

The Analysis Of Path Goal Theory To The Turnover Intention With The Organizational Commitment As Mediating Role

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Abstract: This study aimed to examine the effect of path goal theory namely directive leadership style, organizational commitment, and turnover intention in para-police (Satuan Polisi Pamong Praja) organization. The sample of this research consist of para-police in Kebumen regency with the status as contract employees with a total of 100 employees and the research method by path analysis. This Research shows that the directive leadership style can increase the organizational commitment of para-police employees. In the other hand, the high organizational commitment of employees can increase intention to stay in Kebumen para-police organization.

Index's Term—Path goal theory, Directive Leadership Style, Organizational Commitment, Turnover Intention

1. INTRODUCTION

Ozdemir (2017) states that an organization can continue to survive, one of which must be able to retain its human resources by increasing expertise about work knowledge, so that members can improve performance and reduce turnover rates. According to Rivai (2009) turnover is the desire of employees to stop working from companies or agencies voluntarily or move from one work place to another at their own choice. Leadership style by leaders determines whether employees will survive or not in the organization. Effective leadership is leadership that can motivate its members to do their best and utilize all the potential to contribute to organizational development, and can achieve job satisfaction that can make a significant contribution from members to the organization to reduce employee turnover (Ratyan, 2013). The little turnover intensity can prove that the leadership factor that is applied successfully makes employees to stay afloat in the company. One of the leadership style is path goal theory, can also become situational leadership style which consist of directive, supportive, partisipative, and achievement oriented leadership. This theory has a base that is a leader's job to assist its members in achieving their goals and to provide direction and support, or both are needed to ensure their objectives in accordance with the objectives of the group or organization as a whole (House and Mitchell; 1974). Path-goal leadership style are effective because these leaders recognize important powers contained in every member of the organization (Bayhaqi, 2010). Each member has different needs and desires with different skill levels. Leaders must be flexible in understanding any potential possessed by the members and the various problems that faced.

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Kebumen para-police organizations apply directive leadership style in which leaders set the standard of performance and require employees to follow the rules of the organization. The task of Kebumen para-police employees is clearly standardized and follows the standard procedures that must be obeyed. Kebumen para-police organization members have the tasks to enforce regional head regulations, maintain public order and peace and carry out community protection (Constitution Republic of Indonesia No. 23 of 2014). This study uses the theory of exchange to explain behavior in leadership styles that are in accordance with the conditions of subordinates causing behavioral changes (Mitchell; 2005). When a leader gives something valuable to subordinates, subordinates will also respond to return it with the expected behavior. Through a directive approach to the para-police officers, leaders can implement all the rules and policies of the organization and delegate tasks and responsibilities appropriately. This is in line with efforts to grow organizational commitment. Organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization (Robbins, 2015). Table 1 shows turnover intensity of para-police in Kebumen district who have the status as contract employees for the reason why the author selects the object in Kebumen Para-Police Organization, Central Java Province.

Table 1. Data of Kebumen Para-Police Personnel

Year	Number of Employees Contract	Total Employees Leave	Total Incoming Employees	Total of Employees End of The Year
2017	88	3	7	92
2018	92	2	10	100
2019	100	0	0	100

Source: Employment Kebumen, 2109

The small turnover intensity on the data in table 1 can prove that the directive leadership factor that was applied successfully made the employee to stay in the company. Based on the background above, the research question is

whether directive leadership style has a significant effect on organizational commitment and turnover intensity and also examines the mediating effect of organizational commitment on para-police employees in Kebumen district who have status as contract employees. Based on the research question, three hypotheses of the study will be drawn and tested quantitatively. According to Osabiya and Ikenga (2015), leadership is an activity which impacts social conditions where the quality of a leader's character can influence his followers or subordinates. Each leader has their own character and leadership style that is influenced by organizational culture and tends to produce a management style that is a standard of behavior for the leader (Shurbagi and Zahari, 2012). House (1975) describes leadership as effectiveness, namely how the leader gives direction, motivation and assistance for achieving the goals of followers. Directive leadership style is a leadership style where the leader provides specific guidance to his employees by setting performance standards, coordinating work performance and asking employees to follow the rules of the organization's rules. The intensity of the turnover is a matter that demonstrate behavior that is intended to leave the organization consistently associated with job displacement process (Suliantoro; 2017). According to Dreher (1982) turnover intensity is influenced by three aspects: a. personal attitude in the form of personal factors that make individuals perform turnover, b. organizational aspects of the organization that is the factor that causes individuals perform turnover and c. aspects of job characteristics, namely their job characteristics that make individuals perform turnover. Organizational commitment is a strong belief of employees to continue, to choose or survive in membership in the organization. Ozdemir (2017) states that organizational commitment is psychological employee commitment (positive behavior) to the organization. Meyer and Allen (1991) state that organizational commitment is related to turnover intention; the better commitment, cause turnover rate become slightly.

