

EXPLORING LECTURERS' ANTECEDENTS TURNOVER INTENTION OF OUTSOURCED EMPLOYEES IN SERVICES INDUSTRY IN DKI JAKARTA AND ITS SURROUNDING: A STUDY ON THE INFLUENCE OF ORGANIZATIONAL DISTRIBUTIVE JUSTICE AND JOB SATISFACTION ON EMPLOYEE TURNOVER INTENTION WITH AFFECTIVE ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract: In this era of turbulences, from the past several years Indonesia's workforce has witnessed massive labor strikes, threats of layoff from employers, highly open unemployment, inadequate quality of manpower, and the growth of outsourced employees specifically in Jakarta, Bogor, Depok, Tangerang and Bekasi areas. Despite all kinds of turbulences, in services industry there are trends of employees' turnover intention. The main variable causing outsourced employees turnover is Distributive Organizational Justice.

The method being applied in this research is descriptive method. The number of eligible respondents is 234. The questionnaire distribution is conducted by Human Resources Managers from six outsourcing manpower users. The location of companies was in Jakarta, Bogor, Tangerang, dan Bekasi.

The research output describes that Distributive Organizational Justice influences the outsourcing workers' intention of leaving negatively but not significantly adequate. The influence of Distributive Organizational Justice via the Affective Organizational Commitment is also negative and not significantly adequate. The influence of Distributive Organizational Justice as well as the Job Satisfaction towards the Affective Organizational Commitment, both are positive. The influence of Affective Organizational Commitment towards the employees' intention of leaving is negative and insignificant. The influence of

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Job Satisfaction towards the employees' intention of leaving is negative and insignificant. The influence of Job Satisfaction towards the employees' intention of leaving via Affective Organizational Commitment is also negative and not significantly adequate. Almost all employees are reluctant to quit the job immediately due to three reasons, namely: Job Psychology, meaning they were afraid of not fitting in the new jobs; Economic, meaning they were afraid not to be able to do the moonlighting jobs in the new jobs; Sociology, the family of employees relies heavily on the the present jobs for their survival.

Key Words: *Organizational Distributive justice, Outsourced employees' turnover intention, Employees' Job satisfaction, Organizational Affective Commitment.*

PREFACE

In 2008, a prominent management research centre in Jakarta conducted a survey on the operational use of outsourced employees in Indonesia. The results showed that 73% of the company respondents used outsourced employees (PPM Research Division, 2008). Eventhough most employees are against the use of outsourced employees, as shown from several massive demonstrations throughout some major cities in Indonesia, there are growing trends of companies' use of outsourced employees. The focus of demonstrations demanded total revisions of manpower laws, specifically on outsourcing regulations. Their demands were based upon several reasons as follows:

- Discriminations as compared to companies' permanent employees, specifically in salary, welfare, competency development opportunity, medical facility, social benefit, and their future guarantee as well as their work continuity;
- Different salary structure as they do not receive any company bonus, incentive, as well as medical insurance besides Astek and Jamsostek;
- There is no guarantee for them to be upgraded as companies' permanent employees;
- Their job demands are similar to companies' permanent employees, and in some positions they are required to work harder in terms of working times as well as work targets;
- They are not allowed to voice their interests via company's workers unions .

In the midst of massive workers' protests, the existence of outsourcing business in Indonesia still notes a rapid development throughout the years, as shown by the growing trends among outsourcing providers as well as their users. In 2012, the value of outsourcing business in Indonesia was estimated to reach Rp.15 trillion, reaching 30% average growth annually since 2010. Global annual growth in 2011 was estimated to reach US\$ 60 billion, aproximately having 30% average growth (Graddick-Weir, 2011).

