

## **Engagement n Commitment to ITQ**

Deddy Rusyandi

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**ABSTRACT:** *The purpose of this study is to demonstrate the importance of employee engagement and commitment of employees as well as its relationship with employees intention to quit the frontline bank employees in Bandung. The method used is descriptive verification, with a sampling of the population through disproportionate stratified random sampling technique, whereas for data collection questionnaire and conducted engineering. The research subjects were also as the unit of analysis in this study is the frontline employee (teller and customer service) that serve common customers, where this position is vulnerable to turnover, while in fact they are the spearhead of which is connected to the customer's bank. Samples were randomly selected from the 24 banks that are used in this study. A total of 317 respondents participated. Data were analyzed using the Smart PLS 2.0. Linear regression analysis showed no significant linear relationship, strong, and negative between the level of employee engagement and commitment of the employees on the intention to stop level.*

**Keywords:** *engagement; commitment; intention to quit, frontline.*

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### **I. INTRODUCTION**

#### **1.1. Background**

Growth bank is quite rapid in Indonesia, both for Commercial Banks, Regional Development Banks, and Bank Syariah trigger competition among the three types of banks. This intense competition can be seen from the growth of the bank's assets reached 15.5% in 2013. According to Mark Plus Consulting, in 2013, Commercial Bank recorded asset growth of 15%, while the Regional Development Bank recorded asset growth of 22% while the Sharia Bank recorded assets by 27%. Although banking developments are still fairly rapidly bank need to be aware of the problems that arise, namely: regulation, competition is fierce and human resources, or HR (<http://econo-my.okezone.com/read/2013/>).

According to the survey conducted by Price Waterhouse Coopers (PwC, 2013), issue regulations regarding the interest rate, while the problem of the scarcity of human resources is the difficulty of finding a college graduate background of the quality education that is relevant, while the problem of competition is competition for labor competent, qualified and in accordance with the needs of the banking industry. This scarcity is one of the factors that led to increased staff turn over banks, is more than 20% in a year. ([Http://economy.okezone.com/ read / 2013 /](http://economy.okezone.com/read/2013/)).

A high turnover rate adversely affects the banks, because of a high turnover rate raises the cost of which can interfere with the achievement of objectives (Mathis and Jackson; 2009). High turnover rates had a negative effect on an organization, because it can lead to loss of productivity, profitability, the company's knowledge, skills, and competencies (Butali; 2013).

Turnover is a manifestation of intention to quit, this means that the number of intent or desire to stop will be greater than the turnover itself (Makhbul, et al .; 2011). Intention to quit either completely stop would also move the work is a major concern for companies because when employees do not mind in the organization, concentration and motivation will disappear and this will lower the productivity and efficiency of the organization.

Results of research on the quality of service of the bank, in 2010, conducted MRI (Marketing Research Indonesia) in four cities, such as Jakarta, Bandung, Pekanbaru and Banjarmasin, found that industrially excellent service quality has decreased. The main cause of this decline lies in aspects of frontline services, such as security guards, customer service and teller. Security guard is seen over service, teller deemed not to have the skills to keep abreast of customer expectations continue to rise.

The decline in service quality of frontline employees of banks in Indonesia, including frontline employees of the bank in Bandung, is caused by the feeling that they are less noticeable when their presence is very important as a link between companies and customers and also as a source of information for customers and prospective customers. They also charged a target in selling bank products, customers or recruit new account opening. It can drive on their desire to stop working (intention to quit) and the manifestation of the intention to quit this is the realization of turnover, and turnover of banks in Indonesia reached 20% a year (Awaldi, 2014).

Employees who intend to quit an indication of reduced levels of productivity that will result in disruption of corporate activity, such as increased absenteeism, less excited, inaccurate and lead to reduced performance.

Though high employee performance have a positive impact in achieving the goals of the organization (company), as it reflects the productivity of an organization that reflects the employee's ability to achieve the objectives as planned (Nusair, 2013).

Seeing the impact of intention to quit, as the HR manager should be able to suppress the intention or desire of employees to quit by creating conditions that may encourage employees to feel at home and want to continue being in the organization (intention to stay). Some research reveals that employees who have a commitment likely to want to be in the organization for a long time, as said Robin (2012) that employees who have a strong commitment to continue to be in the organization and contribute to the success of the organization. The results also mention that employee engagement is emotionally involved with their organization and will become more passionate with his work (Balakrishnan, 2013).

