

Organizational Commitment and Intention to Quit of HR Practitioners: A Study from Indonesia

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Abstract. Currently there are not many studies on turnover among HR practitioners, even though their function itself is very important in managing retention programs and reducing employee turnover in companies. This study aims to examine HR practitioners' intention to quit in the company as well as how organizational commitment could affect their intention to quit. The sample of the study was taken purposively from several HRD communication forums in Jabodetabek and 264 respondents. Hypothesis testing used the PLS-SEM approach with WarpPLS software. The results of the study reported that organizational commitment predicted HR practitioners' intention to quit. The dimensions of affective commitment and normative commitment significantly influence the intention to quit, while continuance commitment has no significant effect. The practical implication of this study is that the HR practitioners' intention to quit is at a moderate rate and organizational commitment on HR practitioners only predicts their intention to quit by partial impact, meaning the remaining is influenced by other variables. Moreover, continuance commitment does not significantly influence the intention to quit. Thus, it can be said that for HR practitioners, organizational commitment is not a strong predictor of predicting their intentions to quit. It is necessary to investigate other factors of their work attitudes that have greater influence.

Keywords: Affective commitment, continuance commitment, intention to quit, normatif commitment.

1 Introduction

Beside profitability and management of environmental problems, another important element for sustainability of a company's business is how to maintain the presence of employees [12]. That is, how employees stay at the company and contribute their best performance to produce high productivity. The phenomenon of employee turnover is an important concern for company's business. Turnover has a negative impact on the company [42], organizational performance [54], organizational productivity and profitability [7], [34]. It also gives impact on the loss of skills, abilities, and knowledge developed by employees through experiences and trainings [47], [48]. From a financial

perspective, due to employee turnover, costs also arise for recruiting and selecting new employees, costs for temporary staffing and training costs [23].

The attention of employee turnover has not been yet directed to HR practitioners. In fact, the role of HR practitioners in the company is very important to run HR management systems and practices in the company which will directly and indirectly have an impact on employee turnover in general, so if HR practitioners leave the company, it will disrupt the company's business sustainability and can have an impact on employee turnover in general. If HRM systems and practices are implemented well, it will give a positive implications on productivity and company performance. This means that if HR practitioners in the company have a negative experience of their affective processes, it can affect them in deciding to leave the company which also affect the business itself.

The issue of employee turnover itself is closely related to the company's success in implementing Human Resource Management (HRM) practices. HRM in company or organization is an agent for company's success by ensuring the welfare of employees in it [44]. Company or organization will experience serious problems if it is not appropriate in HRM [50]. A study reported a significant relationship between employee turnover and company stability, wage rates, industry, work situation, training and supervision, as well as organizational effectiveness [2]. A significant positive correlation between HRM practices and employee turnover was also found. It was also reported that the High Performance Work System (HPWS) practice whose main activity is the implementation of HRM, has a mediating role between organizational commitment and employee's intention to quit [13].

By considering the negative impact of employee turnover, especially those of HRM practitioners, it is important for company to know the factors that cause them to leave. Our preliminary study which conducted in Jakarta to 34 HR practitioners from a group of managers, showed that there were some serious problems that caused their intention to quit or move to another company. These problems are organizational climate, salary and facilities, organizational commitment, organizational culture, work motivation, rewards, work stress, role conflict, and management compliance issues with the labor law. This shows that there are several issues which can further affect HR practitioners' intention to quit from the company.

In particular, it needs to be investigated what causes them to leave the company (intention to quit). One of important factors of employee turnover is organizational commitment. As a psychological construct indicates the relationship between employees and their company or organization, organizational commitment has implications for individual decisions to

determine the sustainability of membership in the company or organization [40]. Previous research showed that organizational commitment is the most common factor that can influence employees whether to stay or leave the company [11], [41], [49]. The high level of organizational commitment can be a way to reduce employee turnover [42]. Organizational commitment research related to intention to quit is mostly done on employees in general or from other professional fields reported a negative relationship between organizational commitment and intention to quit [6], [8], [56].

