

**Journal of Construction in Developing Countries - Manuscript ID JCDC-OA-03-21-0050**

1 pesan

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23.00

Balas Ke: nurmahfuzah.jcdc@gmail.com

Kepada: feibyrumawas@unsrat.ac.id

28-Mar-2021

Dear Dr. Rumawas:

Your manuscript entitled "EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA" has been successfully submitted online and is presently being given full consideration for publication in the Journal of Construction in Developing Countries.

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Thank you for submitting your manuscript to the Journal of Construction in Developing Countries.

Sincerely,
Nurmahfuzah binti Malek
Editorial Officer, Journal of Construction in Developing Countries
nurmahfuzah.jcdc@gmail.com

**Journal of Construction in Developing Countries - Decision on Manuscript ID JCDC-OA-03-21-0050**

3 pesan

Journal of Construction in Developing Countries <onbehalf@manuscriptcentral.com>

2 Juni 2021 pukul 10.35

Balas Ke: editorsinchief.jcdc.usm@gmail.com

Kepada: feibyrumawas@unsrat.ac.id

02-Jun-2021

Dear Dr. Rumawas:

Manuscript JCDC-OA-03-21-0050 entitled "EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA" which you submitted to the Journal of Construction in Developing Countries, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, we invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/jcdc> and enter your Author Center, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or colored text.

Please insert all of your responses to the reviewers' comments into the Table of Correction as attached.

Once the revised manuscript and the Table of Correction are prepared, you can upload them and submit them through your Author Center. You should also upload each figure included in the manuscript separately in their original format (TIFF or JPEG) and ensure that links to DOI for each reference (if any) is provided accordingly.

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Because we are trying to facilitate timely publication of manuscripts submitted to the Journal of Construction in Developing Countries, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time (what tantamounts to 'reasonable time' - we have not ascertained), we may have to consider your paper as a new submission.

Once again, thank you for submitting your manuscript to the Journal of Construction in Developing Countries and we look forward to receiving your revision.

Sincerely,

Professor Mastura Jaafar (Universiti Sains Malaysia, Malaysia)

Professor Alfred Ngowi (Central University of Technology, South Africa)

Editors-in-Chief, Journal of Construction in Developing Countries

editorsinchief.jcdc.usm@gmail.com

Reviewer(s)' Comments to Author:

Reviewer: 1

Comments to the Author

Dear Author/s,

I am through with the manuscript and have the following suggestions:

1. In the abstract, author/s are suggested to mention the major objectives of their study and include the originality of their which is of utmost importance. In the present form, the abstract looks weak.

2. In the introduction section, author/s are suggested to include some recent studies conducted on the employee's

turnover intentions in the construction industry to provide a better fit for the discussion. Also, while concluding the introduction section, author/s are suggested to include a paragraph on the structure of the content which will follow in the manuscript. In the present form, the study purpose and relevance of the study is not discussed in detail. Try to fix this in the manuscript to make it clearer to the readers. Flow of content also requires a proper proof reading in this section.

3. Conceptual framework of the study is clear and adequate studies have been supplemented to justify the same. Development of hypothesis also seems fine. Instead of term "leaving" in hypothesis 1, please try to change it with another word.

4. In the methodology section, a better explanation on the questions asked through the survey instrument is required. A discussion on the type of sampling technique is also required. Apart from Common method bias, is there any other bias the data might have contained?? Did you checked the data skewness?? An explanation on this is also needed.

5. Results are properly presented through tables and figures. However, double check the readings in Table 1. There seems to be errors in the values of factor loadings and AVE.

6. Discussion section in the present form seems weak and requires a thorough revision to discuss the findings aligned with the objectives of the study.

7. There are major grammatical and punctuation errors through out the manuscript and author/s are suggested to get the manuscript proof read again for better clarity.

8. There are errors in the in-text citation and referencing. Kindly get this also double checked.

Overall, in my opinion manuscript provides a novel contribution in terms of the employee turnover intentions in the construction industry in Indonesia and can be considered further after the due revisions.

Reviewer: 2

Comments to the Author

We thank the authors for their contribution entitled "Employee' turnover intention in the construction industry in Indonesia" and submitted to the Journal of Construction in Developing countries.

In order to improve the quality of the paper, we suggest the following comments:

The paper needs proofreading. Some mistakes were found:

-page 1, line 17, "A questionnaire"

Page 13, line 31, "adequate" instead of "adequate".

-the abstract needs to be reformulated in its last paragraphs.

-Some missing references were found: they were cited in the text, but not listed in the references list (Lee, et al., 2017; Anvary et al., 2014; Hom, 2004)

-on page 17, the authors wrote "in addition, it is also possible that most of the participants in this survey are still young". The authors are invited to precise the information by adding for example the average age within parentheses.

-on page 17, in the last paragraph, the authors mentioned that they provided evidence that two additional pathways were considered as extensions of TPB. We knew from the theory of planned behavior that these two pathways were existent, that's means, that attitudes and control are mediating the effects of subjective norms on behavior intentions (see works of Ajzen, 1991, etc.). We ask the authors to provide more clarifications for the term 'extensions' used.

They can also use a mediation analysis to confirm your word since no significant relationship was found between SN and Turnover intention. they can add another table for the mediation analysis and respect the recommendations of keys references on that.

-one reference was not listed in the right place: Deepak et al., 2019, in the references list.

-some references were listed in the reference list but not cited in the text: Anvari et al., 2014;



* Table-of-Correction-template.doc

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Title: EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA

Author's responses to Referee 1 comments

Referee's comments	Author's responses
<p>Reviewer: 1</p> <p>Comments to the Author Dear Author/s,</p> <p>I am through with the manuscript and have the following suggestions:</p> <ol style="list-style-type: none"> 1. In the abstract, author/s are suggested to mention the major objectives of their study and include the originality of their which is of utmost importance. In the present form, the abstract looks weak. 2. In the introduction section, author/s are suggested to include some recent studies conducted on the employee's turnover intentions in the construction industry to provide a better fit for the discussion. Also, while concluding the introduction section, author/s are suggested to include a paragraph on the structure of the content which will follow in the manuscript. In the present form, the study purpose and relevance of the study is not discussed in detail. Try to fix this in the manuscript to make it clearer to the readers. Flow of content also requires a proper proof reading in this section. 3. Conceptual framework of the study is clear and adequate studies have been supplemented to justify the same. Development of hypothesis also seems fine. Instead of term "leaving" in 	<p>Reviewer: 1</p> <p>The authors would like to thank reviewer #1 for precious time and valuable comments. We have revised our manuscript according to the reviewers' comments, questions, and suggestions.</p> <ol style="list-style-type: none"> 1. Thank you for the suggestion. We have revised this section in the abstract section. (Please see page 1 of the revised manuscript). 2. Thank you for the suggestions from the reviewer. We have made improvements in the introduction section. (Please see the revised manuscript, page 6, line 8 - page 7, line 9). 3. Thanks for the suggestion. We have replaced the term "exit" with "the act". We use the term used by Kaur Sahi and Mahajan, 2014. (Please see the revised manuscript page 10, line 2).

<p>hypothesis 1, please try to change it with another word.</p> <p>4. In the methodology section, a better explanation on the questions asked through the survey instrument is required. A discussion on the type of sampling technique is also required. Apart from Common method bias, is there any other bias the data might have contained?? Did you checked the data skewness?? An explanation on this is also needed.</p> <p>5. Results are properly presented through tables and figures. However, double check the readings in Table 1. There seems to be errors in the values of factor loadings and AVE.</p> <p>6. Discussion section in the present form seems weak and requires a thorough revision to discuss the findings aligned with the objectives of the study.</p> <p>7. There are major grammatical and punctuation errors through out the manuscript and author/s are suggested to get the manuscript proof read again for better clarity.</p> <p>8. There are errors in the in-text citation and referencing. Kindly get this also double checked.</p> <p>Overall, in my opinion manuscript provides a novel contribution in terms of the employee turnover intentions in the construction industry in Indonesia and can be considered further after the due revisions.</p>	<p>4. Thank you for the advice. Types of Sampling Techniques We used the convenience sampling technique (Please see the revised manuscript page 11, line 10). We also added a normality test and an outlier test (Please see the revised manuscript page 13, line 17 – page 14, line 12).</p> <p>5. Thank you for showing this section, we have re-checked the tables and figures, and it fits.</p> <p>6. Thank you for the advice. We have revised the discussion section. (Please see the revised manuscript page 17-19).</p> <p>7. Thank you for the advice. We have corrected grammatical and punctuation errors in all manuscripts.</p> <p>8. Thanks for the input. We have corrected the errors.</p>
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Author's responses to Referee 2 comments

Referee's comments	Author's responses
<p>Reviewer: 2</p> <p>Comments to the Author We thank the authors for their contribution entitled "Employee' turnover intention in the construction industry in</p>	<p>Reviewer:2</p> <p>The authors would like to thank reviewer #2 for precious time and valuable comments. We have revised our manuscript according to the reviewers'</p>

<p>Indonesia” and submitted to the Journal of Construction in Developing countries.</p> <p>In order to improve the quality of the paper, we suggest the following comments:</p> <p>The paper needs proofreading. Some mistakes were found:</p> <ol style="list-style-type: none"> 1. page 1, line 17, “A questionnaire” Page 13, line 31, “adequate” instead of “adequate”. 2. the abstract needs to be reformulated in its last paragraphs. 3. Some missing references were found: they were cited in the text, but not listed in the references list (Lee, et al., 2017; Anvary et al., 2014; Hom, 2004) 4. on page 17, the authors wrote “in addition, it is also possible that most of the participants in this survey are still young”. The authors are invited to precise the information by adding for example the average age within parentheses. 5. on page 17, in the last paragraph, the authors mentioned that they provided evidence that two additional pathways were considered as extensions of TPB. We knew from the theory of planned behavior that these two pathways were existent, that’s means, that attitudes and control are mediating the effects of subjective norms on behavior intentions (see works of Ajzen, 1991, etc.). We ask the authors to provide more clarifications for the term ‘extensions’ used. They can also use a mediation analysis to confirm your word since no significant relationship was found between SN and Turnover intention. they can add another table for the mediation analysis and respect the recommendations of keys references on that. 6. one reference was not listed in the right place: Deepak et al., 2019, in the references list. 	<p>comments, questions, and suggestions.</p> <ol style="list-style-type: none"> 1. Thanks for pointing out this section. We have fixed the typo. 2. Thank you for the suggestion. We have revised this section in the abstract section (Please see the revised manuscript page 1). 3. Thanks for pointing out this section. We have made improvements to the reference list. 4. Thanks for the suggestion. We have added the average age of the respondents (\bar{x}=37.59 years old). (Please see the revised manuscript page 18, line 16). 5. Thank you for the suggestion. TPB model from Ajzen (1985) and Ajzen, (1991), there is no relationship between Subjective norm (SN) to Attitude (ATT) and SN to Perceived behavioural control (PBC). We added the relationship of SN to ATT and SN to PBC, according to Kim and Karpova (2010). We also added the Sobel test (Table VI) to examine the mediating effect of ATT and PBC variables on the indirect relationship of SN to TI. (Please see the revised manuscript page 16, line 20). 6. Thanks for pointing out this section. We have made improvements.
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7. some references were listed in the reference list but not cited in the text: Anvari et al., 2014;	7. Thanks for pointing out this section. We have made improvements.
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Author's responses to Referee 3 comments

Referee's comments	Author's responses

Abstract

Employee turnover costs are a big challenge for many companies. Studies show that employee turnover can cost about twenty per cent of salaries in of hiring, training, and lost productivity, although estimates are much higher. For this reason, company management must have a strategy in terms of retaining employees to avoid the desire to move (turnover intention) from the company. This study aims to analyze the turnover intention of construction employees by extending the planned behaviour model's theory. The research method used is a survey method with a quantitative descriptive approach. The population in this study are employees who work in construction companies in Indonesia with the sampling method using non-probability sampling technique, namely using a convenience sampling technique. A questionnaire was used to obtain data from 197 respondents. The data was collected and analyzed using Structural Equation Modeling (SEM) techniques, using maximum likelihood estimation with covariance matrix as the input with Amos 24 software. The results showed that Attitude and Perceived Behavioral Control had a positive and significant effect on Turnover Intention. In contrast, Subjective Norm had a positive but not significant effect on Turnover Intention. Subjective Norm indirectly had a significant effect on Turnover Intention through Attitude and Perceived Behavioral Control.

Keywords: employees, turnover intention, theory of planned behaviour, construction Industry, Indonesia.

