



# **THE RELATIONSHIP BETWEEN TRAINING SATISFACTION, ORGANISATIONAL CITIZENSHIP BEHAVIOUR, AND TURNOVER INTENTION AT PT POLYMINDO PERMATA – INDONESIA**

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## **Abstract**

*The purpose of this study is to explore the role of training satisfaction as a predictor of organisational citizenship behaviour (OCB) and turnover intention. Respondents used were 96 employee permanent PT Polymindo Permata - Indonesia. Data were analyzed using Structural Equation Model (SEM). This study highlights the significant positive impact of training satisfaction on OCB and the negative effect on training satisfaction to turnover intention, the negative effect OCB on training satisfaction. Although the main aim of this study was to test the theoretically driven hypotheses, the findings have a number of valuable implications for organisations. This study suggests that PT Polymindo Permata- Indonesia should focus on increasing employee satisfaction with training satisfaction to organizational citizenship behavior. This is the first study to explore the causal links between training satisfaction, OCB and turnover intention. Although it has been observed in the past that training does not directly influence turnover intention, the present study indicates that training satisfaction significantly influences OCB. Further, this study unexpectedly found no direct relationship between training satisfaction*

*with turnover intention and OCB with turnover intention. These unexpected findings open new avenues for future research, thus representing an important contribution of the present study.*

*Keywords: Training satisfaction, Organization citizenship behaviour, Turnover intention, Rotan Syntetic, Indonesia*

## **INTRODUCTION**

After almost a century of research and thousands of published studies, employee turnover remains an important topic of study in the fields of human resource management (HRM) and organisational behaviour (Hom et al., 2017; Lee et al., 2017; Shaw and Shi, 2017). A high rate of voluntary turnover is costly for organisations and is negatively related to overall organisational effectiveness and success (Anvari et al., 2014; Han et al., 2016; Holtom et al., 2005; Zheng and Lamond, 2010). Moreover, organisations fear losing highly skilled and capable employees, while employees who remain with a firm might simply be there because they have been unable to secure work elsewhere (Juhdi et al., 2013; Nadiri and Tanova, 2010; Tanova and Holtom, 2008). Losing good employees can result in the loss of an organisation's competitive advantage since these losses can lower morale and reduce productivity and quality (Duxbury and Halinski, 2014; Holtom and Burch, 2016; Juhdi et al., 2013). Training is a key predictor of organisational success (Tharenou et al., 2007), and is necessary if organisations are to remain adaptive, competitive, innovate, secure and are to reach their strategic goals (Salas et al., 2012). Workplace training also leads to cross-functional integration, creates positive employee perceptions and is believed to be a critical HRM practice intended to foster commitment during organisational change (Maheshwari and Vohra, 2015). Consequently, firms invest billions of dollars every year in employee training (Patel, 2010). However, there is a lack of consensus as to the relationship between training and turnover intentions in the research literature. For example, while previous studies indicate that training reduces turnover intentions (Joung et al., 2010; Owens, 2006; Zhao and Zhou, 2008), more recent studies have reported a positive relationship between training and the rate of voluntary turnover (Gardner et al., 2011; Zheng and Lamond, 2010). Additionally, numerous studies have reported that there is no direct relationship between training and an employee's intentions to leave (Bawa and Jantan, 2005; Zheng and Wong, 2007). Notwithstanding, there is a paucity of research investigating the nature of the conflict between training and turnover (Cheng and Waldenberger, 2013; Sieben, 2007).