There are some strategic reasons why companies prefer to have outsourced employees, which directly facilitate the growth of outsourcing businesses, as noted by some experts (Esen, 2004; Handfield, 2006; PPM, 2008; Bashirudin, 2012; Basakran, 2012):

- Flexibility to terminate the unproductive employees just by asking the provider company to replace them just within 1 month notice;
- Efficiency due to the employees indirect costs as there are no obligations of companies to cover their medical insurance and termination coverage costs as well;
- No administration problems concerning the monthly employees remuneration and benefits as they are shouldered by their providers;
- The users companies are able to focus on their own permanent employment development.

Outsourcing business covers three multi relations as described by Biggs and Swailes (2006) as follows.

Research on the outsourced employees' attitudes and behaviors is about subjects of interesting topics as indicated by the following results: the more positive their

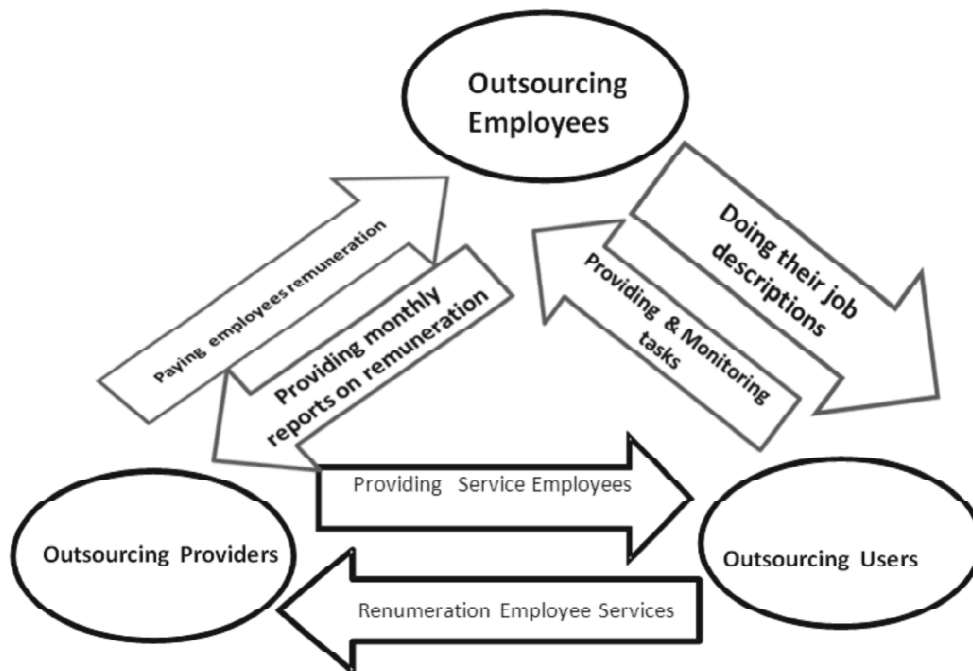


Figure 1: A Three-multirelation Between Outsourcing Employees, Outsourcing Providers and Outsourcing Users

attitudes, the better their job performances (OECD Report, 2002;; Srinivasan, 2004; Seth and Sethi, 2011; Norman, 2009; McCray, 2008). The better their job performances are, it is assumed that the users companies will appreciate them, therefore, they will feel more at home working in the user companies (Mitchell, et al, 2012; Malik, et al, 2011; Samad, 2006). If they feel at home, consequently they will not have the intention to quit, let alone the fierce competition facing them to get new jobs outside the companies (Moynihan, et al, 2000; Nagaindran, 2006; Masri, 2009; Liu, 2012). The reality in Indonesia concerning the outsourced employees are subject of interests due to the fact that there are high employees turnovers among them (Novliadi, 2007; Faisal, 2011; Agusmidah, 2008; Susetio, 2010; Wiratraman, 2007; Wahyuni, et al, 2009). Some survey results show that in 2009, there were around 7,17% turnover rates among 76,15% employees at PT. PLN (Persero) APJ Yogyakarta. Statistically, in 2011, there were around 25% turnover rates of outsourced employees in Indonesia (The World Outsourcing Turnover Statistics, 2011). Moreover, the pre survey results conducted by the writer in 2012 at Jadobetabek areas, indicated that there were around 30 outsourcing companies providing 325 employees in 5 users companies. Among those 325 employees, there were around 21,86% turnover rates.