Introduction

Turnover rates are an essential issue for companies. From the second decade of this century and into the foreseeable future, employee turnover remains a dominant concern for managers and executives. In 2016, for example, the Society for Human Resource Management (SHRM) reported that 46% of HR managers deem employee turnover as their top concern, up from 25% in 2013 (Lee et al., 2018). Voluntary turnover is a significant problem in Asia. Employee turnover rates continue reaching new highs with no sign of slowing down. Two thousand eleven turnover rates in Hong Kong and Singapore are close to 10%, with China shocking 20%. Among firms in China and Hong Kong, 30% reported 11% to 40% (Anvari et al., 2014). Turnover attracts organizational scientists and employers alike because this apparent behaviour may signal poor quality of working life and ineffective organizational processes. In particular, turnover often imposes high financial costs on firms. When employees quit, employers must expend funds to find and train replacements (Hom, 2004). Thus, employee turnover costs are a significant challenge for many firms. Studies show that employee turnover can cost around twenty per cent of salary in recruiting, training, and lost productivity, although some estimates are much higher (Carter et al., 2019).

On the other hand, Rebollo-Sanz (2012) revealed that Understanding job turnover is the key to understanding how the labour market operates. Turnover is necessary because it helps allocate workers to those jobs where they are most productive and allows employers to hire and fire according to

economic conditions. It is not always optimal, however. Reducing the turnover rate of employees who meet and exceed goals could significantly impact the firm's overall bottom line (Gyensare et al., 2016).

The presence of the construction industry in the global economy is ubiquitous. That is, regardless of the state of economic development in a country, virtually everyone can identify with its outputs and its tenure (Jacobsson & Wilson, 2012). The construction industry builds and provides infrastructure for other economic sectors, such as agriculture, energy, tourism, manufacturing, trade and others (Trigunarsyah, 2014). The construction industry is a project-based industry where team members of a project work together, and this team often disintegrates at project termination. Due to this dynamic nature of the industry, learning new concepts happens every day by addressing specific issues that lead to project success (Deepak et al., 2019). The construction industry has contributed significantly to the development of countries from the post-industrial era to the present. Nevertheless, the construction business is persistently plagued by high employee turnover (Kerdngern & Thanitbenjasith, 2017). Therefore, innovation is of great importance to the global construction industry as it plays a critical role in leveraging the competitiveness of enterprises (Staniewski et al., 2016).

Employees who are actively looking for other employment (i.e., job search) or frequently avoiding the workplace (e.g., absences, taking extended breaks) tend to quit the workplace permanently as well. Along these lines, one's job performance can provide clues about eventual

employee departures, especially "dysfunctional turnover" when quitting by valued employees can most damage companies. Studies have shown that low performers (because they are denied rewards or fear potential dismissal) and high performers (because they have more options) more often quit than moderate performers (Lee et al., 2017). Minimizing employee turnover has always been one of the key performance indicators for human resource managers in most companies. A possible solution is to understand the factors that affect employee turnover. One strategy to retain employees is to recognize employee behaviour, in this case, turnover intention. Various studies have been conducted to understand more about employee turnover using the attitude variable. Most of this research also uses job satisfaction and organizational commitment as the primary attitude (Lee et al., 1992; Castle et al., 2007; Hall et al., 2010; Stanley et al., 2013; Vandenberghe et al., 2021), researchers consider measuring turnover intentions as one of the best predictors of turnover, as well as a predecessor of actual employee turnover (Zhang et al., 2019; Leisanyane & Khaola, 2013; Tziner et al., 2015; Mosadeghrad et al., 2008; Kaur Sahi & Mahajan, 2014; Park et al., 2014; I. J. Park & Jung, 2015; Labrague et al., 2018; Tnay et al., 2013; Van Dick et al., 2004). Employee turnover intention has received much scholarly attention because turnover intention is associated with actual voluntary turnover (Lambert et al., 2001).

In this study, to understand the behaviour of employees to leave, the Theory of Planned Behavior (TPB) model from Ajzen (1991) is applied. TPB has

been applied in various fields, more specifically in understanding employee behaviour (Straatmann et al., 2016; Jimmieson et al., 2008; Solikhah, 2014). Research has supported the predictability of TPB in the context of harmful activities, fashion counterfeits (Kim & Karpova, 2010), exit public rental housing (Li et al., 2017) and employee turnover (Van Breukelen et al., 2004). The majority of these studies support the usefulness of Ajzen's theory and his view that behavioural intent is a powerful predictor of the targeted behaviour. TPB is a widely used framework that links beliefs and behaviour. Its central theme is that intention is the motivational factor that influences behaviour. Its constructs (i.e., attitude, subjective norm, and perceived behavioural control) can explain intention and behaviour with high accuracy (Sun et al., 2015).

Research related to the use of the TPB model in predicting employee turnover intention includes: Kaur Sahi & Mahajan (2014), who examined the effect of employee organizational commitment on actual turnover through behavioural intention in the telecommunications service sector, the results of the study showed that commitment affects attitude, subjective norm, and Perceived Behavioral Control thus affecting employee turnover intention where Perceived Behavioral Control was found to be the strongest predictor of turnover intention. Furthermore, Van Breukelen et al. (2004) examined whether the variables that have traditionally played an essential role in turnover studies, namely, job satisfaction, organizational commitment, age, and tenure, can explain the additional variants in intention and voluntary

turnover. The results showed that turnover intention proved to be the best predictor of actual turnover, where the effects of the TPB variable and the external variable were taken into account.

This study complements Kaur Sahi & Mahajan (2014) findings, and Van Breukelen et al. (2004) empirically tested the relationship between TPB and turnover intention. We developed the TPB model they used by empirically investigating the relationship of subjective norms towards attitude towards behaviour and Subjective Norm towards Perceived Behavioral Control.

Suppose Kaur Sahi and Mahajan's research is related to TPB. In that case, there are several studies related to employee turnover intention with a variable that influences it, including research conducted by Bani-Melhem et al. (2021) which states that employee self-esteem and innovative behaviour very influential on turnover intention, where the two variables can be regarded as a form of employee attitude towards the work undertaken. Subsequent research was conducted by Zafar et al. (2021), which shows that family motivation is very influential on turnover intention, wherein this study family motivation is one part of Perceived Behavioral Control. Finally, Boakye et al. (2021) also researched employee turnover intention. The results showed that interpersonal support had a significant effect on employee intentions to move from work, where interpersonal support is part of the employee's attitude.

Previous research on employee turnover intention in the construction business is still minimal, especially in Indonesia. Specifically, this study aims to

determine the turnover intention of construction employees by implementing TPB and examine the inclusion of additional relationships that are expected to increase the strength of theory explanation in the context of employee turnover. The first step of the research is to understand employee turnover intention and understand the factor that causes employee turnover intention. Then determine the research population and the sampling technique used. Data were collected with the help of a questionnaire filled out by all research samples (construction employees), with analytical techniques using descriptive statistics and inferential statistics. Statistical inferencing is by Structural Equation Modelling (SEM) to assess the strength of the empirical relationship in the proposed model.

Turnover Intention

Employee turnover is the voluntary cessation of membership in an organization by an individual receiving monetary compensation for participation in that organization (Hom, 2004). Many researchers have used turnover intentions as the most immediate and most accurate predictor of actual turnover in studying voluntary employee turnover (Van Breukelen et al., 2004). A meta-analysis by (Griffeth et al., 2000) also found that turnover intention is the best predictor of (voluntary) turnover. Turnover intent is the probability that an employee will leave an organization (Mobley, 2011). Turnover intention is also referred to as turnover plan or turnover tendency. Turnover intention is the behavioural tendency of employees to attempt to leave their work organization, which may lead to actual turnover (Chen et

al., 2014). Quit intentions is of unique importance because an employee who is preoccupied with the thought of leaving the organization may be detached from his/her work and coworkers with a considerable consequence for performance (Ladebo, 2006).

Employee turnover is essential to address because high attrition can extensively affect companies, directly and indirectly, resulting in increased hiring and training costs, lost production, reduced profits and overall lower employee morale (Hayward et al., 2016). When the highest performing employees leave, as so often seems the case, turnover is a more significant problem than when poor performers quit (Mowday, 1984). However, organizations may benefit from employees leaving because of payroll reductions and voluntary separation of poor performers, leading to better organizational performance (Dess & Shaw, 2001).

Theory of Planned Behaviour

Since its introduction 26 years ago (Ajzen, 1985), the theory of planned behaviour (TPB; Ajzen, 1991, in press) has, by any objective measure, become one of the most frequently cited and influential models for the prediction of human social behaviour (Ajzen, 2011). The theory focuses on the individual's intention to perform a given behaviour when it is presumed that the behaviour is under the individual's volitional control (Gakobo & Jere, 2016). TPB model is subjective, inherently veered toward individualistic/personalized perception of human behaviour. It implies that individuals will intend to perform a behaviour when they evaluate it positively, believe that significant

others think they should perform it, and perceive it to be within their control (Courneya & McAuley, 1995).

The theory of planned behaviour postulates three conceptually independent determinants of intention. The first is the attitude toward the behaviour refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of behaviour in question. The second predictor is a social factor termed subjective norm; it refers to the perceived social pressure to perform or not to perform the behaviour. Finally, the third antecedent of intention is the degree of perceived behavioural control, which, as we saw earlier, refers to the perceived ease or difficulty of performing the behaviour. It is assumed to reflect the experience and anticipated impediments and obstacles. As a general rule, the more favourable the attitude and subjective norm concerning behaviour, and the greater the perceived behavioural control, the stronger the individual intend to perform the behaviour under consideration (Ajzen, 1991).

Conceptual framework and Hypotheses

The conceptual framework of this study is stated in Figure 1, using the construct drawn from the theory of planned behaviour (TPB). TPB explains how an individual's attitude toward behaviour, subjective norm, and perceived behavioural control predict intent, leading to behaviour (Ajzen, 1985). The stronger a person's attitude, subjective norms and perceived behavioural controls, the more likely behavioural intentions will be triggered. Behavioural beliefs are the cognitive basis of behavioural attitudes, norms

and perceived behavioural controls (Li et al., 2018). This study assumes that individuals decide to leave work based on three constructs of TPB: Attitude toward behaviour, Subjective Norm, and Perceived behavioural control. Precisely, attitude toward **the act (ATT)** reflects the results of employee evaluations of benefits or losses when leaving work. The Subjective Norm (SN) presents the perception of employee confidence obtained from the views of others towards leaving work. Finally, employee beliefs determine perceived behavioural control (PBC) about the ease or difficulty of leaving work. This perception is also determined by the resources that support or inhibit leaving work. The assumed hypothesis is based on TPB in the context of employee turnover is as follows:

Hypothesis 1: ATT has a positive and significant influence on Turnover intention.

Hypothesis 2: SN has a positive and significant influence on turnover intention.

Hypothesis 3: PBC has a positive and significant effect on Turnover intention.

In this study, two paths between SN and ATT and SN and PBC were tested in addition to relationships suggested by TPB. Previous research has found that normative and attitudinal constructs may be dependent and, therefore, SN could influence attitude toward behaviour (Kim & Karpova, 2010). Furthermore, SN has a significant influence on the intentions and attitudes of individuals concerning certain types of behaviour (Hsu & Lu, 2004).

SN may also affect perceptions about the ease or difficulty of performing a behaviour. PBC reflects experience, knowledge about products, and anticipated obstacles. Because people share information, knowledge, and experiences with family and friends, the opinions of significant others may influence perceptions about the amount of control over certain behaviours (Kim & Karpova, 2010).

Hypothesis 4: SN has a positive and significant influence on ATT.

Hypothesis 5: SN has a positive and significant influence on PBC.

Figure 1. Conceptual framework

Methodology

The population in this study are employees who work in construction companies in Indonesia. Therefore, the population includes both managers and skilled workers. To get a representative sample, we randomly selected 5 Construction companies. The sampling method in this study used a non-probability sampling technique, namely using a convenience sampling technique.

We used the questionnaire survey method to collect data to test the research hypotheses. The survey instrument consisted of twelve questions designed to test various variables related to the theory of planned behaviour. The form contained questions about ATT, SN, PBC and Turnover intention. The questionnaire was distributed to 228 employees working in the five

construction companies. A total of 197 questionnaires were returned, while 31 respondents did not return the questionnaire.

The proposed model and hypothesis are tested with Structural Equation Modeling (SEM) with Amos 24 software. SEM refers to a broad statistical framework that involves the specification of a substantive or theoretical model and the testing of the model to observed data (Bauldry, 2015). Structural models are often represented by a path diagram in which squares represent observed variables, and ovals represent hypothesized latent variables, unidirectional arrows represent regression-type coefficients. Bidirectional arrows represent unanalyzed correlations or covariances (Hayashi et al., 2007). SEM remains a significant sample analytic technique (Schreiber, 2017). Structural equation modelling is a modelling technique that can handle a large number of endogenous and exogenous variables, as well as latent (unobserved) variables specified as linear combinations (weighted averages) of the observed variables (Golob, 2003).

All variables in this study are latent variables and are measured by various item scales. All items were adopted from previous literature and modified slightly to fit the current research context. Each item is measured on a five-point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"). The measurement items are listed in Table II and are explained as follows: The ATT is measured using three items from Moksness & Olsen (2017). The SN measurement consists of three items adapted from Gao et al. (2017) and Roncancio et al. (2015). Three items from Kim & Karpova (2010) were used to

measure PBC. Finally, turnover intention is measured using three items from (Madden et al., 1992).