Organisational citizenship behaviour (OCB) may help to explain the impact of HRM practices on performance outcomes (Kizilos et al., 2013; Snape and Redman, 2010; Sun et al.,

2007). Previous research indicates that HRM practices promote a perception among employees of a “supportive organisational environment that motivates discretionary behaviours” (Sun et al., 2007, p. 560). It is these discretionary behaviours that constitute OCB. OCB result in positive attitudinal, intentional, behavioural and performance outcomes (Carpenter et al., 2014; Hoffman et al., 2007; Podsakoff et al., 2014). The main objective of this paper is to examine the thus contributing to “the efficient and effective functioning of the organization” (Organ, 1988, p. 5). Notably, OCB reduces the rate of employee turnover (Lam et al., 2009; Paille, 2013; Podsakoff et al., 2009). Nonetheless, despite its importance, the causal relationship between training, OCB and turnover intention remain understudied. The present paper suggests that OCB can be a potential mediator through which training influences employee turnover intentions. Organisations that provide adequate training and development opportunities are thought to create a positive sense of being valued, which ultimately generates OCBs, encouraging employees to go beyond their defined roles and to go the extra mile. Such employees are assumed to be less likely to leave their organisations.

Causal relationship between training satisfaction, OCB and turnover intention. In doing so, the present study makes several contributions to the extant training, OCB and turnover intention literature. First, previous studies have quantified the training construct in terms of training systems, training size, amount of money spent on training and length of formal training (Bawa and Jantan, 2005; Gardner *et al.*, 2011; Zheng and Lamond, 2010; Zheng and Wong, 2007). In this study we examined the influence of training satisfaction, organizational citizenship behavior and turnover intention PT Polymindo Permata - Indonesia, especially Employee Permanent. From the background description above, the purpose of the research to be achieved: to know the influence of training satisfaction on organizational citizenship behavior performance; to know the influence of training satisfaction on turnover intentions; to know the influence of organizational citizenship behavior on training intentions.

## LITERATURE REVIEW

### Training Satisfaction

The provision of training is a key HRM function (Sung and Choi, 2014). Landy (1985) defines job training as a “set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirements of the job” (p. 306). Patrick (2000), on the other hand, defines training in terms of the systematic development of the knowledge, skills and expertise required by a person to effectively perform a given task or job. Spector (1997) defines job satisfaction in terms of “how people feel about their jobs and different

aspects of their jobs. It is the extent to which people like or dislike their jobs” (Spector, 1997, p. 2). Schmidt (2007) integrated these definitions of job training and job satisfaction to arrive at a concept of training satisfaction, which he defined as “the extent to which people like or dislike the set of planned activities organized to develop the knowledge, skills, and attitudes required to effectively perform a given task or job” (p. 483). Schmidt (2007) further indicates that the training satisfaction construct measures formal and planned training activities rather than informal and incidental. As such, training satisfaction allows for an evaluation of an employee’s perceptions with regard to the totality of their job training as opposed to a singular training programme. In the context of the present study, we are primarily concerned with employee satisfaction with on-the-job training activities.

### **Organizational Citizenship Behavior (OCB)**

Bateman and Organ (1983) first proposed OCB to describe any behaviour that was beneficial to an organisation, but that was not prescribed or enforced by the organisation itself, thus suggesting that OCBs are voluntary. Organ (1988) further defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognised by formal reward system, and that is in the aggregate promotes effective functioning of the organisation” (p. 4). In other words, individuals who exhibit OCB go beyond the requirements of their formal roles to voluntarily offer their support to the organisation, thus making a valuable contribution to the effective functioning of the organisation. Empirical evidence indicates that OCB plays a significant role in performance improvement, customer satisfaction, customer loyalty and job satisfaction (Narimani et al., 2013).

Far from uncommon, Paille (2013) suggests that some forms of OCB are widespread throughout most workplaces. Chen et al. (1998) describe OCB in terms of the distance between the employee and organisation, with lower levels of OCB indicating a larger distance and high levels indicating only a small distance. Employees who exhibit high levels of OCB support their co-workers, guide the integration of novices into the organisation, are generally more flexible in their work-life behaviours and will rush to defend the image or reputation of the organisation (Chen, 2005; Paille, 2013). Employees with a propensity toward OCB show better work performance and actively participate in organisational activities (Chen et al., 1998). OCB not only encompasses positive behaviours that enhance organisational functioning, but also abstinence from negative behaviours that might potentially damage the functioning of the organisation (Organ, 1990).