What about the effect of organizational commitment on intention to quit among HR practitioners? So far, there has not been yet much research related to the effect of organizational commitment on the intention to quit among HR practitioners. Whereas HR practitioners have an important role and a large contribution in HRM practices in companies that directly or indirectly affect productivity [22], [24], organizational performance [1], [38], [46], and even turnover or employee turnover intentions [15], [22], [53]. This research is intended to investigate the effect of organizational commitment on HR practitioners and how they affect the intention to quit. This research is expected to help us understand the HR practitioners' intention to quit, particularly related to organizational commitment and each of the dimensions, namely affective commitment, continuance commitment, and normative commitment [35].

2 Literature and Hypotheses

2.1 Intention to Quit

Research models for investigating employee turnover problems have been developed by several researchers. Employees have two choices of attitude at work, namely whether to remain in the company or quit the company. The relationship of one's intention to behave theoretically is explained by the theory of planned behavior [3], which is the development of the theory of reasoned action [4], i.e. an actual action is predicted by the behavioral intention which indicates how hard the individual wants to try and how much effort is planned with the intent to carry out the action. Someone will evaluate the desired behavior and think whether an important person in the company wants them to do it (subjective norms), this will result in higher intentions.

Porter & Steers' [49] model emphasized intention to quit as an affective process and is described as "*the next logical step after experiencing dissatisfaction in withdrawal process*", meaning that the action of thinking of leaving the company is the next logical stage after the individual experiences

dissatisfaction. In the concept of Mobley *et al.* [37], the process of intention to quit consists of three elements in the cognitive process of someone leaving the company: thinking to stop, the intention to find another job, and then the intention to quit. The intention to quit is also referred as an intermediate process before someone decides to quit the company [36]. The previous process is evaluating current work, feeling dissatisfaction, thinking of stopping, evaluating to find alternative jobs and calculating the cost of quitting the current job, intending to find alternative jobs, looking for another job, evaluating new jobs, comparing alternative jobs with current jobs, the emergence of quitting intentions or continuing to work in the company, and deciding whether to continue working or leave the company.

The intention to quit will direct the individual towards the behavior of leaving the company and turning to another company or turnover. Turnover can give positive or negative implications, depending on who leaves the company. The company will get a positive impact if the employees who leave are employees who have poor performance. However, turnover has become one of the challenges faced by a company or organization because it can have a negative impact on the company if the employees who leave have high performance [42]. One of the negative impacts that can be experienced by companies is the loss of skills, abilities, and knowledge developed by employees through experiences and trainings [47], [48]. In addition, employee turnover can require high costs for recruitment costs, administrative costs, training costs for new employees, and others [23]. A significant relationship between employee turnover (company stability, wage rates, industry, work situation, training and supervision) and organizational effectiveness was found[2].

2.2 Organizational Commitment

Organizational commitment can be defined as how a person can identify himself in an organization that accepts and believes in goals and values, then shows a strong willingness to make efforts, and a strong feeling to remain an organization in the company [40]. The conception of organizational commitment can also be interpreted as the internalization of a person in the organization towards interest or as motivational phenomena and is also explained by using a planned behavioral theory model from Ajzen [3] to contradict commitment attitudes seen as normative beliefs internalized with instrumental beliefs [58]. Meanwhile, the term organizational commitment is also referred to as macro-level function, which is a commitment that is more macro than the commitment of employees to the organizations that employ

them, such as commitment to the profession or position, and commitment to trade unions [57].

Affective commitment, continuance commitment, and normative commitment are the components of organizational commitment [35]. Affective commitment is the emotional attachment of employees to the organization. Employees who continue working in the company because they want to do it indicates strong affective commitment. According to Mowday *et al.* [41], affective commitment has several antecedents, namely structural characteristics, characteristics related to work, work experiences, and personal characteristics. Continuance commitment is related to the awareness of the costs that will arise if one decides to leave the organization. Any costs that must be borne when leaving the company can be an antecedent of the continuance commitment, in addition to the feeling that they must do it. Normative commitment reflects feeling obliged to continue working. Employees with a high level of this commitment feel that they must stay with the organization. Wiener [58] suggested that the feeling of being obliged to continue working in a company or organization can arise from the internalization of the notational pressures experienced by individuals before entering into the organization (socialization in the family or culture) and following entry (socialization of the organization).