Based on the above explanation, the problem is very important to investigate, because the intention of frontline employees to leave the company can reduce the performance of employees implicated in disruption of overall organizational performance. There are allegations that the Intention to quit may be reduced if the employee has a level of engagement in their work and commitment to the company, because they tend to have a desire for longer with the organization.

### **1.2. Research problems**

Research problems can be formulated as follows:

1. Describing employee engagement, employee commitment and intention to quit frontline employees of the bank in Bandung.
2. How does it effect employee engagement toward frontline employees intention to quit the bank in Bandung.
3. How does it effect employee commitment toward frontline employees intention to quit the bank in Bandung.

### **1.3. Research purposes**

From the research problem above, the purpose of this study was to explore and reviewing and analyzing the following things:

1. An overview of employee engagement, employee commitment and intention to quit frontline employees of the bank in Bandung.
2. Effect of employee engagement toward frontline employees intention to quit the bank in Bandung.
3. Effect of employee commitment toward frontline employees intention to quit the bank in Bandung.

## **II. LITERATURE, FRAMEWORK FOR THINKING AND HYPOTHESES**

### **2.1. Literature review**

To answer the problems that have been formulated in the formulation of the research problem, will be assessed theories that are relevant to the research problems.

#### **2.1.1. Employee Engagement (Employee Engagement)**

Some researchers have tried to make the definition of employee engagement, including Gallup Organization (2005) which defines employee engagement as "the involvement with and enthusiasm for work". Crim and Seijts (2006) defines employee engagement as "a person who is fully Involved in, and enthusiastic about his or her work. Engaged employees care about the future of the company and are willing to invest the discretionary effort to see that the organization Succeeds ". Other researchers Lockwood (2007) defines that "Engaged employees work harder, are more Likely to go above the requirements and expectations of Reviews their work". Lockwood statement is in line with the statement proposed by Crim and Seijth. while Robin (2012) defines engagement as involvement, satisfaction and individual enthusiasm to the work they do. Robin opinion shows that engaged employees feel engaged and satisfied with the work that showed enthusiastic attitude towards work.

Meanwhile Robinson et al. (2004) provides a definition of employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, the which requires a two-way relationship between employer and employee ".

Some famous organizations such as Perrin's Global Workforce Study; Robinson et al .; and the Gallup organization provides a definition which is not much different about this employee engagement. Perrin Global Workforce Study, for example, using the definition of employee engagement as adopted by Markos and Sridevi (2010), which is: "employees' willingness and ability to help Reviews their company succeed, largely by providing discretionary effort on a sustainable basis." Based on these studies say that "engagement is affected by many factors Which involve; both emotional and rational factors Relating to work and the overall work experience". Likewise, it Wegner (2011) defines that "Engaged employees believe they play an integral part in

their organization Achieving Also its mission and feel as though Reviews their values are aligned with the organizational mission".

Opinion Robinson, Perrin's and Wegner on top look a bit different to the definition put forward by Galup, Crim, Lockwood and Robin, where Galup, Crim, Lockwood and Robin emphasize employee engagement in their work, while Robinson, Perrin's and Wegner more emphasis on the organization. However, both groups of researchers can be connected that employee engagement on aspects of their work in order to achieve organizational goals that have been set.

From the definition that expressed by researchers such as Markos and Sridevi (2010); Crim and Seijts (2006); Lockwood (2007); Wegner (2011); Robinson et al. (2004); Gallup organization (2005); and Robin (2012), in this study made a construct that can complement these definitions, which is that employee engagement is a "positive attitude that employees have to work, which is reflected in the enthusiasm, satisfaction and fully engaged with their work, they feel as part integral to the organization in achieving its mission, which makes them more willing to work hard together with his colleagues and give discretionary effort (beyond the standard) to help achieve the goals of the organization ". The construct was built by two dimensions consisting of : 1) a positive attitude that employees have to work and 2) as an integral part of the organization.