## Turnover Intention

In the academic literature, turnover intention has commonly been used as a measure of anticipated workplace turnover (Bigliardi et al., 2005; Memon et al., 2016). According to Price (2001), turnover intention describes the individual's willingness to voluntarily and permanently withdraw from an organisation. Although turnover intention does not necessarily translate into actual employee turnover, it remains a major predictor of voluntary turnover (AlBattat et al., 2013; Bluedorn, 1982; Memon et al., 2014). Carmelia and Weisberga (2006) define turnover intention as the subjective estimation of an individual's likelihood of leaving an organisation, and as the last part of a three-stage cognitive process of withdrawal. These three stages include "thoughts of quitting job, the intention to search for a different job, and then intention to quit" (Carmelia and Weisberga, 2006; Rahman and Nas, 2013, p. 568). Despite the fact that both actual turnover and turnover intention are two distinct entities, the latter has a direct causal effect on one's turnover decision. Empirical evidence also indicates that turnover intentions are the strongest cognitive precursor of actual turnover (Bluedorn, 1982; Carmelia and Weisberga, 2006; Lucas et al., 1993; Tett and Meyer, 1993).

## Hypothesis development

Training satisfaction and turnover intention. Empirical evidence suggests that training has a significant negative effect on the turnover intentions of employees (Memon et al., 2016; Shuck et al., 2014). Ensuring that employees are satisfied with their training is key to achieving positive attitudinal and behavioural outcomes (Huang and Su, 2016; Joung et al., 2010; Schmidt, 2007). Likewise, Hoon and Ivancevich (2002) suppose that training alters the behaviour of employees. As such, training is a viable strategy for organisations looking to reduce the rate of employee turnover and to promote employee retention (Özbilgin et al., 2014; Qiu et al., 2015). By creating a quality learning environment for their employees, the organisation makes employees feel valued, which also increases their commitment to staying (Zheng and Lamond, 2010). March and Simon (1958) suggest that individuals tend to stay with organisations that provide sufficient inducements to motivate their employees. As such, training satisfaction may be a function of motivation, thus reducing the intention to leave.

Several studies have highlighted the role of training in reducing voluntary turnover (Lee and Bruvold, 2003; Owens, 2006; Rahman and Nas, 2013; Shuck et al., 2014). Notably, Huang and Su (2016) studied the causal relationship between both constructs among Taiwanese employees, finding a significant negative relationship between employee satisfaction with job training and leave intentions. Memon et al. (2016) examined a training satisfaction-turnover intention model and concluded that training satisfaction was a significant predictor of employee

turnover intention in the Indonesian context. Thus, we propose to confirm the following research hypotheses:

**H<sub>1</sub>. There is a negative effect of training satisfaction on turnover intention.**

Training satisfaction and OCB. Researchers in the field of human resource development assume that employee satisfaction with training is a significant predictor of OCB. An organisation's investment in training and development not only helps to improve employees' core skills, but also adds value in terms of the behavioural scripts related to their role-related activities (Dysvik and Kuvaas, 2008; Sels, 2002), thus influencing their perception of being valued at work. As such, these positive feelings of being valued result in improved citizenship behaviours among employees (Ahmad, 2011). This is comparable with the notion of reciprocity in SET, which explains that employee satisfaction with organisational initiatives, including investments in training and development, are linked to the reciprocal relationship, which results in a sense of obligation among individuals at work (Shore et al., 2006). These obligations cause employees to seek a means by which to repay the organisation, thus benefiting the organisation through positive employee behaviours that may far exceed their formal role requirements (Coyle-Shapiro and Conway, 2004; Shore et al., 2006).