Meyer and Allen [35] conceptualized organizational commitment as a psychological condition of employees that indicates the relationship of employees with the organization and has implications on the decision whether to continue or to quit the organization. The three components of commitment are considered as psychological state experienced by employees at different levels, for example, an employee may feel a strong desire and a strong need to continue working in the company or organization, however, there is little obligation to do so; others may want a little, moderate needs, and strong obligations, and so on.

2.3 Organizational Commitment and Intention to Quit

Organizational commitment is a variable that has been widely investigated as a phenomenon within the organization and its impact on the workplace on major organizational outcomes such as employee turnover, performance, absenteeism, and motivation.[33], [35], [43]. As a psychological construct that indicates the relationship between employees and their company or organization, organizational commitment has implications for individual decisions to determine the sustainability of membership in the company or organization [40]. Organizational commitment is also the most common factor that can influence employee's decision to remain or quit the company [11], [41],

[49]. High level of organizational commitment can be a way to reduce employee turnover [42].

Other studies have also reported a negative relationship between employees' organizational commitment and the intention to quit [6], [8], [56]. Several other studies which investigated the effect of organizational commitment on the intention to quit, reported that organizational commitment is the behavioral indicator of employee's discharge from the company [14], [26]. Some other empirical evidence also reported that organizational commitment has a significant effect on intention to quit [6], [8], [13], [30], [31], [32], [51], [59].

The three components of organizational commitment individually or together act as dimensions of organizational commitment, affect the intention to quit. As Mowday *et al.* [41] pointed out, affective commitment—which acts as a personal characteristic related to work and work experience—and continuance commitment—which refers to the awareness and consequences that will arise if one decides to leave the organization—are factors that influence the intention to quit. Likewise, normative commitment that reflects a sense of obligation to continue working, as a factor affecting them to stay in the organization. Schematically, the three dimensions of organizational commitment directly affect the intention to quit and are described in the conceptual model in this study as presented in Figure 1.

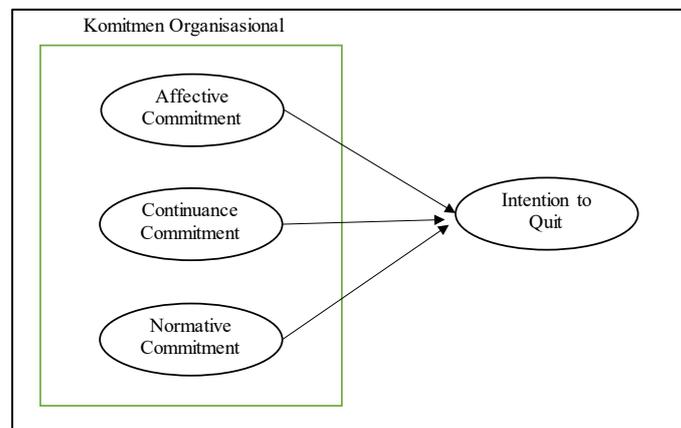


Fig. 1. Research Conceptual Model

Based on a review of organizational commitment theory and its effect on the intention to quit, the hypothesis in this study are:

H1: Affective commitment has an effect on the intention to quit among HR practitioners.

- H2: Continuance commitment has an effect on the intention to quit among HR practitioners.
- H3: Normative commitment has an effect on the intention to quit among HR practitioners.
- H4: Organizational commitment has an effect on the intention to quit among HR practitioners.

3 Research Methodology

This research is a quantitative study with the research sample taken purposively from 264 HR practitioners through several HRD forums in Jakarta, Bogor, Bekasi and Tangerang on July to October 2019.

The measurement of the intention to quit used a unidimensional made by Cammann [9] consisting of 4 items. While the measuring tool used to measure organizational commitment of HR management practitioners is a measuring tool developed by Jaros [25] based on Allen and Meyer's theory [5] consisting of 20 items representing dimensions of affective commitment, continuance commitment, and normative commitment. The measurement of the construct of the intention to quit and organizational commitment used a Likert scale of 1 - 5 with the information number 1 as "strongly disagree", 2 as "disagree", 3 as "doubtful", 4 as "agree", and 5 as "strongly agree".