Procedural and statistical methods are used to overcome common-method bias (Podsakoff et al., 2003). For example, participation in this research was voluntary. All questionnaires were filled in anonymously to ensure confidentiality. The questionnaire was tested for validity and reliability before being used in retrieving the primary data. Testing was conducted on 30 respondents. In addition, Harman's single factor test was conducted to determine whether there is any common method bias in the data set. The result of exploratory factor analysis indicates that the first factor holds 38,591 per cent variance (<40), suggesting common method bias has no impact on the present study (Babin et al., 2016).

Result

Of the total respondents, 77.2% were male, and 22.8% were female. The majority 42.6% were aged between 30 to 40 years, 25.4% were aged between 40-50 years, 20.8% were aged less than 30 years, and 11.2% were aged over 50 years. The education level of the respondents: 25.8% had a diploma level education and 68.5% had a university-level education, and 5.7% had postgraduate level education.

Table I. Assumption Test (Normality Test)

Structural equation modelling (SEM) using maximum likelihood estimation were applied to analyze the data. There two assumptions in the

SEM analysis, namely the assumption of normality and no outliers. The normality assumption test is carried out using the critical ratio skewness value of ± 2.58 at a significant level of 0.01 (1%). The data is normally distributed if the critical ratio skewness value is below ± 2.58 (Ghozali, 2005). Table I shows that all indicators have a critical ratio skewness value that lies between ± 2.58 , so it can be said that the data from the indicators are normally distributed. The second assumption is the assumption that there are no outliers. Mahalanobis distance (Md) was used to test the outliers. Examination of multivariate outliers was performed using the Mahalanobis criteria at a level $p < 0.001$. Md is evaluated using X^2 at degrees of freedom for the number of parameters in the model used, namely 49 wherefrom the statistical Table obtained $X^2_{49} = 33.93$, the decision-making rule, if Md from observation point > 33.93 , then it said that the observation point is an outlier. In contrast, if Md from the observation point < 33.93 , the observation point is not an outlier. The farthest observation point is the 63rd respondent with an MD value = 21.453 when compare to the value $X^2_{49} = 33.93$, then the Md value of the 63rd point < 33.93 , it can be concluded that in this study, all observation points are not outliers.

Table II. Test Results of Measurement Model in SEM

The measurement model can be assessed by examining the reliability, convergent validity, and discriminant validity. Reliability can be assessed by determining Cronbach's alpha (α), the composite reliability (CR), and the average variance extracted (AVE). According to the suggestions of Hair et

al. (2014), Cronbach's alpha is acceptable when it exceeds 0.70, CR is acceptable when it exceeds 0.70, AVE is acceptable when it exceeds 0.5. As shown in Table II, Cronbach's alphas for this study ranged from 0.797 to 0.888, all of which exceed the recommended value of 0.7. The CR ranges from 0.701 to 0.868, exceeding the recommended level of 0.70. The AVE range from 0.442 to 0.689, although the AVE of the subjective norm (0.442) was lower than the standard (0.50) recommended by Hair et al. (2014), the construct was included in the SEM model, considering adequate reliability of the scale and the importance of the construct in the model. The convergent validity can be assessed using the factor loadings. The factor loadings show the weight of each indicator as a measure of each variable. Based on Table II and Figure 2, the factor loading for each indicator is above 0.6 at the significance level of $p < 0.05$, suggesting good convergent validity. To provide good evidence of discriminant validity, AVE for any two constructs in the research model should be greater than the square of the correlation between Hair et al. (2014). All AVE values (Table II) are more significant than the square of inter-construct correlations (Table III), indicating sufficient discriminant validity of the constructs.

Table III. Construct Correlation

Hypothesis 1 through 5 were tested through a structural equation model (SEM), using maximum likelihood estimation with covariance matrix as the input. The goodness of fit overall model test results (Table IV) shows that not all criteria indicate a good model. According to Arbuckle and Wothke (1995),

the best criteria used as an indication of model goodness are CMIN/DF values less than two and RMSEA below 0.08. In this study, the values of CMIN/DF (1.947) and RMSEA (0.070) have met the cut-off values. Therefore the model is suitable and feasible to use so that that interpretation can be made for further discussion.

Table IV. Test Results of the Overall Goodness of Fit Model

Figure 2. Standardized Regression Coefficient

Table V. Result Structural Model

Based on the SEM analysis results (see Figure 2 and Table V), the following hypothesis testing results are obtained: ATT to turnover intention ($\beta = 0.568$, $p = 0.000$), because $p \leq 0.05$ then ATT has a positive and significant effect on turnover intention. This result shows that there is empirical evidence to support H1. The SN on turnover intention ($\beta = 0.120$, $p = 0.251$), because $p \geq 0.05$ then the SN has a positive and insignificant effect on Turnover Intention. This result shows that there is no empirical evidence to support H2. PBC on Turnover Intention ($\beta = 0.261$, $p = 0.000$), because $p \leq 0.05$ then PBC has a positive and significant effect on Turnover Intention. These results indicate that there is empirical evidence to support H3. The Subjective Norm to Attitude towards the act ($\beta = 0.574$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on ATT. This result shows that there is empirical evidence to support H4. The SN to PBC ($\beta = 0.332$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on PBC.

These results indicate that there is empirical evidence to support H5. SN indirectly affected Turnover intention through ATT and PBC. The estimate of the indirect effect from SN to Turnover intention through ATT was 0.326 (0.574×0.568), whereas the indirect effect from SN to Turnover intention through PBC was 0.086 (0.332×0.261). The results of the Sobel test (Table VI) show that ATT and PBC significantly mediate the relationship between SN and Turnover intention.

Table VI. Result of Sobel Test

Furthermore, to verify the usefulness of the TPB model development, the goodness of fit of the original TPB model was also assessed. The measurement results on the original TPB model, the Goodness of Fit Index indicator (Chi-square= 147.067; CMIN/DF= 2.884; GFI= 0.889; RMSEA= 0.098; AGFI= 0.830; TLI= 0.875; NFI= 0.861; PNFI= 0.665; CFI = 0.903; PGFI= 0.581), compared with the measurement results of the Goodness of Fit Index in model development (Table IV), show that the model development has a better fit.

Discussion

This study is to examine TPB in the context of the Turnover intention of construction employees in Indonesia. The study findings show that ATT and PBC have a positive and significant effect on Turnover intention, while the SN does not significantly influence Turnover intention. SN have a positive and

significant effect on ATT and PBC. **ATT and PBC significantly mediate the relationship between SN and Turnover Intention.**

In this study, ATT has the most positive and significant influence on Turnover intention, which is in line with previous research (Armitage & Conner, 2001; Nasri & Charfeddine, 2012; Oluka et al., 2017; Shih & Fang, 2004; Gorgievski et al., 2018). This result implies that the individual forms a strong attitude towards leaving work, based on the belief that the behaviour can provide benefits or satisfaction for them. Ajzen (2005) suggests that beliefs determine attitudes towards behaviour about a behaviour's consequences or behavioural beliefs.

This study also confirms that PBC is a positive and significant determinant of Turnover intention. The findings are consistent with previous research (Jalilvand & Samiei, 2012; Lee, 2009; Rhodes et al., 2015; Oztekin et al., 2017; Cheung & To, 2017). This may be because employees feel they have the competence and opportunity to get a job elsewhere, they tend to have a high turnover rate.

The findings of this study also produce that SN has a positive and insignificant influence on Turnover intention. This finding is consistent with several studies using TPB, which found that SN were the weakest intention predictors (Van Breukelen et al., 2004; Solikhah, 2014; Gakobo & Jere, 2016) and insignificant (Gao et al., 2017). This result is contrary to TPB, which states that the SN influences intention. This result shows that social pressure from others does not impact the employees' decision to leave their job. This finding

is beyond our expectations but is interesting to explain. Perhaps the reason is that the survey participants came from several companies. In addition, it is also possible that most of the participants in this survey are still young ($\bar{x}=37,59$ years old). They are more rational and have their own opinions. Final decisions and behaviour largely depend on their rational thinking. This argument is in line with the opinion of Gao et al. (2017).

SN has a positive and significant effect on ATT, shows that the influence of one's community plays an essential role in shaping Attitudes toward behaviour. This result aligns with Kim & Karpova (2010) research and Weng et al. (2017). The results also show that ATT significantly mediates the indirect effect of SN on Turnover intention. These results imply that construction company employees tend to refer to the opinions of their family members, colleagues and superiors in forming an intention to leave. For example, people around them express a strong view that leaving the organization is best.

Furthermore, SN has a positive and significant effect on PBC, indicates that one's community plays a role in shaping Perceived Behavioral Control. This result is also in line with the study of Kim & Karpova (2010). The results also show that PBC significantly mediates the indirect effect of SN on Turnover intention. This shows that employees' confidence to leave the organization may be from people around them because people can be influenced by information or opinions.

These findings also provide empirical evidence that two additional pathways, namely: SN for ATT and SN for PBC, are essential extensions of TPB because they help improve the theory's ability to predict turnover intention.

Conclusions and recommendations

This study uses the conceptual framework of TPB to predict the turnover intention of construction employees in Indonesia. The findings show that ATT and PBC have a positive and significant effect on Turnover intention, while the SN has a positive and insignificant effect on Turnover intention. ATT is confirmed as the most dominant factor influencing employees' intentions to leave work, while the SN is the smallest and most insignificant. SN has a positive and significant effect on ATT and PBC. **ATT and PBC significantly mediate the relationship between SN and Turnover Intention.**

In conclusion, the results of this study have implications for research and practice. The model developed in this study represents a significant increase for TPB by adding two pathways, namely SN to ATT and SN to PBC, significantly increasing the strength of theory explanation in employee turnover intention. The results of this study provide practical insights for construction company human resource managers in reducing employee turnover. The following are some recommended implications: first, managers can start by influencing employee attitudes. Build a positive attitude by orienting and socializing the values and culture of the company in helping employees adapt. Managers are expected to provide opportunities for employees to improve skills, career opportunities, and responsibilities. Second,

the construction industry is very dynamic and fast, which will result in employee fatigue, lack of time with family, and so forth. Vacation packages, gifts or bonuses should be provided to make employees feel part of the organization. Third, management must strengthen emotional ties with employees and their families by doing activities such as recreation and so forth. Fourth, the research results confirm that attitude is a critical output. Thus work attitudes need to be built before entering the working world, both in society and in higher education.

Limitations and Future Research

There are several limitations in this research study. First, the data were collected from 5 construction companies in Indonesia, which may restrict the generalizability of the results. Thus, in future research, we should attempt to collect data from more companies. Second, this research only considers the effects of psychological factors on employee turnover intention in construction companies in Indonesia. Therefore, future studies can consider other factors that might influence employee turnover intention in the construction industry. Third, the conclusions drawn from our study are based on cross-sectional data. We hypothesized causal relationships in line with the direction of causal influence as proposed in the TPB.

Further research could consider validating our proposed model in a longitudinal study, which would enable inferences about the direction of causality among variables in the model. Finally, the research model could be investigated in different periods to make comparisons. For example, Ajzen

(1991) suggested that the relative importance of attitude toward behaviour, subjective norm, and perceived behavioural control in predicting behavioural intention may vary according to the specific behaviour and situation.

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12-Jun-2021

Dear Dr. Rumawas:

Your revised manuscript entitled "EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA" has been successfully submitted online and is presently being given full consideration for publication in the Journal of Construction in Developing Countries.

Your manuscript ID is JCDC-OA-03-21-0050.R1.

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Sincerely,

Nurmahfuzah binti Malek

Editorial Officer, Journal of Construction in Developing Countries

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06-Jul-2021

Dear Dr. Rumawas:

Manuscript JCDC-OA-03-21-0050.R1 entitled "EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA" which you submitted to the Journal of Construction in Developing Countries, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, we invite you to respond to the reviewer(s) comments and revise your manuscript.

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Sincerely,
Professor Mastura Jaafar (Universiti Sains Malaysia, Malaysia)
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Editors-in-Chief, Journal of Construction in Developing Countries
editorsinchief.jcdc.usm@gmail.com

Reviewer(s) Comments to Author:
Reviewer: 1

Comments to the Author
Dear Author,

I am happy with the changes done in the revised manuscript and recommend it for publication.
It looks refined and polished and all comments were duly addressed.

Reviewer: 2

Comments to the Author

We thank again the authors for their contribution entitled "Employee' turnover intention in the construction industry in Indonesia" and submitted to the Journal of Construction in Developing countries.

We noticed the changes undertaken to improve the quality of the paper.

All our comments were taken into account in the revised version. However, we suggest the following comments:

- We hope that the authors have inserted the new references added in the modified sentences and paragraphs.
- There are still some paragraphs that need proofreading/careful reading because of something missing in sentences.
- We found that the AVE is less than 0.5, but the CR is higher than 0.6, according to Fornell & Larcker (1981). So the construct is still adequate. We agree with the authors about their decision to retain the construct for their analysis.
- We suggest the addition of Chronbach's alpha for the internal reliability of the constructs. This indicator was missed in Table II for the Test Results of Measurement Model in SEM.
- We did not understand Table III. Why the authors did not use a correlation matrix and add the square roots of AVE to check for the discriminant validity also.
- The authors are invited also to study for the multicollinearity by checking the VIF.
- We ask the authors how did they calculate the Sobel Test within an SEM analysis. Did they use the standardized estimates or unstandardized ones ?