### **2.1.2. Employee Commitment**

Commitment is a uniting force between employees and the organization, as proposed by Meyer & Herscovitch (2001), in which they define commitment as "... a force that binds an individual to a course of action that is of relevance to a particular target of ". With the commitment of the employees will perform actions that can deliver the organization achieve its objectives. Understanding of this commitment continues to grow, but it seems so far the concept of employee commitment can not be distinguished from the concept of organizational commitment. This can be seen from the definitions proposed by researchers on both of them there was no significant difference. Dixit and Bhati (2012), for example, define employee commitment as "It Reflects the extent to the which the employee's identify with and organization and is committed to its goals". Other researchers, namely Newstrom and Davis (2002) says "as the degree of employee commitment to the which an employee Identifies with the organization and wants to continue Actively participating in it". Opinions Nestrom and Davis is in line with Dixit, where they argued that employee commitment refers to the extent to which an employee is familiar with the organization and want to continue to participate actively in it).

Meanwhile other researchers give different terms relating to the integration of employees with the organization, which they call as organizational commitment. Some researchers include Pareek (2004), Litle and Litle (2006), and Robin (2012). Pareek (2004), defines "organizational commitment as a person's feeling with regard to continuing his or her association with the organization, acceptance of the values and goals of the organization, and willingness to help the organization Achieve such goals and values".Little and Little (2006), defines "Organizational commitment as the degree to Which Identifies an individual with an organization and is committed to its goals. Similarly, Robin (2012) which defines organizational commitment as a situation where an employee is favoring a particular organization as well as the objectives and intention to maintain membership in the organization. Referring to the definition of the commitment expressed by researchers at the top in this study the concept of employee commitment and organizational commitment concept is the same thing.

Adopting the opinion of Martins et al, Oliver (2010) noted that the commitment of employees "as encapsulating by giving all of oneself while at work". They also stated that the commitment of employees requiring such things as using time constructively, attention to detail, make an extra effort, accepting change, cooperation with others, self-development, respect for the beliefs, pride in the ability, look for improvements and give loyal support. Employees now more confident in their value to the employer, and consciously choose to work for organizations that meet his expectations.

Oliver also adopted the idea Hellriegel, et al. which states that, as well as job satisfaction, commitment of resources or factors can vary from person to person. An initial commitment of employees in an organization is primarily determined by their personal attributes, such as personality and attitude, and how well the suitability of initial work experience to their expectations. Furthermore, the commitment of employees will be affected by work experience, many factors that lead to job satisfaction also contribute to the commitment or lack of commitment of employees, such as: payments, relations with superiors and co-workers, working conditions, and opportunities for advancement. Over time, employee commitment tends to become stronger as people develop a deeper relationship and to spend more time with the organization and their associates; seniority also often bring benefits tend to develop a more positive attitude. Increasing age reduces the chances of employees in the job market, and this can cause employees to be more strongly attached to their current job.

From the definitions put forward by researchers, such as: Meyer & Herscovitch (2001); Pareek (2004); Dixit and Bhati (2012); Newstrom and Davis (2002); Litle and litle (2006); Robin (2012) and Oliver (2010) can be developed a construct of employee commitment is "employees who sided with the organization for recognizing the values and goals of the organization stretcher, therefore they want to maintain membership, and help

organizations to actively participate and give everything to achieve the goal and values of the organization ". In the constructs contained the following elements: 1) recognize organizations; 2) retention of membership; 3) participate actively; and 4) provide everything.

### **2.1.3. Intention To Quit (Intention Stop)**

Intention can be defined by a desire or intention arising from oneself toward something. When someone has the intention then it is likely he will carry that intention. Khan (2013), referring to the earlier researchers explained that the intention is the most direct determinant of actual behavior. Therefore intention to quit is defined as a forerunner to a complete stop on a particular job. Correspondingly Makhbul, et al (2011) also explained that the intention of stopping is a manifestation of the actual turnover.

Some people argue that the intention to quit the same as the turnover intention, as stated in the research Balogun, et al (2013) which implies that the intention to quit or turnover intention can be used interchangeably implying intention or willingness of employees to quit his job or leave his job in soon or immediately after employment. But actually there is a difference between the two, employees who want to move would have stopped, but people who want to quit will not necessarily change job, because there may be people who want to quit have not wanted to work again in any company. However, both will have an impact on turnover.

Intention to quit either completely stop would also move the work is also a big problem because when the mind is not in the organization's employee concentration and motivation will disappear and this will lower the productivity and efficiency of the organization. Tan, et al. (2007) revealed that there are several reasons related to one's intention to quit working. Eg job stress and job satisfaction were correlated with the commitments that have an impact on a person's decision to leave or stay in the organization.