Researchers propose three hypotheses consist of:

- H1 : directive leadership style has a positive effect on organizational commitment of para-police employees
- H2 : directive leadership style has a negative effect on the level of turnover intention of para-police employees
- H3 : organizational commitment mediates the effect of the directive leadership style on turnover intention of para-police employees

Research framework based on the hypothesis is as follows:

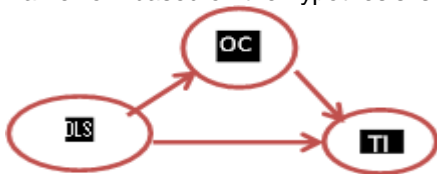


Figure 1. Research Framework

DLS = directive leadership style
 OC = organizational commitment
 TI = turnover intention

2. METHODS

The number of research sample are 100 para-police employees with the status as contract employees in Kebumen as a saturated sample. Path analysis is performed to analyze the pattern of relationship between variables to determine the direct effect and the indirect effect of independent variables on the dependent variable (Ridwan and Kuncoro, 2012).

Data was collected using a questionnaire given to all civil service unit employees with contract status. All questionnaires are returned and can be processed

Measurement of the directive leadership style variable as much as 5 point statement from Norhouse (2013). Organizational commitment is measured by indicators of Mowday (1979) consists of three items measured statement and turnover intention by Mobley (1978) with a three-point measurement.

3. RESULTS AND DISCUSSION

The questionnaire was given to all the contract employees of para-police in Kebumen regency as many as 100 people and all the data were back, which is held for a month. The following is a demographic data from contract employees of Kebumen para-police:

Table 2. Demographic Data of Kebumen Para-Police

Demography	Total	Percentage %
Age (years old):		
25-30	67	67
31-40	21	21
> 40	12	12
Gender:		
Male	92	92
Female	8	8
Length of working (year):		
1-3	17	17
4-5	81	81
> 6	2	2
Education:		
High School	89	89
Bachelor	11	11

Table 2 explains that the male dominate (92%) of female. Age from 25-30 years old also dominates in the age structure of para-police employees (67%). In addition, 4-5 years of work also dominates by 81% and high school education by 89%. SPSS 25 is used to measure validity as measured by Pearson correlation and reliability as measured by Cronbach's alpha, all requirements are met. Table below is a result of validity and reliability from this construct.

Table 2. Reliability

Variable	Cronbach Alpha	Status
Directive leadership style	0,760	Reliable
Organizational commitment	0,853	Reliable
turnover intention	0,825	Reliable

Based on data from table 2, all variables meet the reliability because the Cronbach alpha value above 0.7 (Ghozali, 2012)

Table 3. Validity

Variables	Pearson	Sig	Status
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Correlation			
Leadership style			
Directive (X1)			
X1.1	0,787	0,000	valid
X1.2	0,775	0,000	valid
X1.3	0,701	0,000	valid
X1.4	0,772	0,000	valid
x1.5	0,801	0,000	valid
Organizational commitment (Y1)			
Y1.1	0,805	0,000	valid
Y2.2	0,780	0,000	valid
Y2.3	0,756	0,000	valid
Turnover intention (Y2)			
Y2.1	0,800	0,000	valid
Y2.2	0,791	0,000	valid
Y2.2	0,777	0,000	valid
Y2.3			

Table 3 show that the items on all variables are valid for the r value is bigger than r table (0,1966).
The regression results from structure 1 is as follows:

Table 4. Regression Results of Structure 1

Model	unstandardized coefficient		standardized coefficient		sig
	B	Std error	B	t	
(Constant)					
Directive leadership style (X1)	9,890	2,567	0,501	3,768	0,00
	0,610	0,138		4,270	0,00
R2	: 0,32				
F calculated:	18.71				
Sig F	: 0,00				

Sources: Primary data is processed, 2019
Based on the results of the path analysis of the regression equation 1 as presented in Table 4, the regression equation is as follows:

$$Y_1 = \rho_1 X_1 + e_1 \dots \dots \dots (1)$$

$$Y_1 = 0,501 X_1 + e_1$$

Table 5. Regression Results of Structure 2

Model	unstandardized coefficient		standardized coefficient		sig
	B	Std error	B	t	
(Constant)					
Directive leadership style (X1)	15,103	3,627	0,091	3,926	0,00
Organizational commitment (Y1)	0,115	0,180	0,091	0,570	0,51
	-0,570	0,209	-0,502	-2,980	0,01
R2:	0,218				
F count:	5,270				
Sig F:	0,005				

Sources: Primary data is processed, 2019

Table 5 shows the results of the path analysis of regression equation 2 above, so the regression equation is as follows:
 $Y_2 = \rho_2 X_1 + \rho_3 Y_1 + e_2 \dots \dots \dots (2)$

$$Y_2 = 0,091X_1 - 0,502Y_1 + e_2$$

Based on the analysis, it can be concluded in the following table of direct and indirect influence:

Tabel 6 Effect of Direct and Indirect

The Effect of Variable	Direct Effect	Indirect Effect	Total of Influence
X1 → Y1	0,091	(0,091x-0,501) = -0,46	0,045
X1 → Y1	0,501	-	0,501
Y1 → Y2	-0,502	-	-0,502

Sources: Primary data is processed, 2019

Based on the Table 4, it can be seen that the significance value for the influence of the directive leadership style variable is 0,000 on the organizational commitment variable. These results prove that the directive leadership style variable has a positive and significant effect on organizational commitment, therefore H1 is accepted. These results are consistent with the results of Bhayaprasedita's research (2016) which states the directive leadership style influences organizational commitment. The analysis showed that the directive leadership style did not significantly influence to the variable of intention to leave, therefore H2 rejected. The results are shown in Table 5, which shows that significant value for the variable effects of directive leadership style is 0.510 to variable intention to leave. This indicates that although leaders use leadership styles in detail the things that must be done and targets to be achieved according to the rules, then the desire of employees to exit will not necessarily be reduced while the para-police work had to be appropriate procedures. These results are supported by previous studies conducted by Putranti and Suparmi (2016) which states that the directive leadership style does not affect turnover intention. Hypothesis analysis results obtained that the coefficient of indirect effect for this hypothesis is -0.45 or -45%. These results indicate that organizational commitment has a mediating role in the negative and significant influence of directive leadership style on intention to leave, therefore H3 is accepted. If the level of directive leadership style is high, then organizational commitment of para-police employees with contract status and the desire of employees to leave the Civil Service Unit in Kebumen Regency will be lower. This is consistent with Gul et al (2012) research that organizational commitment mediates the relationship between leadership style and turnover intention.

This research shows several results, as follows:

First, respondents strongly agree that the directive leadership style is able to increase organizational commitment. The indicator of directive leadership style, that is, my leader gives clear work instructions are rated the highest and are very much needed to increase the organizational commitment of para-police employees. If the leader of the Civil Service Unit (para-police) uses a directive leadership style, then the leader will be able to provide good motivation to employees, then it will directly affect organizational commitment to the para-police employees whose type of work does require clear work instructions.
Second, increasing organizational commitment can reduce employee desires to leave. Respondent's statements about "my leader gave clear instructions about complicated work" have the highest average. This shows that every para-police employee can have a confidence in carrying out his duties so that his commitment is increasingly high. The results of this study when linked to the Social Exchange Theory, it can be concluded that leaders must be able to apply appropriate and good leadership styles, so that employee job satisfaction

increases and then can influence employee desires to leave the company. By that way, there will be profitable giving and receiving activities between leaders and their members. The results of this study also showed that the variable which most influenced the intention to leave was organizational commitment. Suggestions that can be given based on the results of research on para-police employees that leaders should pay attention more to employees individually so that employees have a better understanding in their work.

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