Good luck !



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Title: EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA

Author's responses to Referee 1 comments

Referee's comments	Author's responses
<p>Comments to the Author Dear Author,</p> <p>I am happy with the changes done in the revised manuscript and recommend it for publication. It looks refined and polished and all comments were duly addressed.</p>	<p>Thank you for the suggestions for improving my article. I've tried to revise according to your advice, and I hope my writing becomes a weighty article in its field.</p>

Author's responses to Referee 2 comments

Referee's comments	Author's responses
<p>All our comments were taken into account in the revised version. However, we suggest the following comments:</p> <p>-We hope that the authors have inserted the new references added in the modified sentences and paragraphs.</p> <p>-There are still some paragraphs that need proofreading/careful reading because of something missing in sentences.</p> <p>-We found that the AVE is less than 0.5, but the CR is higher than 0.6, according to Fornell & Larcker (1981). So the construct is still adequate. We agree with the authors about their decision to retain the construct for their analysis.</p> <p>-We suggest the addition of Chronbach's alpha for the internal reliability of the constructs. This indicator was missed in</p>	<p>The authors would like to thank reviewer #2 for precious time and valuable comments. We have revised our manuscript according to the reviewers' comments, questions, and suggestions.</p> <p>- Thank you for the suggestion. We have included all the new references added</p> <p>- Thank you for the suggestion. We have made improvements.</p> <p>- Thanks to the reviewer for the positive evaluations.</p> <p>- Thanks for pointing out this section. I've added Chronbach's alpha in Table III.</p>

<p>Table II for the Test Results of Measurement Model in SEM.</p> <p>-We did not understand Table III. Why the authors did not use a correlation matrix and add the square roots of AVE to check for the discriminant validity also.</p> <p>-The authors are invited also to study for the multicollinearity by checking the VIF.</p> <p>-We ask the authors how did they calculate the Sobel Test within an SEM analysis. Did they use the standardized estimates or unstandardized ones?</p>	<p>- I have replaced Table III by using the GoF test to provide good evidence of discriminant validity. (Please see the revised manuscript page 15, line 18 – page 16, line 8).</p> <p>- Thank you for the advice. I have added multicollinearity test information using the VIF test. I put this test in the discussion of research bias. (Please see the revised manuscript page 13, line 9 – line 16).</p> <p>- I have included the formula from the Sobel test. (Please see the revised manuscript page 17, line 16 – page 18, line 9).</p>

Abstract

Employee turnover costs are a big challenge for many companies. Studies show that employee turnover can cost about twenty per cent of salaries in of hiring, training, and lost productivity, although estimates are much higher. For this reason, company management must have a strategy in terms of retaining employees to avoid the desire to move (turnover intention) from the company. This study aims to analyze the turnover intention of construction employees by extending the planned behaviour model's theory. The research method used is a survey method with a quantitative descriptive approach. The population in this study are employees who work in construction companies in Indonesia with the sampling method using non-probability sampling technique, namely using a convenience sampling technique. A questionnaire was used to obtain data from 197 respondents. The data was collected and analyzed using Structural Equation Modeling (SEM) techniques, using maximum likelihood estimation with covariance matrix as the input with Amos 24 software. The results showed that Attitude and Perceived Behavioral Control had a positive and significant effect on Turnover Intention. In contrast, Subjective Norm had a positive but not significant effect on Turnover Intention. Subjective Norm indirectly had a significant effect on Turnover Intention through Attitude and Perceived Behavioral Control.

Keywords: employees, turnover intention, theory of planned behaviour, construction Industry, Indonesia.

Introduction

Turnover rates are an essential issue for companies. From the second decade of this century and into the foreseeable future, employee turnover remains a dominant concern for managers and executives. In 2016, for example, the Society for Human Resource Management (SHRM) reported that 46% of HR managers deem employee turnover as their top concern, up from 25% in 2013 (T. W. Lee et al., 2018). Voluntary turnover is a significant problem in Asia. Employee turnover rates continue reaching new highs with no sign of slowing down. Two thousand eleven turnover rates in Hong Kong and Singapore are close to 10%, with China shocking 20%. Among firms in China and Hong Kong, 30% reported 11% to 40% (Anvari et al., 2014). Turnover attracts organizational scientists and employers alike because this apparent behaviour may signal poor quality of working life and ineffective organizational processes. In particular, turnover often imposes high financial costs on firms. When employees quit, employers must expend funds to find and train replacements (Hom, 2004). Thus, employee turnover costs are a significant challenge for many firms. Studies show that employee turnover can cost around twenty per cent of salary in recruiting, training, and lost productivity, although some estimates are much higher (Carter et al., 2019).

On the other hand, Rebollo-Sanz (2012) revealed that Understanding job turnover is the key to understanding how the labour market operates. Turnover is necessary because it helps allocate workers to those jobs where they are most productive and allows employers to hire and fire according to

economic conditions. It is not always optimal, however. Reducing the turnover rate of employees who meet and exceed goals could significantly impact the firm's overall bottom line (Gyensare et al., 2016).

The presence of the construction industry in the global economy is ubiquitous. That is, regardless of the state of economic development in a country, virtually everyone can identify with its outputs and its tenure (Jacobsson & Wilson, 2012). The construction industry builds and provides infrastructure for other economic sectors, such as agriculture, energy, tourism, manufacturing, trade and others (Trigunarsyah, 2014). The construction industry is a project-based industry where team members of a project work together, and this team often disintegrates at project termination. Due to this dynamic nature of the industry, learning new concepts happens every day by addressing specific issues that lead to project success (Deepak et al., 2019). The construction industry has contributed significantly to the development of countries from the post-industrial era to the present. Nevertheless, the construction business is persistently plagued by high employee turnover (Kerdngern & Thanitbenjasith, 2017). Therefore, innovation is of great importance to the global construction industry as it plays a critical role in leveraging the competitiveness of enterprises (Staniewski et al., 2016).

Employees who are actively looking for other employment (i.e., job search) or frequently avoiding the workplace (e.g., absences, taking extended breaks) tend to quit the workplace permanently as well. Along these lines, one's job performance can provide clues about eventual

employee departures, especially "dysfunctional turnover" when quitting by valued employees can most damage companies. Studies have shown that low performers (because they are denied rewards or fear potential dismissal) and high performers (because they have more options) more often quit than moderate performers (Lee et al., 2017). Minimizing employee turnover has always been one of the key performance indicators for human resource managers in most companies. A possible solution is to understand the factors that affect employee turnover. One strategy to retain employees is to recognize employee behaviour, in this case, turnover intention. Various studies have been conducted to understand more about employee turnover using the attitude variable. Most of this research also uses job satisfaction and organizational commitment as the primary attitude (Lee et al., 1992; Castle et al., 2007; Hall et al., 2010; Stanley et al., 2013; Vandenberghe et al., 2021), researchers consider measuring turnover intentions as one of the best predictors of turnover, as well as a predecessor of actual employee turnover (Zhang et al., 2019; Leisanyane & Khaola, 2013; Tziner et al., 2015; Mosadeghrad et al., 2008; Kaur Sahi & Mahajan, 2014; Park et al., 2014; I. J. Park & Jung, 2015; Labrague et al., 2018; Tnay et al., 2013; Van Dick et al., 2004). Employee turnover intention has received much scholarly attention because turnover intention is associated with actual voluntary turnover (Lambert et al., 2001).

In this study, to understand the behaviour of employees to leave, the Theory of Planned Behavior (TPB) model from Ajzen (1991) is applied. TPB has

been applied in various fields, more specifically in understanding employee behaviour (Straatmann et al., 2016; Jimmieson et al., 2008; Solikhah, 2014). Research has supported the predictability of TPB in the context of harmful activities, fashion counterfeits (Kim & Karpova, 2010), exit public rental housing (Li et al., 2017) and employee turnover (Van Breukelen et al., 2004). The majority of these studies support the usefulness of Ajzen's theory and his view that behavioural intent is a powerful predictor of the targeted behaviour. TPB is a widely used framework that links beliefs and behaviour. Its central theme is that intention is the motivational factor that influences behaviour. Its constructs (i.e., attitude, subjective norm, and perceived behavioural control) can explain intention and behaviour with high accuracy (Sun et al., 2015).

Research related to the use of the TPB model in predicting employee turnover intention includes: Kaur Sahi & Mahajan (2014), who examined the effect of employee organizational commitment on actual turnover through behavioural intention in the telecommunications service sector, the results of the study showed that commitment affects attitude, subjective norm, and Perceived Behavioral Control thus affecting employee turnover intention where Perceived Behavioral Control was found to be the strongest predictor of turnover intention. Furthermore, Van Breukelen et al. (2004) examined whether the variables that have traditionally played an essential role in turnover studies, namely, job satisfaction, organizational commitment, age, and tenure, can explain the additional variants in intention and voluntary

turnover. The results showed that turnover intention proved to be the best predictor of actual turnover, where the effects of the TPB variable and the external variable were taken into account.

This study complements Kaur Sahi & Mahajan (2014) findings, and Van Breukelen et al. (2004) empirically tested the relationship between TPB and turnover intention. We developed the TPB model they used by empirically investigating the relationship of subjective norms towards attitude towards behaviour and Subjective Norm towards Perceived Behavioral Control.

Suppose Kaur Sahi and Mahajan's research is related to TPB. In that case, there are several studies related to employee turnover intention with a variable that influences it, including research conducted by Bani-Melhem et al. (2021) which states that employee self-esteem and innovative behaviour very influential on turnover intention, where the two variables can be regarded as a form of employee attitude towards the work undertaken. Subsequent research was conducted by Zafar et al. (2021), which shows that family motivation is very influential on turnover intention, wherein this study family motivation is one part of Perceived Behavioral Control. Finally, Boakye et al. (2021) also researched employee turnover intention. The results showed that interpersonal support had a significant effect on employee intentions to move from work, where interpersonal support is part of the employee's attitude.

Previous research on employee turnover intention in the construction business is still minimal, especially in Indonesia. Specifically, this study aims to

determine the turnover intention of construction employees by implementing TPB and examine the inclusion of additional relationships that are expected to increase the strength of theory explanation in the context of employee turnover. The first step of the research is to understand employee turnover intention and understand the factor that causes employee turnover intention. Then determine the research population and the sampling technique used. Data were collected with the help of a questionnaire filled out by all research samples (construction employees), with analytical techniques using descriptive statistics and inferential statistics. Statistical inferencing is by Structural Equation Modelling (SEM) to assess the strength of the empirical relationship in the proposed model.

Turnover Intention

Employee turnover is the voluntary cessation of membership in an organization by an individual receiving monetary compensation for participation in that organization (Hom, 2004). Many researchers have used turnover intentions as the most immediate and most accurate predictor of actual turnover (Van Breukelen et al., 2004). A meta-analysis by (Griffeth et al., 2000) also found that turnover intention is the best predictor of (voluntary) turnover. Turnover intent is the probability that an employee will leave an organization (Mobley, 2011). Turnover intention is also referred to as turnover plan or turnover tendency. Turnover intention is the behavioural tendency of employees to attempt to leave their work organization, which may lead to actual turnover (Chen et al., 2014). Quit intentions is of unique importance

because an employee who is preoccupied with the thought of leaving the organization may be detached from his/her work and coworkers with a considerable consequence for performance (Ladebo, 2006).

Employee turnover is essential to address because high attrition can extensively affect companies, directly and indirectly, resulting in increased hiring and training costs, lost production, reduced profits and overall lower employee morale (Hayward et al., 2016). When the highest performing employees leave, as so often seems the case, turnover is a more significant problem than when poor performers quit (Mowday, 1984). However, organizations may benefit from employees leaving because of payroll reductions and voluntary separation of poor performers, leading to better organizational performance (Dess & Shaw, 2001).

Theory of Planned Behaviour

Since its introduction 26 years ago (Ajzen, 1985), the theory of planned behaviour (TPB; Ajzen, 1991, in press) has, by any objective measure, become one of the most frequently cited and influential models for the prediction of human social behaviour (Ajzen, 2011). The theory focuses on the individual's intention to perform a given behaviour when it is presumed that the behaviour is under the individual's volitional control (Gakobo & Jere, 2016). TPB model is subjective, inherently veered toward individualistic/personalized perception of human behaviour. It implies that individuals will intend to perform a behaviour when they evaluate it positively, believe that significant

others think they should perform it, and perceive it to be within their control (Courneya & McAuley, 1995).

