from the positive side, the diversity of results can broaden the basis for further research. On the other hand, it is also a supporting factor that studies individual behavior in organizations, and HR management still needs to be done given the inconsistency of the results that are often found. Here, the term inconsistency is not in the negative sense but rather is a variation on the diversity of studies in the social sciences.

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