Turnover intention is an employee psychological process. They are rooted upon their awareness intention to quit from the jobs. The reasons are job dissatisfaction, the unfit company culture, weak leaderships, job stresses, organizational injustices, and lack of organizational commitments (Heydarian and Abhar, 2011). Their intentions to quit may be instantly psychological processes or taking a long time, depending on the triggering factors. There are 5 triggering factors as follows (Aurum, 2010): The job factors, the employees psychological factors, the employees individual factors, the organizational factors, and the working environment factors.

The outsourced employees turnover consists of 2 types: Voluntary and Involuntary. Voluntary comes from the pure intention of the employees, whereas, involuntary comes from the companies who make their working conditions worst (Surbakti, 2005; Singh, 2012). It is very interesting to note that voluntary turnover among outsourced employees in Indonesia is exceeding the involuntary turnover (Andini, 2006; Sutiyoso, 2010; Widodo, 2010). In September 2011, the writer conducted an intensive interview with Human Capital Manager of group companies. Interesting to note that in 2011 the companies employed 212 outsourcing employees, 185 of them were skilled employees varying from information technology hardware maintenance, lift and diesel engineers, auditors, financial report analysis, and customer services officers. In the first semester, it was noted that there were 97 outsourcing skilled employees quitted their jobs. There were 94 employees agreed to have an exit interview. There were 65 of them planned to quit since the first three months of 2011. There were 20 employees planned to quit in April and May. The rest, in June 2011, 9 employees quitted without planning. Whereas, 3 employees just quitted without giving prior notices let alone asking for references. Their main reasons were: injustices in compensation as compared to permanent employees, eventhough their working

experiences and level of education were inferior to the outsourcing employees. The impacts of this phenomenon were serious. First, the employee productivity was decreasing and secondly, the employee job dissatisfaction was increasing. Eventually, the employees turnover rates were increasing.

The writer's pre research in May 2012, showed its results that among 80 outsourced employees respondents, there were 30 employees who had the intention to quit. Interesting to note that 20 of them were skilled employees in information technology and exploration geology. In percentage, there were 25% skilled employees who had the intention to quit in immediate time. In this pre research, the writer applied affective content approach (Maertz and Campion, 2004; Wang et. al., 2012). The pre research indicated that the triggering factors to quit were: working behavior rooted upon OCB (*Organizational Citizenship Behaviors*) which caused the employees to work innovatively, willing to cooperate in team work, and to work extra harder; working attitude which caused them to have stronger job satisfaction and organizational commitment; and the employees' perception on organizational distributive justice. The aim of this pre research was to validate the opinion that the main causes of outsourced employees' intention to quit were their job satisfaction, organizational affective commitment, and organizational distributive justice.

TURNOVER INTENTION

Employees' turnover intention is a concept related to the employee's attitude. Their intention may become a reality, that is, really quitting the work voluntarily from the company (Darougheha, et.al., 2013: 964). Long and Thean (2012: 230-231) described some causes of the employees' turnover intention as pointed out by few experts in organizational behaviors as follows.

1. Unfit or disfunctionality between employees and their companies in terms of state of minds, feelings, and attitudes (Mobley, 1982);
2. Employees' Turnover intentions are caused by triggering factors as related to attitudes, emotions, and their personal feelings (Igbaria and Greenhose, 1992);
3. Probable indicators showing that in immediate times, employees plan to quit from the work (Horn and Griffeth, 1995);
4. A process of planning to quit due to the triggering factor is related to employees' job dissatisfaction (Lucy, 2004).