Partial Least Square (PLS) approach with WarpPLS software version 6.0 was used in this study for data analysis. Data analysis and hypotheses testing were carried out through a series of statistical testing methods. Model-1 examined the effect of each dimension or component of organizational commitment. Whereas Model-2 examined the effect of organizational commitment as a construct variable formatively formed by affective commitment, continuance commitment, and normative commitment on intention to quit.

4 Result

4.1 Descriptive Analysis

Based on the data tabulation, the number of dominant male respondents is 68.6%, while the number of female respondents is 31.4%. Based on the groups of age, the characteristics of respondents are divided into groups of generations,

namely baby boomers in the 1946-1964 birth group, generation X in the 1965 - 1979 birth group, generation Y or millennial generation in the birth group 1980-1996, and generation Z born after 1996. The X and Y generations dominated the age group, respectively 47% and 40.1%.

Based on marital status, the number of respondents who are married and have been married is 73.5%, and those who are married is 26.5%. Meanwhile, based on the level of education of the respondents is dominated by undergraduate and diploma groups, respectively 56.4% and 21.2%. The number is also quite high in the graduate group which is 13.6%. While the numbers in high school and doctoral groups are respectively at 5.3% and 3.4%

Based on the characteristics of respondents' job positions, the staff group is of 40.1%, the manager and supervisor groups are of 36% and 18.6% respectively, and lastly, the director group is of 5.3%. Meanwhile, based on the industry group in which the respondents work, the manufacturing industry group and the consultancy / education group are quite dominant, 28% and 21.6% respectively. Other industry groups are the media and banking / financial services, which have the same amount of 8.3%. The other industry groups respectively are the hospital industry 7.6%, hospitality 4.9%, IT 3,4%, retail 2.7%, property / construction services 2.3%, outsourcing services 2.3%, warehouse and agriculture / animal husbandry respectively 1.5%, public services 1.1%, FMCG industry, pharmaceuticals, catering 0.8% each, and lastly, the oil and gas industry 0.4%.

4.2 Testing The Validity of The Measurement Model

Testing the validity of the model instrument was carried out before testing the structural model. Reliability and validity testing was carried out at an early stage to test the latent variable constructs. The PLS method is very helpful for data testing even with less normality, and the use of PLS is also very good in exploratory models and also in developing theories [16], [39].

The value of factor loadings was evaluated in testing the validity and reliability. Table 1 shows all loading measurements of statement items, obtained from confirmatory factor analysis on each latent construct, with a recommended minimum threshold of 0.50 [19], [27] which shows items a statement can meet the value of convergent validity.

Table 1. Evaluation of the measurement models

Constructs	Items	Loadings	CR	α	AVE	FVIF	Normal
<i>Affective Commitment</i>	OC1	0.689	0.846	0.772	0.526	1.701	Yes
	OC5	0.727					

	OC6	0.793					
	OC7	0.605					
	OC8	0.796					
<i>Continuance Commitment</i>	OC9	0.675	0.871	0.822	0.531	2.092	Yes
	OC10	0.774					
	OC11	0.727					
	OC12	0.773					
	OC13	0.737					
	OC14	0.678					
<i>Normative Commitment</i>	OC15	0.766	0.891	0.851	0.581	2.800	Yes
	OC16	0.777					
	OC17	0.541					
	OC18	0.832					
	OC19	0.830					
	OC20	0.788					
<i>Intention to Quit</i>	ITQ1	0.896	0.935	0.907	0.781	1.537	No
	ITQ2	0.869					
	ITQ3	0.911					
	ITQ4	0.860					

Notes: Items OC2, OC3, and OC4 are dropped from the analysis; loadings factor has significance level of 99% confidence level or $P < 0.001$; CR = composite reliability; AVE = average variance extracted; FVIF = full collinearity variance inflation factor; Normal = normally distributed (robust Bera-Jarque); All scales were reflective and used a Likert five-point scale