The theory of planned behaviour postulates three conceptually independent determinants of intention. The first is the attitude toward the behaviour refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of behaviour in question. The second predictor is a social factor termed subjective norm; it refers to the perceived social pressure to perform or not to perform the behaviour. Finally, the third antecedent of intention is the degree of perceived behavioural control, which, as we saw earlier, refers to the perceived ease or difficulty of performing the behaviour. It is assumed to reflect the experience and anticipated impediments and obstacles. As a general rule, the more favourable the attitude and subjective norm concerning behaviour, and the greater the perceived behavioural control, the stronger the individual intend to perform the behaviour under consideration (Ajzen, 1991).

Conceptual framework and Hypotheses

The conceptual framework of this study is stated in Figure 1, using the construct drawn from the theory of planned behaviour (TPB). TPB explains how an individual's attitude toward behaviour, subjective norm, and perceived behavioural control predict intent, leading to behaviour (Ajzen, 1985). The stronger a person's attitude, subjective norms and perceived behavioural controls, the more likely behavioural intentions will be triggered. Behavioural beliefs are the cognitive basis of behavioural attitudes, norms

and perceived behavioural controls (Li et al., 2018). This study assumes that individuals decide to leave work based on three constructs of TPB: Attitude toward behaviour, Subjective Norm, and Perceived behavioural control. Precisely, attitude toward the act (ATT) reflects the results of employee evaluations of benefits or losses when leaving work. The Subjective Norm (SN) presents the perception of employee confidence obtained from the views of others towards leaving work. Finally, employee beliefs determine perceived behavioural control (PBC) about the ease or difficulty of leaving work. This perception is also determined by the resources that support or inhibit leaving work. The assumed hypothesis is based on TPB in the context of employee turnover is as follows:

Hypothesis 1: ATT has a positive and significant influence on Turnover intention.

Hypothesis 2: SN has a positive and significant influence on turnover intention.

Hypothesis 3: PBC has a positive and significant effect on Turnover intention.

In this study, two paths between SN and ATT and SN and PBC were tested in addition to relationships suggested by TPB. Previous research has found that normative and attitudinal constructs may be dependent and, therefore, SN could influence attitude toward behaviour (Kim & Karpova, 2010). Furthermore, SN has a significant influence on the intentions and attitudes of individuals concerning certain types of behaviour (Hsu & Lu, 2004).

SN may also affect perceptions about the ease or difficulty of performing a behaviour. PBC reflects experience, knowledge about products, and anticipated obstacles. Because people share information, knowledge, and experiences with family and friends, the opinions of significant others may influence perceptions about the amount of control over certain behaviours (Kim & Karpova, 2010).

Hypothesis 4: SN has a positive and significant influence on ATT.

Hypothesis 5: SN has a positive and significant influence on PBC.

Figure 1. Conceptual framework

Methodology

The population in this study are employees who work in construction companies in Indonesia. Therefore, the population includes both managers and skilled workers. To get a representative sample, we randomly selected 5 Construction companies. The sampling method in this study used a non-probability sampling technique, namely using a convenience sampling technique.

We used the questionnaire survey method to collect data to test the research hypotheses. The survey instrument consisted of twelve questions designed to test various variables related to the theory of planned behaviour. The form contained questions about ATT, SN, PBC and Turnover intention. The questionnaire was distributed to 228 employees working in the five

construction companies. A total of 197 questionnaires were returned, while 31 respondents did not return the questionnaire.

The proposed model and hypothesis are tested with Structural Equation Modeling (SEM) with Amos 24 software. SEM refers to a broad statistical framework that involves the specification of a substantive or theoretical model and the testing of the model to observed data (Bauldry, 2015). Structural models are often represented by a path diagram in which squares represent observed variables, and ovals represent hypothesized latent variables, unidirectional arrows represent regression-type coefficients. Bidirectional arrows represent unanalyzed correlations or covariances (Hayashi et al., 2007). SEM remains a significant sample analytic technique (Schreiber, 2017). Structural equation modelling is a modelling technique that can handle a large number of endogenous and exogenous variables, as well as latent (unobserved) variables specified as linear combinations (weighted averages) of the observed variables (Golob, 2003).

All variables in this study are latent variables and are measured by various item scales. All items were adopted from previous literature and modified slightly to fit the current research context. Each item is measured on a five-point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"). The measurement items are listed in Table II and are explained as follows: The ATT is measured using three items from Moksness & Olsen (2017). The SN measurement consists of three items adapted from Gao et al. (2017) and Roncancio et al. (2015). Three items from Kim & Karpova (2010) were used to

measure PBC. Finally, turnover intention is measured using three items from (Madden et al., 1992).

Procedural and statistical methods are used to overcome common-method bias (Podsakoff et al., 2003). For example, participation in this research was voluntary. All questionnaires were filled in anonymously to ensure confidentiality. The questionnaire was tested for validity and reliability before being used in retrieving the primary data. Testing was conducted on 30 respondents. In addition, Harman's single factor test was conducted to determine whether there is any common method bias in the data set. The result of exploratory factor analysis indicates that the first factor holds 38,591 per cent variance (<40), suggesting common method bias has no impact on the present study (Babin et al., 2016).

Table I. Collinearity Statistics

Bias can also be caused by the correlation between independent variables (there is an indication of multicollinearity), so a non-multicollinearity test must be carried out. The existence of multicollinearity can be known by testing The variance inflation factor (VIF). The variance inflation factor (VIF) was used to evaluate the presence of multicollinearity among variables. VIFs ranged from 1.153 to 1.356 (Table I), providing evidence that multicollinearity was not a problem in this study.

Result

Of the total respondents, 77.2% were male, and 22.8% were female. The majority 42.6% were aged between 30 to 40 years, 25.4% were aged between 40-50 years, 20.8% were aged less than 30 years, and 11.2% were aged over 50 years. The education level of the respondents: 25.8% had a diploma level education and 68.5% had a university-level education, and 5.7% had postgraduate level education.

Table II. Assumption Test (Normality Test)

Structural equation modelling (SEM) using maximum likelihood estimation were applied to analyze the data. There two assumptions in the SEM analysis, namely the assumption of normality and no outliers. The normality assumption test is carried out using the critical ratio skewness value of ± 2.58 at a significant level of 0.01 (1%). The data is normally distributed if the critical ratio skewness value is below ± 2.58 (Ghozali, 2005). Table II shows that all indicators have a critical ratio skewness value that lies between ± 2.58 , so it can be said that the data from the indicators are normally distributed. The second assumption is the assumption that there are no outliers. Mahalanobis distance (Md) was used to test the outliers. Examination of multivariate outliers was performed using the Mahalanobis criteria at a level $p < 0.001$. Md is evaluated using X^2 at degrees of freedom for the number of parameters in the model used, namely 49 wherefrom the statistical Table obtained $X^2_{49} = 33.93$, the decision-making rule, if Md from observation point > 33.93 , then it said that the observation point is an outlier. In contrast, if Md from the observation point < 33.93 , the observation point is not an outlier. The

farthest observation point is the 63rd respondent with an MD value = 21.453 when compare to the value $X^2_{49}=33.93$, then the Md value of the 63rd point <33.93, it can be concluded that in this study, all observation points are not outliers.

Table III. Test Results of Measurement Model in SEM

The measurement model can be assessed by examining the reliability, convergent validity, and discriminant validity. Reliability can be assessed by determining Cronbach's alpha (α), the composite reliability (CR), and the average variance extracted (AVE). According to the suggestions of Hair et al. (2014), Cronbach's alpha is acceptable when it exceeds 0.70, CR is acceptable when it exceeds 0.70, AVE is acceptable when it exceeds 0.5. As shown in Table III, Cronbach's alphas for this study ranged from 0.797 to 0.888, all of which exceed the recommended value of 0.7. The CR ranges from 0.701 to 0.868, exceeding the recommended level of 0.70. The AVE range from 0.442 to 0.689, although the AVE of the subjective norm (0.442) was lower than the standard (0.50) recommended by Hair et al. (2014), the construct was included in the SEM model, considering adequate reliability of the scale and the importance of the construct in the model. The convergent validity can be assessed using the factor loadings. The factor loadings show the weight of each indicator as a measure of each variable. Based on Table III and Figure 2, the factor loading for each indicator is above 0.6 at the significance level of $p < 0.05$, suggesting good convergent validity.

Overall Structural Model Validation with Goodness of Fit Index (GoF) can also be done to validate the combined performance of the measurement model (outer model) and structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2} \quad (1)$$

$$GoF = \sqrt{(0.566 + 0.442 + 0.689 + 0.601) / 4} = \sqrt{0.5745 \times 0.925}$$

$$GoF = \sqrt{0.531} = 0.729$$

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.729. According to Ghazali (2005), small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36. Based on these results, it can be concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is more than 0.36 (GoF large scale).

Hypothesis 1 through 5 were tested through a structural equation model (SEM), using maximum likelihood estimation with covariance matrix as the input. The goodness of fit overall model test results (Table IV) shows that not all criteria indicate a good model. According to Arbuckle and Wothke (1995), the best criteria used as an indication of model goodness are CMIN/DF values less than two and RMSEA below 0.08. In this study, the values of CMIN/DF (1.947) and RMSEA (0.070) have met the cut-off values. Therefore the model is suitable and feasible to use so that that interpretation can be made for further discussion.

Table IV. Test Results of the Overall Goodness of Fit Model**Figure 2. Standardized Regression Coefficient****Table V. Result Structural Model**

Based on the SEM analysis results (see Figure 2 and Table V), the following hypothesis testing results are obtained: ATT to turnover intention ($\beta = 0.568$, $p = 0.000$), because $p \leq 0.05$ then ATT has a positive and significant effect on turnover intention. This result shows that there is empirical evidence to support H1. The SN on turnover intention ($\beta = 0.120$, $p = 0.251$), because $p \geq 0.05$ then the SN has a positive and insignificant effect on Turnover Intention. This result shows that there is no empirical evidence to support H2. PBC on Turnover Intention ($\beta = 0.261$, $p = 0.000$), because $p \leq 0.05$ then PBC has a positive and significant effect on Turnover Intention. These results indicate that there is empirical evidence to support H3. The Subjective Norm to Attitude towards the act ($\beta = 0.574$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on ATT. This result shows that there is empirical evidence to support H4. The SN to PBC ($\beta = 0.332$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on PBC. These results indicate that there is empirical evidence to support H5. SN indirectly affected Turnover intention through ATT and PBC. The estimate of the indirect effect from SN to Turnover intention through ATT was 0.326 (0.574×0.568), whereas the indirect effect from SN to Turnover intention through PBC was 0.086 (0.332×0.261). To find out whether or not the mediation variable is significant, then the mediation variable is tested using the Sobel

test, namely through hypothesis testing. The standard deviation of the indirect effect (multiplication) refers to MacKinnon et al., (2007):

$$\sigma_{ab} = \sqrt{\sigma_a^2 a^2 + \sigma_b^2 b^2} \quad (2)$$

In this case a and b are the coefficients of the path traversed. Sobel test statistics are z_{value} , calculated by dividing the coefficient of indirect influence by the standard error,

$$z_{value} = (a \times b) / \sqrt{b^2 SE_a^2 + a^2 SE_b^2} \quad (3)$$

in this case:

a = standardized regression coefficient influence of the explanatory variable X on the mediating variable M

SE_a = standard error for coefficient a.

b = standardized regression coefficient influence of the mediating variable M on the dependent variable Y.

SE_b = standard error for coefficient b

The results of the Sobel test (Table VI) show that ATT and PBC significantly mediate the relationship between SN and Turnover intention.

Table VI. Result of Sobel Test

Furthermore, to verify the usefulness of the TPB model development, the goodness of fit of the original TPB model was also assessed. The measurement results on the original TPB model, the Goodness of Fit Index

indicator (Chi-square= 147.067; CMIN/DF= 2.884; GFI= 0.889; RMSEA= 0.098; AGFI= 0.830; TLI= 0.875; NFI= 0.861; PNFI= 0.665; CFI = 0.903; PGFI= 0.581), compared with the measurement results of the Goodness of Fit Index in model development (Table IV), show that the model development has a better fit.

Discussion

This study is to examine TPB in the context of the Turnover intention of construction employees in Indonesia. The study findings show that ATT and PBC have a positive and significant effect on Turnover intention, while the SN does not significantly influence Turnover intention. SN have a positive and significant effect on ATT and PBC. ATT and PBC significantly mediate the relationship between SN and Turnover Intention.

In this study, ATT has the most positive and significant influence on Turnover intention, which is in line with previous research (Armitage & Conner, 2001; Nasri & Charfeddine, 2012; Oluka et al., 2017; Shih & Fang, 2004; Gorgievski et al., 2018). This result implies that the individual forms a strong attitude towards leaving work, based on the belief that the behaviour can provide benefits or satisfaction for them. Ajzen (2005) suggests that beliefs determine attitudes towards behaviour about a behaviour's consequences or behavioural beliefs.

This study also confirms that PBC is a positive and significant determinant of Turnover intention. The findings are consistent with previous

research (Jalilvand & Samiei, 2012; Lee, 2009; Rhodes et al., 2015; Oztekin et al., 2017; Cheung & To, 2017). This may be because employees feel they have the competence and opportunity to get a job elsewhere, they tend to have a high turnover rate.