Intention to quit, could arise from personal reasons (people) or any of the reasons the company itself. Reasons individuals based on observation and experience of employees, among others, is: because it is no longer able to work; family reasons; or feeling tired of being an employee. While the reason for the company or organization according Windya (2013), there are at least seven major reasons why employees want to move or quit the job, namely; 1) work under pressure; 2) Got a better job offer; 3) The working atmosphere is not conducive; 4) There is a promising future; 5) Do not animate the work; 6) Stress; and 7) have no challenges in the work.

Referring to the opinion of Balogun. et al (2013), Windya (2013), Schalkwyk et al. (2010), Mxenge, et al. (2014) constructs can be made that the intention of stopping (intention to quit) is the intention of the employee to quit his job either completely stopped or moved to another company in the near future factors caused by individuals and organizations. In the constructs shown that the intention of stopping can be based on individual factors and organizational factors.

## **2.2. Framework**

Every company including Bank wants its employees to have high performance, but difficult if employees desire or intent to stop or get out of the company. Intention to quit the phenomenon experienced by many bank employees, especially employees of the Frontliner. This is demonstrated by the high level of turnover in the banking sector. Turnover is a manifestation of intention to quit / intention to leave / turnover intention. Intention to quit this bad for the company, because employees who have no intention of stopping negative impact on productivity and performance.

Some researchers say, have the engagement and commitment of employees is a tremendous advantage for the company, because employees are bound and committed employees who will leave the organization or not they will stay longer in the organization. Employees are bound to always be positive, as reflected in the enthusiasm, satisfaction and fully engaged with their work, they feel as an integral part of the organization in achieving its mission, which makes them more willing to work hard with his colleagues and give effort discretionary (exceeding standards) in helping achieve organizational goals. While employees who are committed to favor the organization for recognizing the values and goals of their organization, therefore they maintain membership, and help organizations to actively participate and give themselves in it to achieve the goals and values of the organization. By having employees who are bound and committed can increase the company's efforts to retain our employees, especially a potential employee.

The above problem interesting to study given that the intention behenti can interfere with the performance of employees. Intention of stopping possibilities can be reduced through employee engagement and commitment, to see the correlation between the variables above are presented the relationship between variables based on previous research.

### **2.2.1. Engagement Employee Relations With Intent to Quit**

Employee engagement is negatively related to intention to stop, meaning that the higher the level of engagement the lower the intention of employees to quit the company. Some of the literature and research results revealed that employee engagement is negatively correlated with the intention of stopping is Wegner (2011); Plooy and

Roodt (2010); Mangi and Jalbani (2013); Halbesleben and Wheeler (2008) and Vance (2006), Lange, Witte and Notelaers (2008) as well as Halbesleben and Wheeler (2008).

Based on the results or findings of the researchers then there appears a link between employee engagement variables, and no intention of stopping this, to further clarify the relationship between these variables, as illustrated in the following figure.

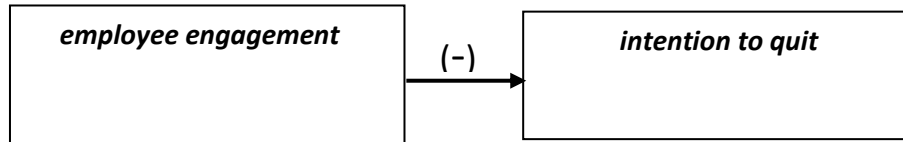


Figure 1. Relationship of engagement and Intention to Quit

2.2.2. Relations Employee Commitment and Intent to Stop

Employees who have a strong commitment will be in the organization for a long time. This means there is a negative relationship between employee commitment with the intention of stopping employees. Some researchers such as, Benjamin (2012), Balogun, et al. (2013), Addae, and Parboteeah (2006) and Thibeli, and Darroux (2013) reveals there is a negative relationship between employee commitment with the intention of stopping. Based on the findings of the researchers there is a link between the variables committed with the intention of stopping. The relationship between these two variables, as illustrated in the following figure.