Items with a loading factor value < 0.5 must be dropped, this is intended to increase the AVE value and fulfill the rule of thumb measurement model. The items that have the lowest loading factor in the construct are OC2, OC3, and OC4. Although there is one item that has a loading factor value between 0.5-0.6, namely OC17, which is still acceptable for the construct development stage [20], [21]. To ensure the reliability measurement results, an examination was carried out on the composite reliability value and Cronbach's Alpha value. In Tabel 1, it can be seen that all composite reliability and Cronbach's alpha values exceed the recommended threshold of 0.7 [17], [45], which means that all constructs meet the internal consistency reliability. Furthermore, seeing the magnitude of the AVE value generated in each construct, which values > 0.5 , means that all constructs have met the criteria of convergent validity. Further, the Full collinearity value of VIF in each construct also fulfills the rule of thumb measurement model, that is < 3.3 , which means that multicollinearity problem was not found between indicators.

Furthermore, validity testing by testing discriminant validity used the method of comparing the correlation between variables with the AVE value [54] where the correlation value cannot be greater than the AVE value on the

diagonal line in the table. Table 2 describes the discriminant validity of this study.

Table 2. Latent variable correlations and square roots of AVEs

	AC	CC	NC	ITQ
Affective commitment (AC)	0.725			
Continuance commitment (CC)	0.419	0.729		
Normative commitment (NC)	0.585	0.722	0.762	
Intention to quit (ITQ)	-0.531	-0.361	-0.521	0.884

In Table 2, it can be seen that the discriminant validity test shows good results, where all variables have a correlation number below the AVE value on the diagonal line, so it can be said that all variables meet the criteria of discriminant validity and variable constructs can explain the phenomenon being measured.

4.3 Evaluation of The Structural Model

Table 3 presents a summary of the fit indices data models that are often used in this type of analysis [10], [28]. Four fit indices, namely average path coefficients (APC), average R-squares (ARS), average full collinearity variance inflation factor (AFVIF), and Tenenhaus goodness-of-fit index (GoF) allow us to assess the extent to which the hypothesized model fits the data. The APC and ARS indices reveal problems related to structural models (relationships between related variables), while AFVIF and GoF are useful in identifying problems related to measurement models (the relationship between latent variables and indicators).

Table 3. Model fit indices

Fit index	Value	Significance or acceptance level
APC	0.231	P<0.001
ARS	0.363	P<0.001
AFVIF	1.981	Acceptable if ≤ 5 , ideally ≤ 3.3
GoF	0.469	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

Statistically, the APC value is significant at the level of $P < 0.001$ with a coefficient value of $\beta = 0.231$, as well as a significant value of ARS at the level of $P < 0.001$ with a coefficient value of $\beta = 0.363$. The AFVIF value is 1.981, which means that it is below the threshold of a value of 3.3. This indicates that

there is no wide collinearities in the model. GoF is generated at 0.469 above 0.360, which means large fit. Thus it can be said that these values give confidence in the hypothesis testing process. The support or absence of support for the hypotheses is summarized in the table 4.

Table 4. Output Path Coefficients, P values and T values

Hipotesis	Hypothesis	Path coefficient	P-value	T-value	Supported
H1	AC→ ITQ	-0.342	<0.001	-6.562	Yes
H2	CC→ ITQ	-0.016	0.381	-0.304	No
H3	NC→ITQ	-0.336	<0.001	-6.460	Yes
H4	OC	-0.553		-10.621	
	(overall)→ ITQ		<0.001		Yes

Notes: ITQ = intention to quit; AC = affective commitment; CC = continuance commitment; NC = normative commitment; OC = organizational commitment; Study 2 used second order confirmatory factor analysis before hypothesis test

Based on Figure 2, intention to quit is significantly ($P < 0.001$) and negatively affected by affective commitment and normative commitment, but not by continuance commitment ($P < 0.38$). Organizational commitment as a construct has a strong effect in decreasing the intention to quit ($P < 0.001$). These mean that the H1, H3 and H4 hypotheses are accepted, while the H2 hypothesis is rejected. The decision criteria (conclusion) is to look at the significance value. The significance value used is two-tailed with a P-value of 0.05 (significance level = 5%).