To sum up, employees' turnover intention from the company refers to affective psychological process due to the fact that it is only heuristically wish and state of mind. Not yet a real action. Affectively speaking, the intention to quit is very much rooted upon the welfare issues. Consequently, it is a subjective issue. There are no standard patterns in terms of time dimension. It can be immediately impulsive or may take a few months to plan and to decide. Its main causes vary from autocratic

leadership style, unfit work relations, injustices in organization, job dissatisfaction, weak working culture, and the loss of commitment from the workers. All may be rooted upon the diminishing trust of the employees. Few experts described that the relation between the employees' attitudes and behaviors may vary. Some are unfolding to fellow employees and management, some are known to the employees alone. Some are instantly realized into quitting actions, some are well planned.

The main causes of turnover intention also vary. Some are caused by the personal characters of employee who have job hopping tendency. Some are caused by an imbalanced supply-demand of working opportunity, meaning that there are few supplies of skilled employees whereas their demands are high. Both are uncontrollable factors where the company does not have the power to control them effectively. Another side of the coin, they are controllable factors such as the working climate, the unclear goal of working culture, excessive job demands, working conflicts, employees conflicts with their family over working issues, one direction leadership, autocratic leadership style, job dissatisfaction, weak organizational affective commitment, job burnout, disharmony in leader-member exchange relations, and injustice in organization especially in distribution and allocation of company resources as well as inequality for employees' opportunity to get a personal development.

ORGANIZATIONAL DISTRIBUTIVE JUSTICE

Organizational distributive justice is a personal perception among the company stakeholders, specifically from the individual employee about what, how, when, and why there are injustices or justices in the distribution and allocation of company's wealth (Vermunt and Tornblom, 2010:9). Based on Greenberg (1987) theory about how an employee judges justice within the company and what effects towards the employee's working attitude and behavior, Vermunt puts into relations between distributive justice and the individual employee's affection and judgement on the justice practices within the company. Concerning the individual perception, it is impossible to satisfy all parties, especially the employee's satisfaction of distributive justice. Therefore, it is obligatory to consider the employees' affective perception and assessment using objective judgment to lessen the upcoming conflicts inside the company. Moreover, Vermunt and Tornblom (2010: 10) summarized the employees' affective perception and assessment as follows. Affective perception involved employees' emotion, mood, and disposition towards the company's supports. Affective perception is employee's subjective feeling involving emotion, mood of the heart, and disposition (principle in attitudes). For the solution, it is suggested that the company provides facility run by certified psychological advisors to cater mediation and counselling in case there are conflicts between employees and management. For the evaluation aspect, Vermont cited Lamont concept's "Desert Based Principle" (1997). He suggested companies to apply 3 aspects when evaluating organizational distributive Justice in their organization:

1. *Contribution* : Employees get their compensation depending on their socio-economic contribution to their company;
2. *Efforts* : Employees get their compensation depending on their efforts to achieve work targets, how hard they work, and how big their motivation to put their work targets into reality;
3. *Compensation* : Employees get their compensation depending how much they spend energy, time, personal stress, sweat, mind, and social cost to complete the job done.

Based on Cropanzano et al. (2007:36–38), to apply Organizational Distributive Justice should take into consideration the following aspects: Equity (compensation for employees should be based on their contribution to their companies), Equality (compensation for employees should be based on objectivity principle without personal prejudice), and Fairness (just policy in deciding opportunity and chances for developing employees). The application of Organizational Distributive Justice really influences the employees job satisfaction and affective commitment to their company (Colquitt, 2001:438; Kwai Fatt et.al., 2010:62-63). Moreover, Organizational Distributive Justice also influences the employees's work outcome and eventually the employees turnover intention to quit (Radzi et.al., 2009:176 -177; Ponnu and Chuah, 2010:2690-2691)