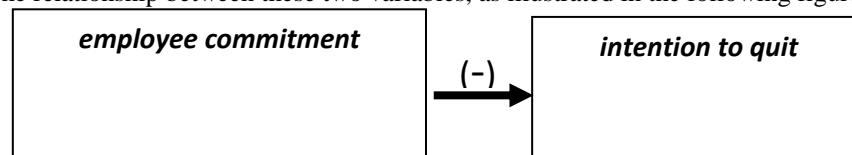


Figure 2. Correlation employee commitment and intention to stop

From the understanding of the relationship between variables it appears that there is a link or connection between employee engagement with the intention of stopping, employee commitment with the intention of stopping. Therefore, based on the framework above, this research paradigm can be described as shown below:

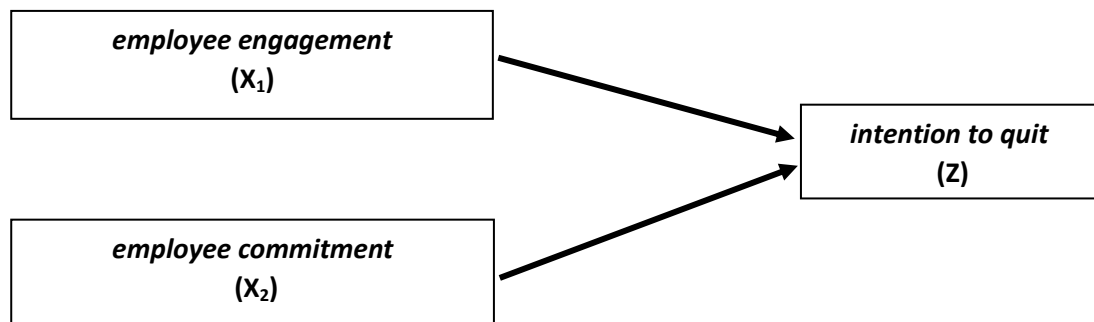


Figure 3. Paradigm Research

2.3. hypothesis

Based on the framework above the research hypothesis can be formulated as follows:

1. employee engagement have a negative impact toward intention to quit employees Frontliner commercial bank in Bandung.
2. employee commitment have a negative impact toward intention to quit employees Frontliner commercial bank in Bandung.

III. RESEARCH METHODS

3.1. Methods

This type of research is descriptive and verification because the research is aimed at exploring and analyzing the variables of employee commitment, employee engagement, and intention to quit. variable commitment and employee engagement are predictor variable (independent) while the intention of stopping the dependent variable, the number of commercial banks in Bandung. Commercial bank chosen this as a place to study, because that is generally the phenomenon occurs at the national bank. Based on the number of searches on the website of a commercial bank in Bandung City Bank totaling 24.

The research subjects were also as the unit of analysis in this study are employees frontline (teller and customer service) that serves customers public, where the employee's position is vulnerable to turnover, while in fact they are the spearhead or the forefront (frontline) that connects banks with customers (customer ).

### **3.2. Sources And Data Determine**

Data required in this study consisted of primary and secondary data. Secondary data is data obtained indirectly, ie derived from company documents and literature books and browsing the internet that provide information about the commitment, engagement, and intention to quit. While the primary data is data obtained through observation or direct observation of the company, either through observation, questionnaires and interviews directly with the subject or respondent. The subjects of this study are employees of banks, with the unit of analysis section frontline (teller and customer service) in commercial bank who worked in the office of Branch (KC) and Branch Office (KCP) in Bandung, therefore it is population in this study is sebanyak 1448 people.

To determine the number of samples used in this study, used a sampling technique by using the formula Slovin, that is:

$$n = N / (1 + N (e)^2)$$

Of these techniques with degree of confidence of 95%, the obtained amount of minimum sample of  $n = 1448 / (1 + 1448 (5\%)^2)$  or  $n = 313.42$ . Thus, the required minimum sample in this study were 314 people frontline employees.

Seeing the number of the population in each of the banks is very uneven, where the total population is at least 6 people and popuasi most is 312, then the sampling at each bank, used sampling techniques disproportionate stratified random sampling, that is a sampling technique that is used to determine the amount of sampel when stratified population but less proportional.

### **3.3. Data collection technique**

The data used to address problems that have been formulated obtained using techniques Library Research and Field Research and observation on the banks concerned, through interviews, observation and questionnaires. Questionnaires were distributed to frontline employees of commercial banks in the city of Bandung, which aims to determine the level of engagement, commitment, and a desire to get out. The scale used in this study is the Likert scale, using a scale of 1-5 with a choice of answers: (1) Strongly Disagree (STS); (2) Disagree (TS); (3) Less Agree (KS); (4) Agree (S); and (5) Strongly Agree (SS).