The findings of this study also produce that SN has a positive and insignificant influence on Turnover intention. This finding is consistent with several studies using TPB, which found that SN were the weakest intention predictors (Van Breukelen et al., 2004; Solikhah, 2014; Gakobo & Jere, 2016) and insignificant (Gao et al., 2017). This result is contrary to TPB, which states that the SN influences intention. This result shows that social pressure from others does not impact the employees' decision to leave their job. This finding is beyond our expectations but is interesting to explain. Perhaps the reason is that the survey participants came from several companies. In addition, it is also possible that most of the participants in this survey are still young ($\bar{x}=37,59$ years old). They are more rational and have their own opinions. Final decisions and behaviour largely depend on their rational thinking. This argument is in line with the opinion of Gao et al. (2017).

SN has a positive and significant effect on ATT, shows that the influence of one's community plays an essential role in shaping Attitudes toward behaviour. This result aligns with Kim & Karpova (2010) research and Weng et al. (2017). The results also show that ATT significantly mediates the indirect effect of SN on Turnover intention. These results imply that construction company employees tend to refer to the opinions of their family members,

colleagues and superiors in forming an intention to leave. For example, people around them express a strong view that leaving the organization is best.

Furthermore, SN has a positive and significant effect on PBC, indicates that one's community plays a role in shaping Perceived Behavioral Control. This result is also in line with the study of Kim & Karpova (2010). The results also show that PBC significantly mediates the indirect effect of SN on Turnover intention. This shows that employees' confidence to leave the organization may be from people around them because people can be influenced by information or opinions.

These findings also provide empirical evidence that two additional pathways, namely: SN for ATT and SN for PBC, are essential extensions of TPB because they help improve the theory's ability to predict turnover intention.

Conclusions and recommendations

This study uses the conceptual framework of TPB to predict the turnover intention of construction employees in Indonesia. The findings show that ATT and PBC have a positive and significant effect on Turnover intention, while the SN has a positive and insignificant effect on Turnover intention. ATT is confirmed as the most dominant factor influencing employees' intentions to leave work, while the SN is the smallest and most insignificant. SN has a positive and significant effect on ATT and PBC. ATT and PBC significantly mediate the relationship between SN and Turnover Intention.

In conclusion, the results of this study have implications for research and practice. The model developed in this study represents a significant increase for TPB by adding two pathways, namely SN to ATT and SN to PBC, significantly increasing the strength of theory explanation in employee turnover intention. The results of this study provide practical insights for construction company human resource managers in reducing employee turnover. The following are some recommended implications: first, managers can start by influencing employee attitudes. Build a positive attitude by orienting and socializing the values and culture of the company in helping employees adapt. Managers are expected to provide opportunities for employees to improve skills, career opportunities, and responsibilities. Second, the construction industry is very dynamic and fast, which will result in employee fatigue, lack of time with family, and so forth. Vacation packages, gifts or bonuses should be provided to make employees feel part of the organization. Third, management must strengthen emotional ties with employees and their families by doing activities such as recreation and so forth. Fourth, the research results confirm that attitude is a critical output. Thus work attitudes need to be built before entering the working world, both in society and in higher education.

Limitations and Future Research

There are several limitations in this research study. First, the data were collected from 5 construction companies in Indonesia, which may restrict the generalizability of the results. Thus, in future research, we should attempt to

collect data from more companies. Second, this research only considers the effects of psychological factors on employee turnover intention in construction companies in Indonesia. Therefore, future studies can consider other factors that might influence employee turnover intention in the construction industry. Third, the conclusions drawn from our study are based on cross-sectional data. We hypothesized causal relationships in line with the direction of causal influence as proposed in the TPB.

Further research could consider validating our proposed model in a longitudinal study, which would enable inferences about the direction of causality among variables in the model. Finally, the research model could be investigated in different periods to make comparisons. For example, Ajzen (1991) suggested that the relative importance of attitude toward behaviour, subjective norm, and perceived behavioural control in predicting behavioural intention may vary according to the specific behaviour and situation.

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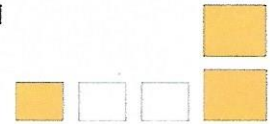
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AUTHOR:

DR. WEHELMINA RUMAWAS

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EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA

Wehelmina Rumawas

Abstract: Employee turnover costs pose a big challenge for many companies. Studies show that employee turnover can cost about twenty per cent of the salaries in hiring, training, and lost productivity, although estimates give much higher figures. Therefore, company management must have a strategy in terms of retaining employees to avoid the desire of moving (turnover intention) from the company. This study aims to analyze the turnover intention of construction employees by extending the planned behaviour model's theory. The research method used is a survey method with a quantitative descriptive approach. The population in this study are employees who work in construction companies in Indonesia. Sampling method using non-probability sampling technique, namely using a convenience sampling technique is employed in the current study. A questionnaire was used to collect data from 197 respondents. The data were collected and analyzed using Structural Equation Modeling (SEM) techniques, using maximum likelihood estimation with covariance matrix as the input with Amos 24 software. The results indicated that attitude and perceived behavioral control had a positive and significant effect on Turnover Intention. In contrast, subjective norm had a positive but not significant effect on

Turnover Intention. Subjective norm indirectly had a significant effect on Turnover Intention through attitude and perceived Behavioral Control.

Keywords: employees, turnover intention, theory of planned behaviour, construction Industry, Indonesia.

Introduction

Turnover rates are an essential issue for companies. From the second decade of this century and into the foreseeable future, employee turnover remains a dominant concern for managers and executives. In 2016, for instance, the Society for Human Resource Management (SHRM) reported that 46% of HR managers deem employee turnover as their top concern, up from 25% in 2013 (T. W. Lee et al., 2018). Voluntary turnover remains a significant problem in Asia. Employee turnover rates continue reaching new highs with no sign of slowing down. Two thousand eleven turnover rates in Hong Kong and Singapore are close to 10%, with China shocking 20%. Among firms in China and Hong Kong, 30% reported 11-40% employee turnover (Anvari et al., 2014). Turnover attracts organizational scientists and employers alike because this apparent behaviour may signal poor quality of working life and ineffective organizational processes. In particular, turnover often imposes high financial costs on firms. When employees leave their jobs, employers must expend funds to find and train replacements (Hom, 2004). Thus, employee turnover costs are a significant challenge for many firms. Studies show that employee turnover can cost around twenty per cent of salaries in

recruiting, training, and lost productivity, although some estimates are much higher (Carter et al., 2019).

Rebollo-Sanz (2012) revealed that understanding job turnover holds the key to understanding how the labour market operates. Turnover is necessary because it helps allocate workers to those jobs where they are most productive and allows employers to hire and fire according to prevailing economic conditions, though it is not always optimal. Reducing the turnover rate of employees who meet and exceed goals could significantly impact the firm's overall bottom line (Gyensare et al., 2016).

The presence of the construction industry in the global economy is ubiquitous. It means that regardless of the state of economic development in a country, virtually everyone can identify with its outputs and its tenure (Jacobsson & Wilson, 2012). The construction industry builds and provides infrastructure for other economic sectors, such as agriculture, energy, tourism, manufacturing, trade, and others (Trigunarsyah, 2014). The construction industry is a project-based industry where team members of a project work together, and this team often disintegrates at project termination. Due to this dynamic nature of the industry, learning new concepts happens every day by addressing specific issues that lead to project success (Deepak et al., 2019). The construction industry has contributed significantly to the development of different countries from the post-industrial era to the present. Nevertheless, the construction business is persistently plagued by high employee turnover (Kerdngern & Thanitbenjasith, 2017). Therefore, innovation

may be of great importance to the global construction industry as it plays a critical role in leveraging the competitiveness of enterprises (Staniewski et al., 2016).

Employees who are actively looking for other employment (i.e., job search) or frequently avoiding the workplace (e.g., absences, taking extended breaks) tend to quit the workplace permanently as well. Along these lines, one's job performance can provide clues about eventual employee departures, especially "dysfunctional turnover" when quitting by valued employees can most damage companies. Several studies have shown that low performers (because they are denied rewards or fear potential dismissal) and high performers (because they have more job options) more often quit than moderate performers (Lee et al., 2017). Minimizing employee turnover has always been one of the key performance indicators for human resource managers in most companies. A possible solution is to understand the factors that affect employee turnover. One strategy to retain employees is to recognize employee behaviour, in this case, turnover intention. Numerous studies have been conducted to understand more about employee turnover using the attitude variable. Most of this research also uses job satisfaction and organizational commitment as the primary attitude (Castle et al., 2007; Hall et al., 2010; Lee et al., 1992; Stanley et al., 2013; Vandenberghe et al., 2021). Researchers consider measuring turnover intentions as one of the best predictors of turnover, as well as a predecessor of actual employee turnover (Zhang et al., 2019;

Leisanyane & Khaola, 2013; Tziner et al., 2015; Mosadeghrad et al., 2008; Kaur Sahi & Mahajan, 2014; Park et al., 2014; I. J. Park & Jung, 2015; Labrague et al., 2018; Tnay et al., 2013; Van Dick et al., 2004). Employee turnover intention has received much scholarly attention because turnover intention is associated with actual voluntary turnover (Lambert et al., 2001).

In this study, to understand the behaviour of employees to leave, the Theory of Planned Behavior (TPB) from Ajzen (1991) was applied. TPB has been applied in various fields, more specifically in understanding employee behaviour (Jimmieson et al., 2008; Solikhah, 2014; Straatmann et al., 2016). Research has supported the predictability of TPB in the context of harmful activities, fashion counterfeits (Kim & Karpova, 2010), exit public rental housing (Li et al., 2017) and employee turnover (Van Breukelen et al., 2004). The majority of these studies support the usefulness of Ajzen's theory and his view that behavioural intent is a powerful predictor of the targeted behaviour. TPB is a widely used framework that links beliefs and behaviour. Its central theme is that intention is the motivational factor that influences behaviour. Its constructs (i.e., attitude, subjective norm, and perceived behavioural control) can explain intention and behaviour with high accuracy (Sun et al., 2015).

Research related to the use of the TPB model in predicting employee turnover intention includes Kaur Sahi & Mahajan (2014), who examined the effect of employee organizational commitment on actual turnover through behavioural intention in the telecommunications service sector, the results of

the study showed that commitment affects attitude, subjective norm, and perceived behavioral control, thereby affecting employee turnover intention where perceived behavioral control was found to be the strongest predictor of turnover intention. Furthermore, Van et al. (2004) examined whether the variables that have traditionally played an essential role in turnover studies, namely, job satisfaction, organizational commitment, age and tenure can explain the additional variants in intention and voluntary turnover. The results showed that turnover intention proved to be the best predictor of actual turnover, where the effects of the TPB variable and the external variable were considered.

This study corroborates Kaur Sahi & Mahajan (2014) findings. Van Breukelen et al. (2004) empirically tested the relationship between TPB and turnover intention. We developed the TPB model used by empirically investigating the relationship of subjective norms towards attitude towards behaviour and subjective norm towards perceived behavioral control.

Several studies are related to employee turnover intention with a variable that influences it. Including research conducted by Bani-Melhem et al. (2021), who state that employee self-esteem and innovative behaviour are very influential on turnover intention, where the two variables can be regarded as a form of employee attitude towards the work undertaken. Subsequent research was conducted by Zafar et al. (2021), which shows that family motivation is very influential on turnover intention, wherein this study family motivation is one part of perceived behavioral control. Finally, Boakye

et al. (2021) also studied the topic of employee turnover intention and reported that interpersonal support had a significant effect on employee intentions to move from work, where interpersonal support is part of the employee's attitude.

Previous research on employee turnover intention in the construction business is still minimal, especially in Indonesia. Specifically, the current study attempts to determine the turnover intention of construction employees by implementing TPB and examines the inclusion of other relationships that are expected to increase the strength of theory explanation in the context of employee turnover. The first step of the research is to understand employee turnover intention and understand the factor behind employee turnover intention. Then determine the research population and the sampling technique used. Data were collected with the help of a questionnaire filled out by all research samples (construction employees), with analytical techniques using descriptive statistics and inferential statistics. Statistical inferencing was by Structural Equation Modelling (SEM) to evaluate the strength of the empirical relationship in the proposed model.

Turnover Intention

Employee turnover is the voluntary cessation of membership in an organization by an individual receiving monetary compensation for participation in that organization (Hom, 2004). Many researchers have used turnover intentions as the most immediate and most accurate predictor of actual turnover (Van Breukelen et al., 2004). A meta-analysis by Griffeth et al.

(2000) revealed that turnover intention is the best predictor of (voluntary) turnover. Turnover intent is the probability that an employee will leave an organization (Mobley, 2011). Turnover intention is also referred to as turnover plan or turnover tendency. Turnover intention is the behavioural tendency of employees to attempt to leave their work organization, which may lead to actual turnover (Chen et al., 2014). Quit intentions are of unique importance because an employee who is preoccupied with the thought of leaving the organization may be detached from his/her work and coworkers with a considerable consequence for performance (Ladebo, 2006).