Although the training-OCB relationship has been partially confirmed through several studies, few have investigated the specific aspects of training in relation to OCB. Skarlicki and Latham (1997) observed that training union leaders increased citizenship behaviours among rank and file members of the Canadian Auto Workers Union. Likewise, in a study of 152 respondents from a Sino-Japanese joint venture in China, Lam et al. (2009) found a significant positive relationship between formalised training and the expression of OCB. Similarly, Ahmad (2011) examined the causal relationship between employees' perceptions of training and OCB, finding that the perception of training was a significant predictor of OCB among information communication technology workers in PT Polymindo Permata - Indonesia. We therefore hypothesis:

**H<sub>2</sub>. There is a positive effect of training satisfaction on OCB.**

OCB and turnover intention. Previous evidence indicates a negative relationship between OCB and employees' intentions to leave. To this end, it is important to understand the nature of OCB. Good citizens – individuals with OCB – not only fulfil their job requirements but also take care of those around them, such as assisting their co-workers. In addition, they are often willing to tolerate inconvenience, tend to be more cooperative in the workplace and are more active participants within their social groups. These characteristics suggest a more constructive

attitude and strong sense of organisational attachment (Khalid et al., 2009). According to Lam et al. (2009), OCB signals an employees' sense of belonging. Consequently, employees with high OCB tend to remain in the organisation for longer periods.

According to cognitive consistency theory, individuals pursue a state of synchronicity between their feelings and behaviour, actively avoiding dissonance between their behaviours, beliefs and attitudes (Khalid et al., 2013). Therefore, if voluntary turnover is adverse to organisations and OCB is favourable, one would logically expect one to be negatively associated with the other. In other words, individuals low in OCB may demonstrate their intention or willingness to sever their relationship with the organisation (Chen et al., 1998). Podsakoff et al. (2009) demonstrated this correlation in a meta-analysis of 90 studies (n 26,510), noting that OCB was negatively related to turnover intention ( $r$  corrected  $-0.22$ ), indicating that the intention to leave decreases as OCB increases. Other studies also support this negative correlation between OCB and turnover intention (Chen et al., 1998; Coyne and Ong, 2007; Khalid et al., 2009). Therefore, it is hypothesised:

**H<sub>3</sub>. OCB has a negative effect on turnover intention.**

From the description above, the research model can be described as follows:

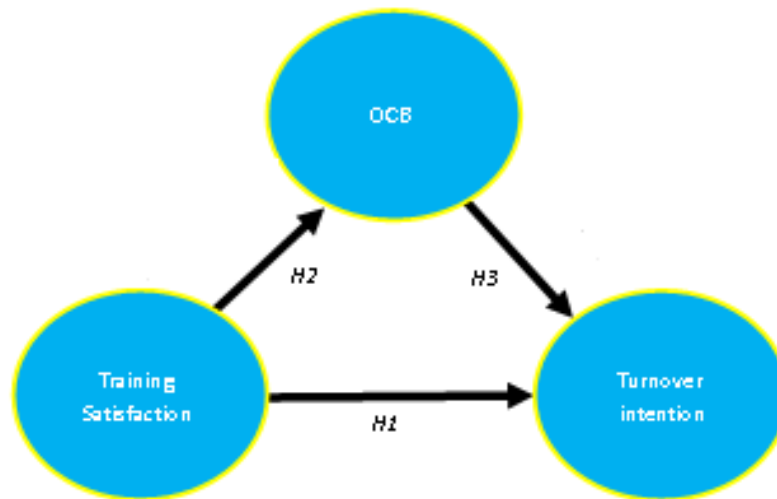


Figure 1 Proposed Research Model

## RESEARCH METHOD

This research was conducted at PT Polymindo Permata - Indonesia. The population we examined was a permanent employee, PT Polymindo Permata - Indonesia. The aspects studied

are training satisfaction, OCB and turnover intention. The study was conducted in December 2018 to February 2019 by interviewing using a questionnaire. This study uses data processing techniques with the Structural Equation Model that is processed use SPSS and lisrel version 8.80 software version 8.80.

Hair, Anderson, Tatham and Black (2008) stated that respondents must be at least 5 times the number of questionnaires so that in this study the number of operational questionnaires used was thirty-three, so the samples taken in this study were 70 (14 x 5) respondents and then added by 25% to anticipate dropouts, with three variables of training satisfaction, organizational citizenship behavior (OCB) and turnover intention. Data has been collected and then experienced Likert scale measurements on a scale of one to five (Sugiyono, 2012). The results of the analysis are then interpreted and the final step is to conclude and give suggestions.