### **3.4. Design of Analysis and Testing Hypotheses**

The primary data is used in this study need to be tested Because The validity and reliability of data is derived from the respondents that may lead to bias. The method of analysis used to answer the problems that have been Formulated in this study. As Noted Earlier that this kind of research is verification, so the design of this study is verification with the aim of presenting a picture in a structured, factual and accurate and empirically test the hypothesis by using statistical analysis tools items, namely PLS (Partial Least Square ) by using SmartPLS software version 2.0.

## **IV. RESULTS AND DISCUSSION**

### **4.1. Overview Engagement, Commitment, and Intention To Quit**

#### **1) Employee engagement Frontliner commercial bank in Bandung**

Indicators in each of these dimensions are low which indicates that employees Frontliner commercial banks in Bandung have not engaged with they work. This is evidenced by Frontliner employees who show little enthusiasm attitude, had less job satisfaction, less fully engaged with work, less shows the hard work and working together as well as the lack of will to provide discretionary efforts.

#### **2) Employees Commitment Frontliner Banks in Bandung**

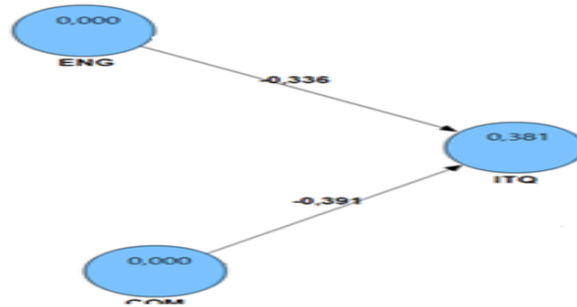
The level of employee commitment Frontliner commercial bank in Bandung classified as moderate or enough though most indicators show that the level of employee commitment Frontliner Commercial Bank in the city of Bandung is low. Low employee commitment Frontliner Commercial Bank in the city of Bandung, is quite understandable considering retirement this job more quickly than other types of employment. PT. BJB determining the retirement age to 36 years, Sinar Mas, Bukopin and BNI 35 years, and the BCA 33 years.

#### **3) Intention Stop (Intention To Quit)**

Employees Frontliner Commercial Bank in Bandung many who have the intention to leave the bank where they work now. Intention or desire to stop or get out of the workplace are caused by factors such as age, gender, tenure (tenure), educational qualifications and marital status. The influence of age on the intention to stop the employee is the fact that the employee's needs tend to vary by age. For older employees leaving the organization may intend to take early retirement. On the other hand, the older employees who do not intend to retire early may be adhering to the organization for fear struggled to find another job.

4.2. Relationship between Variables

The first thing to do in this analysis was to test Structural Model (Inner Model). Inner models describing the relationship between latent variables based on a substantive theory.



Gambar 4 Model Struktural

Pictured above is a model that describes the structure of the relationship between variables among the variables employee engagement; employee commitment; and intention to quit; From these images appear how much the relationship of each latent variables, such as employee engagement variables (ENG) and employee commitment (COM) showed a negative correlation to the intention of stopping (ITQ).

R-square results are described in the dependent variable should be above 0.10 so it can be stated that both the dependent construct. From Figure 4.3 it can be seen that the variable intention of stopping (ITQ) have an R-square of 0.31. For more details regarding the amount of R-Square for each dependent variable is as shown in the following table.

Tabel 2. R Square

R Square	
COM (komitmen karyawan ( <i>employee commitment</i> ))	
keterikatan karyawan ( <i>employee engagement</i> )	
ITQ ( <i>Intention To Quit</i> )	0,381143

The above table shows that the R-square value constructs intention of stopping (ITQ) is equal to 0.3811 This means that the construct of engagement employees are able to explain the intention to stop at 38% while the rest is explained by other variables.

To test the hypothesis, the t-statistic values generated from PLS output compared with the value of the t-table, PLS output is estimated latent variables is linear agrerat of indicators. Hypotheses used are as follows:

Testing criteria with a significance level ( $\alpha$ ) of 5% is determined as follows:

- If the t count > t-table, ie more than 1.96 then the hypothesis is accepted.
- If t < t-table, which is less than 1.96 then the hypothesis is rejected.