The issue of employee turnover is essential to address because high attrition can extensively affect companies, directly and indirectly, resulting in increased hiring and training costs, lost production, reduced profits, and overall lower employee morale (Hayward et al., 2016). When the highest performing employees leave, as so often seems the case, turnover is a more significant problem than when poor performers quit (Mowday, 1984). However, organizations may benefit from employees leaving because of payroll reductions and voluntary separation of poor performers, leading to better organizational performance (Dess and Shaw, 2001).

Theory of Planned Behaviour

Since its introduction 26 years ago (Ajzen, 1985), the theory of planned behaviour (TPB; Ajzen, 1991, in press) has, by any objective measure, become one of the most frequently cited and influential models for the prediction of human social behaviour (Ajzen, 2011). The theory focuses on an individual's

intention to undertake a given behaviour when it is presumed that the behaviour is under the individual's volitional control (Gakobo & Jere, 2016). TPB model is subjective, inherently veered toward individualistic/personalized perception of human behaviour. It implies that individuals will intend to perform a behaviour when they evaluate it positively, believe that significant others think they should perform it, and perceive it to be within their control (Courneya & McAuley, 1995).

The theory of planned behaviour postulates three conceptually independent determinants of intention. The first is the attitude toward the behaviour refers to the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour in question. The second predictor is a social factor, termed subjective norm. It refers to the perceived social pressure to perform or not to perform the behaviour. Finally, the third antecedent of intention is the degree of perceived behavioural control, which, as we saw earlier, refers to the perceived ease or difficulty of performing the behaviour. It is assumed to reflect the experience and anticipated impediments and obstacles. As a general rule, the more favourable the attitude and subjective norm concerning behavior is and the greater the perceived behavioural control is , the stronger the individual intends to perform the behaviour under consideration (Ajzen, 1991).

Conceptual Frameworks and Hypotheses

The conceptual framework of this study is stated in Figure 1, using the construct drawn from the TPB. TPB explains how an individual's attitude

toward behaviour, subjective norm, and perceived behavioural control predict intent, leading to behaviour (Ajzen, 1985). The stronger a person's attitude, subjective norms and perceived behavioural controls, the more likely behavioural intentions will be triggered. Behavioural beliefs are the cognitive basis of behavioural attitudes, norms and perceived behavioural controls (Li et al., 2018). This study assumes that individuals decide to leave work based on three constructs of TPB: attitude toward behaviour, subjective norm, and perceived behavioural control. Precisely, attitude toward the act (ATT) reflects the results of employee evaluations of benefits or losses when leaving work. The Subjective Norm (SN) presents the perception of employee confidence obtained from the views of others towards leaving work. Finally, employee beliefs determine perceived behavioural control (PBC) about the ease or difficulty of leaving the job. This perception is also determined by the potential resources that support or inhibit leaving work. The assumed hypothesis is based on TPB in the context of employee turnover is as follows:

Hypothesis 1: ATT has a positive and significant influence on Turnover intention.

Hypothesis 2: SN has a positive and significant influence on turnover intention.

Hypothesis 3: PBC has a positive and significant effect on Turnover intention.

In this study, two paths between SN and ATT, and SN and PBC were examined in addition to relationships suggested by TPB. Previous research has shown that normative and attitudinal constructs may be dependent,

therefore, SN could influence attitude toward behaviour (Kim and Karpova, 2010). Furthermore, SN has a significant influence on the intentions and attitudes of individuals concerning certain types of behaviour (Hsu & Lu, 2004).

SN may also affect perceptions about the ease or difficulty of performing a behaviour. PBC reflects experience, knowledge about products, and anticipated obstacles. Because people share information, knowledge, and experiences with family and friends, the opinions of significant others may influence perceptions about the amount of control over certain behaviours (Kim and Karpova, 2010).

Hypothesis 4: SN has a positive and significant influence on ATT.

Hypothesis 5: SN has a positive and significant influence on PBC.

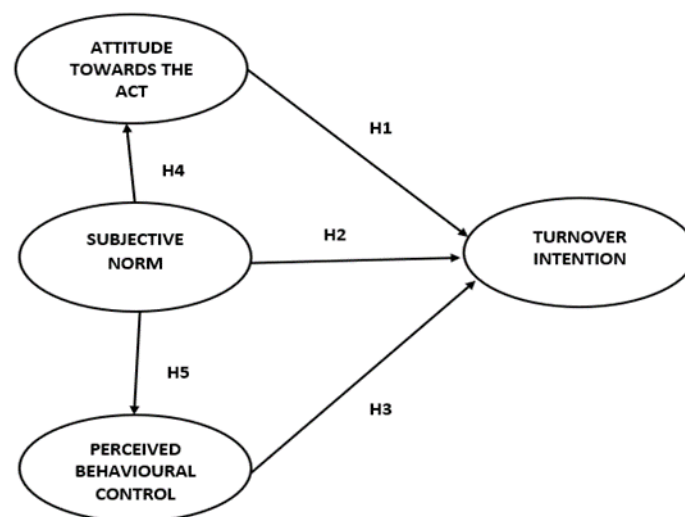


Figure 1. Conceptual framework

Methodology

The population in this study is employees working in construction companies in Indonesia. The population includes both managers and skilled workers. To obtain a representative sample, we randomly selected five construction companies in Indonesia. The sampling method in this study used a non-probability sampling technique, namely using a convenience sampling technique.

We employed the questionnaire survey method to collect data to test the research hypotheses. The survey instrument consisted of 12 questions designed to assess various variables related to the theory of planned behaviour. The form contained questions about ATT, SN, PBC, and Turnover Intention. The questionnaire was distributed to 228 employees working in the five construction companies. A total of 197 questionnaires were returned, while 31 respondents did not submit the questionnaire.

The proposed model and hypothesis were tested with Structural Equation Modeling (SEM) with Amos 24 software. SEM refers to a broad statistical framework that involves the specification of a substantive or theoretical model and the testing of the model to observed data (Bauldry, 2015). Structural models are often represented by a path diagram in which squares represent observed variables; ovals represent hypothesized latent variables; and unidirectional arrows represent regression-type coefficients. Bidirectional arrows represent unanalyzed correlations or covariances (Hayashi et al., 2007). SEM remains a significant sample analytic technique (Schreiber, 2017). SEM can handle a large number of endogenous and

exogenous variables, as well as latent (unobserved) variables specified as linear combinations (weighted averages) of the observed variables (Golob, 2003).

All variables in the current study are latent variables and were measured by various item scales. All items were adopted from previous literature and modified slightly to fit the current research context. Each item is measured on a 5-point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"). Table 2 shows the measurement items which can be explained as follows: The ATT is measured using three items from Moksness & Olsen (2017). The SN measurement consists of three items adapted from Gao et al. (2017) and Roncancio et al. (2015). Three items from Kim and Karpova (2010) were employed to measure PBC. Finally, the turnover intention was measured using three items as per the method proposed by (Madden et al., 1992).

Procedural and statistical methods are used to overcome common-method bias (Podsakoff et al., 2003). Participation in this research was voluntary. All questionnaires were filled anonymously to ensure confidentiality. The questionnaires were tested for validity and reliability before being used in retrieving the primary data. Testing was conducted on 30 respondents. Furthermore, Harman's single factor test was conducted to determine whether there is any common method bias in the data set. The result of exploratory factor analysis indicates that the first factor held 38,591 per cent variance (<40), suggesting that common method bias has no impact on the present study (Babin et al., 2016).

Table I. Multicollinearity Statistics Test

Variable	Collinearity Statistics	
	Tolerance	VIF
ATT	,738	1,356
SN	,810	1,235
PBC	,867	1,153

Bias can also be caused by the correlation between independent variables (there is an indication of multicollinearity), so a non-multicollinearity test must be carried out. The existence of multicollinearity can be ascertained by testing The variance inflation factor (VIF). The VIF was used to evaluate the presence of multicollinearity among variables. VIFs ranged from 1.153 to 1.356 (Table I), providing evidence that multicollinearity was not a problem in this study.

Results

Of the total respondents, 77.2% were male and 22.8% female. The majority 42.6% were aged between 30 and 40 years, 25.4% were aged between 40-50 years, 20.8% were aged < 30 years, and 11.2% were aged > 50 years. The education level of the respondents: 25.8% had a diploma-level education and 68.5% had a university-level education, and 5.7% had postgraduate-level education.

Table II. Assumption Test (Normality Test)

Variable	min	max	skew	c.r.	kurtosis	c.r.
PBC1	1,00	5,000	-,862	-4,253	,525	1,294

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	0					
PBC2	1,00	5,000	-,357	-1,760	-,932	-2,298
	0					
PBC3	1,00	5,000	-,527	-2,600	-,323	-,796
	0					
SN1	1,00	5,000	,646	3,188	,326	,803
	0					
SN2	1,00	5,000	-,019	-,095	-,595	-1,467
	0					
SN3	1,00	5,000	,135	,667	-,640	-1,579
	0					
TI3	1,00	5,000	-,296	-1,461	-,716	-1,767
	0					
TI2	1,00	5,000	-,080	-,393	-,878	-2,166
	0					
TI1	1,00	5,000	-,368	-1,814	-,827	-2,040
	0					
ATT3	1,00	5,000	,188	,927	-,920	-2,269
	0					
ATT2	1,00	5,000	,058	,284	-1,027	-2,534
	0					
ATT1	1,00	5,000	,051	,254	-1,049	-2,586
	0					
Multivariate					-1,968	-,649

SEM using maximum likelihood estimation was applied to analyze the data. Two assumptions in the SEM analysis: the assumption of normality, and no outliers. The normality assumption test was carried out using the critical ratio skewness value of ± 2.58 at a significant level of 0.01 (1%). The data is normally distributed if the critical ratio skewness value is below ± 2.58 (Ghozali, 2005). Table 2 demonstrates that all indicators have a critical ratio skewness value between ± 2.58 , so it can be concluded that the data from the indicators are normally distributed. The second assumption states that there are no outliers. Mahalanobis distance (Md) was used to test the outliers. Examination of multivariate outliers was performed using the Mahalanobis criteria at a level ($p < 0.001$). Md was evaluated using X^2 at degrees of

freedom for the number of parameters in the model used, namely 49 wherefrom the statistical Table obtained $X^2_{249}=33.93$, the decision-making rule. If Md from the observation point is >33.93 , then it showed that the observation point is an outlier. In contrast, if Md from the observation point <33.93 , the observation point is not an outlier. The farthest observation point is the 63 rd respondent with an MD value = 21.453 when compared to the value $X^2_{249}=33.93$, then the Md value of the 63 rd point <33.93 . It can be concluded that in this study, all observation points are not outliers.

Table III. Test Results of Measurement Model in SEM

Variable	Indicator	Standardize Factor loading	p-value	Composite reliability	Average Variance extracted	Alpha Cronbach
Attitude towards the act	Leaving work is fun for me.	0.836	***	0.796	0.566	0.845
	Leaving work is a good idea for me.	0.721	***			
	Leaving work is profitable for me.	0.693	***			
Subjective Norm	My family thinks that I have to leave work.	0.733	***	0.701	0.442	0.814
	My colleagues think that I have to leave work.	0.638	***			
	My boss wants me to leave work.	0.617	***			
PBC	Leaving work is easy for me.	0.973	***	0.868	0.689	0.888
	I have full control to leave work.	0.777	***			
	If I want, I can easily	0.720	***			

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Turnover Intention						
	leave work.					
	I intend to	0.820	***	0.819	0.601	0.797
	leave work in					
	the future.					
	I will try to	0.724	***			
	leave work in					
	the future.					
	I am going to	0.780	***			
	try to leave					
	work in the					
	future.					

The measurement model can be assessed by examining the reliability, convergent validity, and discriminant validity. Reliability can be assessed by determining Cronbach's alpha (α), the composite reliability (CR), and the average variance extracted (AVE). Hair et al. (2014) suggested that Cronbach's alpha is acceptable when it exceeds 0.70; CR is acceptable when it exceeds 0.70; AVE is acceptable when it exceeds 0.5. Table III shows that, Cronbach's alphas for this study ranged from 0.797 to 0.888, all of which exceed the recommended value of 0.7. The CR ranges from 0.701 to 0.868, exceeding the recommended level of 0.70. The AVE range from 0.442 to 0.689, although the AVE of the subjective norm (0.442) was lower than the standard (0.50) recommended by Hair et al. (2014), the construct was included in the SEM model, considering adequate reliability of the scale and the importance of the construct in the model. The convergent validity can be assessed using the factor loadings. The factor loadings show the weight of each indicator as a measure of each variable. Based on data presented in Table III and Figure 2, the factor loading for each indicator is above 0.6 at the significance level of $p < 0.05$, suggesting good convergent validity.