In this study there were one exogenous variables namely training satisfaction, and two endogenous variable namely organizational citizenship behavior and turnover intentions. Measurement of training satisfaction variables was done using the theory of (Schmidt, 2007), the measurement of organizational citizenship behavior variables from Saks (2006), and the measurement of turnover intentions variables using the theory of Jung and Yoon (2013).

This study used confirmatory factor analysis, by testing the validity by looking at the Kaiser-Msyer-Olkin measure of sampling (KMO) and measures of sampling adequacy (MSA). In this test the value obtained must be greater than 0.500 which means that the factor analysis was appropriate or suitable for use, and can be further processed. Training satisfaction scale consisted of 5 questions and all were valid because of the value (MSA> 0.500), the organizational citizenship behavior scale consisted of 8 questionnaires and not all values above 0.500 were at OCB8 (0.393), While the Turnover intentions scale consisted of 5 questionnaires and not all values above (MSA> 0.500) were at TI3 (0.478) and TI4 (0.336) .

## RESULTS

Analysis of all tests almost showed a good match, including: Chi Square, RMSEA, ECVI, AIC, CAIC, and Fit Index. There was a result of marginal fit in Critical N and Goodness of Fit. Furthermore, this study produced the path diagram as follows:



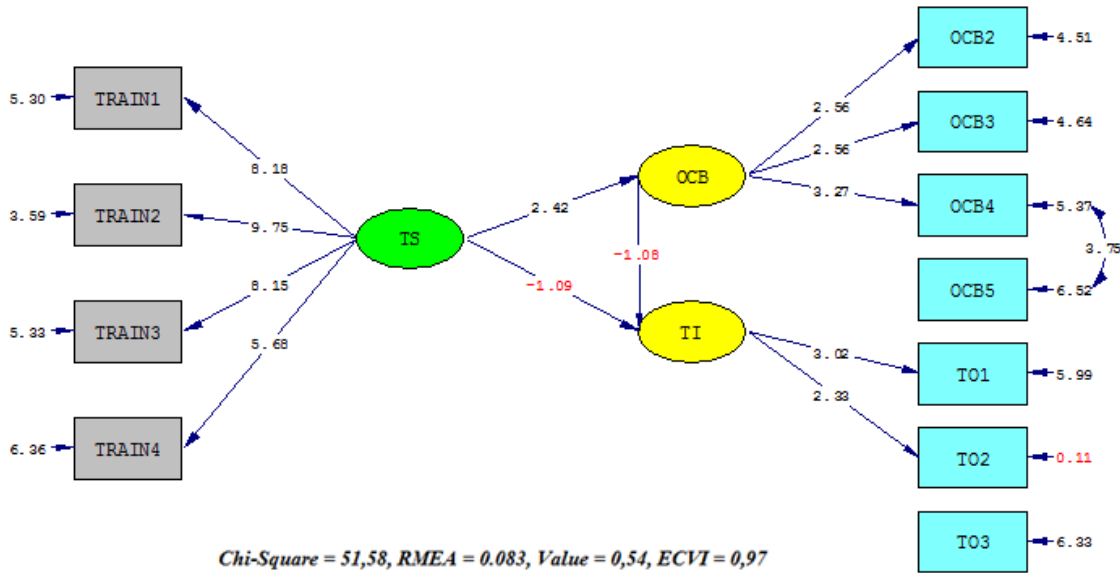


Figure 2 Path Diagram t-value

Based on Figure 2 Path Diagram T-Value is a hypothesis in this study, presented in the hypothesis testing table as follows:

Table 1 Research Model Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	Results
H <sub>1</sub>	There is a negative effect of training satisfaction on turnover intention.	1.09	Not supported
H <sub>2</sub>	There is a positive effect of training satisfaction on OCB	2.42	Supported
H <sub>3</sub>	OCB has a negative effect on turnover intention.	1.08	Not supported