The next stage is to perform calculations (calculate) bootstrapping with persampel cases as much as 317, the calculation results as shown in Table 4.3.

Tabel 3 Total Effects (Mean, STDEV, T-Values)

Variabel	Original Sample (O)	T Statistics ( O/STERR )	T-tabel ( $\alpha = 5\%$ )
ENG -> ITQ	-0,33581	5,491704	1,96
COM -> ITQ	-0,39144	6,942388	1,96

In the table above, the value of the original sample (O) indicates a positive or negative relationship between variables. While the t-statistic is used to see the significance of the relationship between variables. Relations were considered significant if the t-statistic is greater than t-table. With  $\alpha$  of 5% was obtained t table by 1.96.

1. Effect of Employee Engagement Of Intent To Stop

Table 3 shows that the value of the original sample (O) of the variable employee engagement (ENG) → intention of stopping (ITQ) at -0.33581, while the value of t-statistics amounted to 5.491704 where the value is greater than t-table , namely 1.96. T-statistics greater than t-table shows that the relationship between employee engagement with the intention of stopping is significant.

Results of testing the hypothesis 1 shows that the relationship between employee engagement with the intention of stopping inversely and negative. This is relevant to the research results Plooy and Roodt (2010); Halbesleben and Wheeler (2008) and Wegner (2011).

Results of research Plooy and Roodt (2010) showed that in particular, work attachments and OCBs significantly negatively related to turnover intentions, which as explained earlier that the turnover is a manifestation of the intention of stopping. Similarly, the results of research Halbesleben and Wheeler (2008) which showed that entanglement and embeddedness contribute to the performance and intention to leave (intention to leave). While the research results Wegner (2011) indicate that there is a significant linear relationship, strong, and positive between the level of employee engagement and employee retention rate, which is the company's efforts to retain its employees to keep it out of the company.

## 2. Effect of employee commitment to the intention of stopping

Results of hypothesis testing to 2 indicates that the original value of the variable sample employee commitment (COM) → intention of stopping (ITQ) at -0.39144, this shows that the relationship between employee commitment with the intention of stopping inversely and negative. T-statistic value of 6.942388 (greater than t-table, ie 1.96) shows that the relationship between employee commitment with the intention of stopping is significant. This means that the commitment of the employees have a negative impact on the intention to stop, with a confidence level of 95%, so the hypothesis negatively affect the employee's commitment intention to stop) on the employee Frontliner commercial bank in Bandung received.

The results of testing this hypothesis indicates that the relationship between employee commitment with the intention of stopping is significant. This means that the commitment of the employees have a negative impact on the intention to stop, this is in line with the results of the research of Benjamin (2012) and Balogun, Adetula, and Olowodunoye (2013),

Results of research conducted by Benjamin (2012) shows that affective commitment has a statistically significant correlation with the behavior of civic organizations and voluntary turnover intentions. Similarly, the results of research Balogun, Adetula, and Olowodunoye (2013), shows the combined significant and independent influence job demands, job control, psychological climate, and affective commitment to the bank employee turnover intention. Furthermore, direct and affective commitment fully mediated the relationship between psychological climate and intention to quit.

## V. CONCLUSIONS

The results of the related research on the influence of employee engagement and commitment of employees to the intention to quit moderated by job insecurity and its impact on the performance of employees who have done the above, it can be concluded that:

1. Attachment (engagement) Frontliner employees of commercial banks in Bandung is still low, while the commitment (commitment) even though the overall employee falls into the category of "moderate" but most indicators show a low level of commitment, while the intention of stopping (intention to quit) ,
2. Attachment employees (employee engagement) negatively affect the intention of stopping (intention to quit) Frontliner employees of commercial banks in Bandung. This means that if the attachment (engagement) the intention of stopping high employee stops (intention to quit) is low. Conversely, if the attachment (engagement) lower then quit intention (intention to quit) high.
3. Commitment to employees (employee commitment) negatively affect the intention to quit (intention to quit) Frontliner employees of commercial banks in Bandung. This means that if the commitment (commitment) higher employee then quit intention (intention to quit) is low. Conversely, if the commitment (commitment) lower then quit intention (intention to quit) high.

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