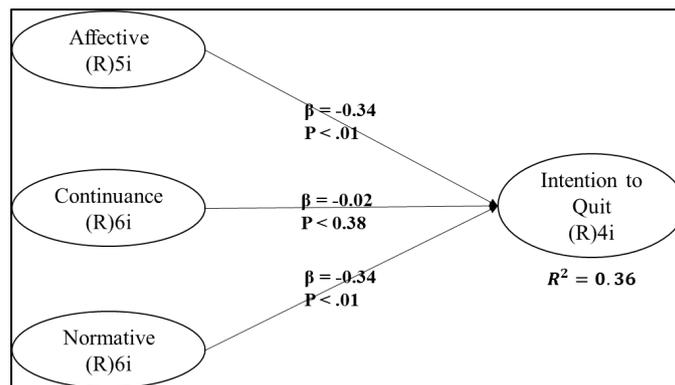


Fig. 2. Result from study Model-1

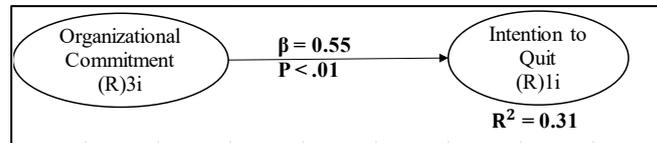


Fig. 3. Result from study Model-2

The result of the Model-1 study showed the R-squared coefficient for the intention to quit is 0.363, while the adjusted R-squared coefficient is 0.36. This means the variation of the intention to quit can be explained by affective commitment and normative commitment of 36.3%, and the remaining of 63.7% is explained by other variables outside the model. The R-squared coefficient for the Model-2 study in Figure 3 is not much different from the Model-1 study of 31%, however, it does seem to strengthen the coefficient of its effect on intention to quit by -0.553 ($P < 0.001$).

5 Discussion

Partially, the dimensions of organizational commitment that have effects on intention to quit are affective commitment and normative commitment. Affective commitment to the company is closely related to the employee's desire to continue the work because they want it. Affective commitment as an inner bonding that is felt by employees in the organization, is characterized by identification and involvement with the organization, as well as the feeling of pleasure being a member of the organization. The intention to quit itself is an affective process and as a logical stage after a person experiences dissatisfaction [49]. It is important for HR practitioners to build affective processes where they emotionally want to continue the work and build their organizational commitment. It is very important to build awareness and emotion for their work as managers and implementers of tasks related to organizational, management and human problems that require sincerity, passion and intrinsic motivational elements. As stated earlier, affective commitment has several antecedents, including characteristics related to work and work experience [41].

Meanwhile, normative commitment reflects employees feeling obliged to to continue their work in the company. Employees with a high level of commitment feel that they must stay with the organization [41]. The intention to quit which is conceptualized as a person's cognitive process, starts from the process of thinking to stop, then followed by the intention to find another job, and finally, the intention to stop appearing [37]. These are related to the

existence of normative awareness in a person to remain working in the company. Normative awareness is very important for HR practitioners. Feelings of an obligation to continue working in a company or organization can arise from internalizing normative pressures [58]. In HR work, normative pressures include work related to compliance with the law, morals and ethics, fairness and equality, and encouragement to improve employee welfare.

In contrast to the dimensions of affective commitment and normative commitment, continuance commitment does not have a significant effect on the intention to quit among HR practitioners. Continuance commitment is related to the awareness of the costs that must be borne if one decides to leave an organization. The costs that must be borne if leaving the company can be an antecedent of the continuance commitment [41]. This means, things related to continuance that are related to the costs does not affect the HR practitioners' intention to quit. This is not in accordance with the explanation of organizational commitment theory and its relationship with the intention to quit that stated high organizational commitment will reduce the intention to quit. However, this result is in line with a study conducted by Yasmin & Marzuli (2015) among nurses in a psychiatric hospital in Punjab, Pakistan that contonance commitment does not have a significant effect on the intention o quit.