## DISCUSSIONS

The objective of this study was to examine the causal relationship between training satisfaction, OCB and turnover intention, at PT Polymindo Permata - Indonesia. The findings of this study indicate that training satisfaction is a not supported predictor of turnover intention, as was hypothesised (H1). These findings, however, conflict with previous studies that have found training to be positively related to employees' leave intentions (Gardner et al., 2011; Zheng and Lamond, 2010), and studies that suggest no relationship between training and turnover intention (Bawa and Jantan, 2005; Zheng and Wong, 2007). It is believed that the differences in these

findings are a function of how the training construct has been operationalised. Previous studies have considered training in terms of training systems (Bawa and Jantan, 2005), training size (Zheng and Lamond, 2010) or the amount of money spent on training activities (Zheng and Wong, 2007). Gardner et al. (2011) examined training as part a package of HRM practices aimed at skill enhancement, measuring training through hours of formal training. However, the present study operationalised training in terms of employee satisfaction with training, which is a markedly different approach than that taken previously.

As was expected, the results indicate that training satisfaction is a strong predictor of OCB (H2). Workplace training not only enhances employees' skills and knowledge, but also alters their behaviour and leads employees to go the extra mile. Historically, organisational efforts toward training and developmental activities result in advanced quality-based teamwork, interpersonal skills and work performance that enhances workplace outcomes (Husin et al., 2012). In the context of the present study, working in PT Polymindo Permata - Indonesia are involved in highly technical jobs, with many working in the field; workplace training, therefore, is essential for enhancing their professional skills, thus resulting in greater satisfaction. The results suggest that training satisfaction creates a reciprocal relationship in which employees are more likely to help the organisation in return for what the organisation does for them. Therefore, this finding seems consistent with the theory that employee who are satisfied with the organisation's training initiatives tend to complain less, defend their organisation when required, help and respect their colleagues and exhibit positive behaviours without looking for any formal rewards or recognition.

In the results of the third hypothesis (H3) testing, Contrary to our expectations, however, the findings revealed that OCB has no significant direct effect on turnover intentions. Although previous studies have reported strong ties between OCB and turnover intention (see Chen et al., 1998; Coyne and Ong, 2007; Khalid et al., 2009), the present study failed to identify such a relationship. Nevertheless, these findings are congruent with the findings of Koys (2001), who found that OCB does not affect turnover intention among restaurant workers. Likewise, Paille (2013) investigated OCB-turnover intention model among professional social workers in Quebec, Canada, reporting a non-significant relationship between both constructs. Furthermore, Shapira-Lishchinsky and Tsemach (2014), who studied a sample of 366 teachers across several Israeli schools, revealed that both "OCB and withdrawal behaviours can be considered as different performance points on a single continuum since they may result from different relationships and antecedents, and in addition, the interrelationships between them is either insignificant or very low (p. 701).

Two possible explanations can be offered for these unexpected findings. First, the context of the present study. Paine and Organ (2000) reported that collectivist societies demonstrate more OCB than individualist cultures. Importantly, “OCBs would be common, normal behaviour within collectivist cultures” (Paine and Organ, 2000, p. 1087). Considering that Indonesia is a highly collectivist society (Coyne and Ong, 2007; Hofstede, 1983), PT Polymindo Permata - Indonesia employees exhibit higher levels of workplace OCBs. Employees willingly help their co-workers and go the extra mile to improve the functioning of their organisations. Consequently, PT Polymindo Permata - Indonesia may see OCB-related functions as a part of their culture and a fairly common behaviour. This may explain why OCBs do not have any direct influence over intentions to quit or act as a mechanism connecting training satisfaction indirectly with turnover intention. This study, therefore, failed to establish statistical significance for H1 or H3. This is not to say that OCBs are unimportant, simply that there may be some other potential mechanisms (i.e. moderators or mediators) that are yet to be explored.

Second, the present study did not include any control variables while examining the hypothesised model. Becker (2005) explains that control variables help researchers to rule out alternative explanations for their findings. Two common respondent variables that could have been controlled for include demographic characteristics (e.g. age, gender, tenure, education) and cultural differences (e.g. individualism vs collectivism). Paille (2013) believes that OCB differs across cultures. Therefore, the above findings are difficult to conclude because we did not control for demographic or cultural variables.