EMPLOYEE JOB SATISFACTION

Job satisfaction is the reflection of an employee's feelings and attitudes towards the job. Therefore, an employee who has a high job satisfaction will have a positive feeling towards the job, and in turns, an employee who is dissatisfied with the job, will have a negative feeling towards the job (Hanggraeni, 2011:14). Recent research by Aziri (2011:80), stating that job satisfaction is an employee's relative attitude and feeling towards the job, may sometimes change into a dissatisfaction depending upon the aspects of the job he is facing in such as: kinds of job, relations with colleagues, relations with superiors, compensations being received, and other aspects (George and Jones, 2008). Furthermore, Aziri pinpoints that a job satisfaction is a happy or an unhappy feeling because an employee can complete the task as his achievement more efficiently and effectively, in order to gain what he expects and needs .

ORGANIZATIONAL AFFECTIVE COMMITMENT

Employee's organizational affective commitment towards company is more a psychological engagement who considers his existence becoming one within the company and vice versa. Both have strong influences of employees' turnover intentions to quit (Lok, at al, 2006: 24–25). Furthermore, employee's organizational affective commitment towards company also described the working behaviors that willingly help other colleagues to achieve the company mission and vision. Employees

participate fully as one of the whole to achieve the company goal. They do this with pride as members of the company. Using the results of organizational commitment survey, the company can measure how far the employees be engaged fully to achieve the corporate goals. The employees engagement can be used to measure the degree of employees' loyalty to their company (Bathla, 2011:5).

Several perspectives describe the meaning of employee's organizational affective commitment towards company as follows.

1. Historical Perspective

Historically, the development of employee's organizational affective commitment can be used to clarify its concept (WeiBo *et al*, 2010:13-15). Employee's organizational affective commitment started with 2 dimensions: Affective and Continuance. These two concepts were described by Horward Becker (1960), L.W. Porter (1974, 1979), and Mowday and Steers (1979). In 1990, Meyer and Allen introduced the third concept, Normative Commitment. In 2007, Cohen tried to use 2 concepts only, Affective and Instrumental concepts. Affective involved the perception, whereas Intrumental involved normative for new employees and Continuance for long-time employees. In 2009, Summers tried to introduce total organizational commitment containing 8 sub-dimensions. In 2012, Hoang (2012:49-50) tried to introduce just 1 aspect, Affective Commitment. Along with time, those concepts still need empirical validity to be accepted and used universally. Meanwhile, for the past few years, the concept of organizational commitment has been using 3 concepts, namely: Affective commitment (employees still work committedly because they want to), Normative commitment (employees still work committedly because they are legally bound), and Continuance commitment (employees still work committedly because economically they have to).

The following table summarizes the historical perspective of organizational commitment (Zheng WeiBo, 2010: 15-16; Ponnu and Chuah, 2010: 2680-2681; Thu Gia Hoang, 2012: 49-50).

2. Emotional and Psychological Perspectives

As quoted by Boswell *et.al.* (2012:457), Hall, Schneider and Nygren (1970), they xplicitly gave a meaning to organizational commitment as the employees's emotional attachment to the goal of their company. Sheldon (1971) also added the concept by stressing the importance of mutual trust between employees and their company. They will proudly declare themselves as the company men.

3. Value Engagement Perspective

Buchanan (1974) described Organizational Affective Commitment as the employees' value engagement to their company due to their similar belief with the management over the company. Mowday, Porter and Steers (1982) described that the employees'