Overall Structural Model Validation with Goodness of Fit Index (GoF) can also be done to validate the combined performance of the measurement model (outer model) and structural model (inner model) obtained through the following calculations:

$$GoF = \sqrt{AVE \times R^2} \quad (1)$$

$$GoF = \sqrt{(0.566 + 0.442 + 0.689 + 0.601) / 4} = \sqrt{0.5745 \times 0.925}$$

$$GoF = \sqrt{0.531} = 0.729$$

The determination of the Goodness of Fit Index (GoF) shows a value of 0.729. According to Ghazali (2005), small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36. Therefore, it can be concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is more than 0.36 (GoF large scale).

Hypothesis 1 through 5 were tested through an SEM, using maximum likelihood estimation with covariance matrix as the input. The goodness of fit overall model test results (Table IV) shows that not all criteria indicate a good model. Arbuckle and Wothke (1995), stated that the best criteria used as an indication of model goodness are CMIN/DF values less than two and RMSEA below 0.08. In this study, the values of CMIN/DF (1.947) and RMSEA (0.070) have met the cut-off values. Therefore, the model is found suitable and feasible to use so that that interpretation can be made for further discussion.

Table IV. Test Results of the Overall Goodness of Fit Model

Goodness of Fit Index	Cut-off Value	Model Result	Fit
Chi-square	Smaller the better	95.426	Yes
Probability	≥ 0.05	0.000	No
CMIN/DF	≤ 2.00	1.947	Yes
GFI	≥ 0.90	0.925	Yes
RMSEA	≤ 0.08	0.070	Yes
AGFI	≥ 0.90	0.880 \approx 0.9	Yes
TLI	≥ 0.90	0.937	Yes
NFI	≥ 0.90	0.910	Yes
PNFI	0.60-0.90	0.675	Yes
CFI	≥ 0.9	0.953	Yes
PGFI	0-1.0	0.581	Yes

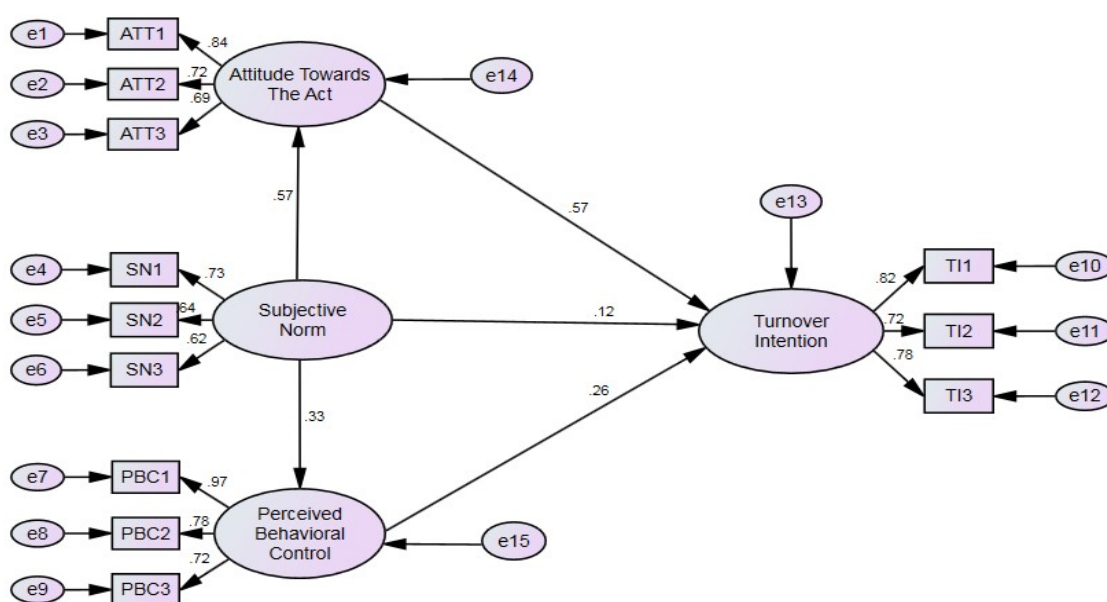


Figure 2. Standardized Regression Coefficient

Table V. Result Structural Model

Independent Variable	Dependent variable	Standar dized	CR	p
ATT	TI	0.568	5.491	0.000*
SN	TI	0.120	1.148	0.251

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PBC	TI	0.261	3.713	0.000*
SN	ATT	0.574	5.645	0.000*
SN	PBC	0.332	3.815	0.000*

* Significant at the $p \leq 0.05$

Based on the SEM results (Figure 2 and Table V), the following hypothesis testing results are obtained: ATT to turnover intention ($\beta = 0.568$, $p = 0.000$), because $p \leq 0.05$ then ATT has a positive and significant effect on turnover intention. This result shows empirical evidence to support H1. The SN on turnover intention ($\beta = 0.120$, $p = 0.251$), because $p \geq 0.05$ then the SN has a positive and insignificant effect on Turnover Intention. This result shows that there is no empirical evidence to support H2. PBC on Turnover Intention ($\beta = 0.261$, $p = 0.000$), because p has value ≤ 0.05 PBC has a positive and significant effect on Turnover Intention. These results suggest that there is empirical evidence to support H3. The Subjective Norm to Attitude towards the act ($\beta = 0.574$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on ATT. This result shows that there is empirical evidence to support H4. The SN to PBC ($\beta = 0.332$, $p = 0.000$), because $p \leq 0.05$ then the SN has a positive and significant effect on PBC. These findings indicate empirical evidence to support H5. SN indirectly affected Turnover intention through ATT and PBC. The estimate of the indirect effect from SN to Turnover intention through ATT was 0.326 (0.574×0.568), whereas the indirect effect from SN to Turnover intention through PBC was 0.086 (0.332×0.261). The mediation variable is tested using the Sobel test, namely through hypothesis testing, to determine whether or not the mediation variable is significant. The standard

deviation of the indirect effect (multiplication) refers to MacKinnon et al. (2007):

$$\sigma_{ab} = \sqrt{\sigma_a^2 a^2 + \sigma_b^2 b^2} \quad (2)$$

In this case, a and b are the coefficients of the path traversed. Sobel test statistics are z_{value} , calculated by dividing the coefficient of indirect influence by the standard error,

$$z_{value} = (a * b) / \sqrt{b^2 SE_a^2 + a^2 SE_b^2} \quad (3)$$

Where,

a = standardized regression coefficient influence of the explanatory variable X on the mediating variable M

SE_a = standard error for coefficient a.

b = standardized regression coefficient influence of the mediating variable M on the dependent variable Y.

SE_b = standard error for coefficient b

The results of the Sobel test (Table VI) reveal that ATT and PBC remarkably mediate the relationship between SN and Turnover intention.

Table VI. Result of Sobel Test

Relationship	Sobel Test Statistics (>1.96)	Sig. (p<0.05)
SN \longleftrightarrow TI Via Att.	3.107	0.002
SN \longleftrightarrow TI Via PBC	2.172	0.029

Furthermore, to verify the usefulness of the TPB model development, the goodness of fit of the original TPB model was also evaluated. The measurement results on the original TPB model, the Goodness of Fit Index indicator (Chi-square= 147.067; CMIN/DF= 2.884; GFI= 0.889; RMSEA= 0.098; AGFI= 0.830; TLI= 0.875; NFI= 0.861; PNFI= 0.665; CFI = 0.903; PGFI= 0.581), compared with the measurement results of the Goodness of Fit Index in model development (Table IV) show that the model development has a better fit.

Discussion

The objective of this study was to examine TPB in the context of the Turnover Intention of construction employees in Indonesia. The study findings show a positive and significant effect of ATT and PBC on Turnover intention, while the SN does not significantly influence Turnover intention. SN has a positive and significant effect on ATT and PBC. ATT and PBC significantly mediate the relationship between SN and Turnover Intention.

The findings showed that ATT has the most positive and significant influence on Turnover intention, which corroborates previous research (Armitage & Conner, 2001; Gorgievski et al., 2018; Nasri & Charfeddine, 2012; Oluka et al., 2017; Shih & Fang, 2004). This result implies that the individual forms a strong attitude towards leaving work, based on the belief that the behaviour can provide benefits or satisfaction for them. Ajzen (2005) suggests that beliefs determine attitudes towards behaviour about a behaviour's consequences or behavioural beliefs.

This study also validated that PBC is a positive and significant determinant of Turnover intention. The findings show conformity with previous research (Cheung & To, 2017; Jalilvand & Samiei, 2012; Lee, 2009; Rhodes et al., 2015; Oztekin et al., 2017). This may be attributed to fact that employees feel they have the competence and opportunity to get a job elsewhere, they tend to have a high turnover rate.

The findings of this study also show that SN has a positive and insignificant influence on Turnover intention. This finding is consistent with several studies using TPB, which found that SN were the weakest intention predictors (Van Breukelen et al., 2004; Solikhah, 2014; Gakobo & Jere, 2016) and insignificant (Gao et al., 2017). This result is contrary to TPB, which states that the SN influences intention. This result shows that social pressure from others does not impact the employees' decision to leave their job. This finding is beyond our expectations but is interesting to explain. Perhaps the reason is that the survey participants came from several companies. Moreover, it is also possible that most of the participants in this survey are still young (\bar{x} = 37,59 years old). They are more rational and have their own opinions. Final decisions and behaviour largely depend on their rational thinking. This argument supports the opinion of Gao et al. (2017).

SN has a positive and significant effect on ATT. It shows that the influence of one's community plays an essential role in shaping Attitudes toward behaviour. This result aligns with Kim & Karpova (2010) research and Weng et al. (2017). The results also show that ATT significantly mediates the

indirect effect of SN on Turnover intention. These results imply that construction company employees tend to refer to the opinions of their family members, colleagues and superiors in forming an intention to leave. For example, people around them express a strong view that leaving the organization is best.

Also, SN has a positive and significant effect on PBC; it indicates that one's community plays a role in shaping Perceived Behavioral Control. This result is also in line with the study of Kim & Karpova (2010). The results also show that PBC significantly mediates the indirect effect of SN on Turnover intention. This result shows that employees' confidence to leave the organization may be from people around them because people can be influenced by information or opinions.

These findings also provide empirical evidence that two additional pathways, namely SN for ATT, and SN for PBC are essential extensions of TPB because they help improve the theory's ability to predict turnover intention.

Conclusions and Recommendations

This study employs the conceptual framework of TPB to predict the turnover intention of construction employees in Indonesia. The findings show that ATT and PBC have a positive and significant effect on Turnover intention, while the SN has a positive and insignificant effect on Turnover intention. ATT is confirmed as the most dominant factor influencing employees' intentions to leave work, while the SN is the most minor and most insignificant. SN has a

positive and significant effect on ATT and PBC. ATT and PBC significantly mediate the relationship between SN and Turnover Intention.

Overall, the results of this study have immense implications for future research and practice. The model developed in this study represents a significant increase for TPB by adding two pathways, namely SN to ATT and SN to PBC, significantly increasing the strength of theory explanation in employee turnover intention. The results of this study provide practical insights for construction company human resource managers in reducing employee turnover.

The following are some recommended implications:

First, managers can start by influencing employee attitudes. Build a positive attitude by orienting and socializing the values and culture of the company in helping employees adapt. Managers are expected to provide opportunities for employees to improve skills, career opportunities, and responsibilities.

Second, the construction industry is very dynamic and fast, which will result in employee fatigue, lack of time with family, and so forth. Vacation packages, gifts or bonuses should be provided to make employees feel part of the organization. Third, management must strengthen emotional ties with employees and their families by doing activities such as recreation and so forth.

Fourth, the research results confirm that attitude is a critical output. Thus work attitudes need to be built before entering the working world, both in society and in higher education.

Limitations and Future Research

There are several limitations in this research study. First, the data were collected from five construction companies in Indonesia, which may restrict the generalizability of the results. Thus, in future research, we should attempt to collect data from more companies. Second, this research only considers the effects of psychological factors on employee turnover intention in construction companies in Indonesia. Therefore, future studies can consider other factors that might influence employee turnover intention in the construction industry. Third, the conclusions drawn from our study are based on cross-sectional data. We hypothesized causal relationships in line with the direction of causal influence as proposed in the TPB.

Further research should consider validating the proposed model in a longitudinal study, which would enable inferences about the direction of causality among variables in the model. Finally, the research model could be applied and investigated in different periods to make comparisons. For example, Ajzen (1991) suggested that the relative importance of attitude toward behaviour, subjective norm, and perceived behavioural control in predicting behavioural intention may vary according to the specific behaviour and situation.

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**Final article by Wehelmina Rumawas (EMPLOYEES' TURNOVER INTENTION IN THE CONSTRUCTION INDUSTRY IN INDONESIA)**

3 pesan

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Dear Rumawas,

First of all, thank you for your email. We have received all the files. But due to relocating workspace process resulted from the current pandemic situation, we have been facing some difficulties to access and retrieve some of our resources thus it might be a bit difficult to update the forthcoming Early View articles as frequent as before but we will be uploading all the accepted articles by September 2021. Please bear with us a little while longer and we will inform any update as soon as possible.

Stay safe and thank you.

On Thu, 12 Aug 2021 at 23:25, Wehelmina Rumawas <feibyrumawas@unsrat.ac.id> wrote:

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