## IMPLICATIONS

Although the major aim of this study was to test the theoretically driven hypotheses, the findings have a number of significant implications for PT Polymindo Permata - Indonesia. The findings of the present study confirm that training satisfaction is significantly related to OCBs. This implies that should prioritise employee satisfaction with training to achieve desirable workplace attitudes and behaviours. Therefore, HRM practitioners should revise how they measure the efficacy of their training activities. Training systems, training length, size of training, dollars invested in training and other traditional dimensions of training are not effective indicators of the success of training. Employee feelings and experiences with respect to their organisation’s training and development efforts should be taken into account. In other words, training satisfaction should be considered an integral part of organisational surveys in order to maximise employees’ satisfaction with skill development activities.

Moreover, the findings of the present study highlight the need to go beyond immediate monetary rewards and to focus on skill development with the intention of keeping employees

attached and committed to the organisation. HRM practitioners should design relevant training strategies that meet the skill needs of their employees. Schmidt (2007) suggests that face-to-face training initiatives are more effective as compared to solitary training approaches. As PT Polymindo Permata - Indonesia professionals often work in high-risk field projects, one-to-one coaching and mentoring strategies might be an effective way to enhance employee skills to cope with their stressful work environments. Moreover, the effective implementation of a well-designed, relevant and well-delivered training strategy can result in employees who are more satisfied. Satisfied employees will often go beyond their formal job role and are more likely to stay with a firm longer.

## CONCLUSION

This study highlights the significant impact of training satisfaction on OCB and turnover intentions among employee PT Polymindo Permata – Indonesia. The findings indicate that training satisfaction reduces employees' intention to leave and can significantly increase their OCBs. HRM activities that focus on employee satisfaction, coupled with skill and knowledge enhancement activities, are therefore essential prerequisites in the pursuit of positive behavioural outcomes in the workplace. OCB, however, proved not to be a predictor of turnover intention nor a mediator in the model.

The present study contributes to our understanding of the causal links between training, OCB and turnover intention. Although it has been observed in the past that training does not directly influence turnover intention, the present study indicates that training satisfaction significantly influences turnover intention. Moreover, the relationship between training satisfaction and OCB has rarely been studied before. The results of the current study clearly indicate strong ties between training satisfaction, OCB and turnover intention, thus marking a significant theoretical contribution of the present study to the literature. Previous studies of the training-turnover relationship often report inconclusive results, thus the findings of this study open new avenues for future HRM research. Moreover, although OCB has previously been reported as a predictor of turnover intention and a valuable mediator between several antecedent and outcome constructs, this study found contradictory findings: that OCB does not affect turnover intention and has no mediating effect between training satisfaction and turnover intention. These unexpected findings mark another valuable contribution of the present study to the literature. Additionally, previous studies have used a traditional first generation statistical approach (e.g. multiple or hierarchical regression analysis) to examine the causal relationships among the constructs (see Juhdi et al., 2013; Saks, 2006).

Notwithstanding, the current study also has some limitations. First, given the distinct context of the present study, the findings might not be generalised to other work settings due to differences in the working environments, climate and job characteristics. Future studies may consider validating the present research model in various industries and/or geographical regions. Second, in the past, the OCB construct has been conceptualised and investigated in terms of OCBI and OCBO, and subsequently measured separately. In the present study, however, we incorporated OCBO and OCBI into a single construct. Note, however, that we did not control for culture (i.e. individualism vs collectivism), as the primary focus of this study was hypothesis testing. We suspect that the lack of controls for culture might have contributed to these unexpected findings. Therefore, future studies should consider cultural and demographic variables (e.g. age, education, tenure) as control variables in order to rule out alternative explanations for findings. Finally, the study was primarily focused on exploring direct and mediating relationships. We believe that the integration of individual or organisational factors as moderators can strengthen the relationship among these constructs.

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