The characteristics of the respondents can also be considered, where almost half of the respondents (47%) are millennials (born 1980-1996). If added with generation Z (born after 1996), the number is 57.6%. Further, the number of generation X is 40.2%, while the generation of "baby boomers" is only 2.3%. In relation to these generational differences, it is reported that different generations have variations in work-related behaviors and behavioral characteristics [18]. Thus, there are generational effects on different work attitudes in general [29]. The Solnet and Kralj's Study [55] provided an overview of the differences in Generation X and Millennial Generation. It was found that Generation X employees are more engaged and affectively committed to the organization than millennial generation employees, they also feel more satisfied with their work. By contrast, millennials more likely tend to plan to quit their jobs and to perform poorly if their co-workers do it. The absence of a significant effect of continuance commitments on intention to quit may be related to generational differences because a study by Kowske *et al.* [29] reported that higher level of satisfaction with job security, job satisfaction, recognition and development and career progression are shown among Generation Y or Millenials compared to the Boomer and Generation X. However, they have the same level of satisfaction with compensation and benefits, for the work itself and for the intention to quit.

The significant effect of affective commitment and normative commitment on intention to quit among HR practitioners statistically predicted by 36%. Organizational commitment as a construct variable has a significant effect on the intention to quit by looking at the statistical tests on Model-2. The coefficient of the bet increases by -0.553. This means that employees' organizational commitment, when it is built as a whole from its dimensions—specifically affective commitment and normative commitment—has a stronger influence than when organizational commitment is built individually from each dimension. In addition, in order to build employee attitudes in the workplace, including HR practitioners, it is also necessary to consider generational differences between them so that work attitude development programs and retention programs can be made more effective. This way, employees can stay in the company and contribute their best.

5.1 Limitations and Future Directions

This study showed a significant effect of affective and normative commitment on the intention to quit and also the effect of organizational commitment as a construct of variables on the intention to quit. Meanwhile, there was no significant effect of continuance commitment on the intention to quit. This study have limitation in population coverage and the number of samples taken. It needs to be done on a wider population and a larger sample size which can meet wider population representation of HR practitioners across Indonesia.

Future research need to carry out with analysis and testing to include generational difference in the workplace. Is generational difference one of the factors that affect continuance commitment on the intention to quit? Or more comprehensively, is there a link between generational difference on the effect of organizational commitment on the intention to quit, especially among HR practitioners?

6 Conclusion and Implication

6.1 Conclusion

The result of partial testing showed that affective commitment and normative commitment have a significant effect on the intention to quit. Meanwhile, the continuance commitment has no significant effect on the

intention to quit. In simultaneous testing, organizational commitment has a significant effect on the intention to quit. For HR practitioners, organizational commitment is an important variable to reduce their intention to quit the company. Dimensionally, affective commitment and normative commitment play an important role in building organizational commitment.

Based on the results, to build HR practitioners' organizational commitment, and be able to keep them in the company, their affective processes need to be strengthened to build identification and engagement with the organization, as well as the feeling of being a member of an organization where they emotionally want to continue their work and build their organizational commitment. It is very important to build awareness and emotions for their work as managers and performers of tasks related to organizational, management and human issues that require sincerity, enthusiasm and an element of intrinsic motivation. In addition, HR practitioners need to build normative values, namely a feeling of obligation to continue their work and to stay together in the company. Normative values related to compliance with law, morals and ethics, justice and equality, as well as encouragement to improve employee welfare. Whereas with regard to loyalty to continuance commitment, HR practitioners are not afraid of losing what they have done or are in the company, but how they can build their feelings and identification for the organization and build normative values related to their work both morally and ethically, justice and equality, and compliance with laws and regulations.

6.2 Implication

The result of this study provide recommendations on a theoretical study of organizational commitment, specifically related to the intention to quit. It is necessary to investigate work attitudes, especially organizational commitment, work engagement, and job satisfaction related to generational differences.

The result of this study provide practical implications for business people that it is very important to give attention to HR practitioners in the company, where they, as employees, also have problems relating to organizational commitment that affect their intention to quit from a company or organization. Maintaining their presence in the company is very important and strategic because their work attitude, especially their intention to quit, in addition to encouraging their turnover, also has direct implications for the continuity of HR management practices in the company, and indirectly will give implications for the general employee turnover rate that can disrupt business continuity and the company's life.

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