Table 1
The Historical Development of Employees' Organizational Commitment

<i>Period</i>	<i>Concept</i>	<i>Notes</i>
Side-bet theory * Horward Becker (1960)	A two tier relations between employees and management based on the psychological bound. For the first time, the concept of Affective and Continuance being used	The term Continuance Commitment was introduced
* L.W. Porter (1974, 1979) * R.T. Mowday & R.M. Steers (1979)	A two tier relations between employees and management based on 3 factors: Loyalty, Participation and Strong <i>Acceptance</i> using job performance as measurement. Term Affective Dependence was first introduced	Attached to the term Turnover Intention to quit from employee and being used the term Affective Commitment
<i>Multi Dimension Period</i>	<i>Multi dimension</i> covers the weakness caused by Organizational Commitment to Work Outcome as follows: Job Stress, Job Burnout, Job Satisfaction, Turnover Intention, Employee Discipline & Productivity & Performances	Allen & Meyer introduced the Normative Commitment which stating that thier theory still needed empirical researches to validate the impact of <i>Work Outcome</i> (1997)
* C.A. O'Reilly & J. Chatman (1986)	Putting stresses upon obidience, loyalty, and their relations to employees productivity and performances which based on normative commitment upon <i>Deep Affective Interdependence</i>	
* P.J. Meyer & J.N. Allen	Completing the concept of organizational commitment: (1984, 1990, 1997) Normative, Continuance, and Affective commitment	
<i>New Development</i>		
* A.Cohen (2007)	Cohen introduced 2 dimensions only: Psychological Commitment (affective) and Intrumental Commitment (Normative) divided into Normative for new employees and Continuance for employees who have worked more than 3 years	The two concepts of Organizational commitment still need empirical researches for validation
* M.J Sommers (2009)	Attempted to divide organizational commitment into 8 dimensions: 1. Total commitment 2. Zero commitment 3. Dominant affective commitment 4. Dominant normative commitment 5. Dominant continuance 6. Affective and Continuance combination 7. Affective & Normative combination 8. Continuance & Normative combination	Difficult to be related to work outcomes, still needed empirical validity
* Thu Gia Hoang (2012)	Attempted to rationalize that organizational commitment coverer only <i>Attitudinal construct</i> , that is why it could only cater the affective dimension which gave impacts upon <i>Behavioral deviance</i> + Behavioral expectancy	The one concept of Organizational commitment still needs empirical researches for validation

Source: Compressed from Zheng WeiBo ,2010: 15 -16; Ponnu & Chuah, 2010: 2680 - 2681; Thu Gia Hoang, 2012: 49-50

Organizational Affective Commitment was a relative power, meaning they might be weak or strong due to their emotional engagement

(emotion, motivation, and subjective feeling) towards the company goal. They had mutual values sharing with the management over the company core values (Boswell et.al., 2012:458).

4. Sense of Belongingness Perspective

Meyer and Allen (1998) described the meaning of Organizational Affective Commitment as the employees' strong will to be actively engaged and to totally belong to their company (Meyer *et.al.*, 1998: 31). Employees are completely joining the company management to pursue and put into reality the company ideal goals because they are engaged affectively (passion, emotion, feeling) which make them identify and fully be proud of the privilege of their company membership (Meyer, 2004: 121)

5. Mindset Similarity Perspective

Meyer and Herscovitch (2002) as quoted by Herscovitch *et.al.* (2002:23) pinpointed the meaning of Organizational Affective Commitment as the employees' engagement to their company caused by their mindset motivation similarity covering the pattern of thought and the pattern of attitude.

5. Organization Climate Perspective

Daniel Ortiz (2007) in Ortiz (2007:3-5) tried to link the relation between Organizational Affective Commitment and the organization climate. Patroning leadership aspects, relations between subordinates and management based upon trust, and mutual relation between employees based upon partnership are aspects of organization climate. Positive organization climate will make the employees proud of their profession covering aspects such as desire, need, convenience, and obligation. Desire is an emotional drive which make someone love his profession. Need is someone dependency on his profession through association. Convenience is someone's feeling on his profession which makes him stay permanently in his profession. Obligation is someone's decision to stick to his profession which enables him to make his group or association profession survive.

6. Job Embeddedness Perspective

This perspective depicts Organizational Affective Commitment as the employee's deepest passion to permanently stay in his company because of similarities of vision and mission with the company management as well as economical and non-economical consideration (Hung Lin, 2009: 207- 208).

7. Nonworldly Perspective

This perspective depicts Organizational Affective Commitment as the nonworldly engagement of an employee to his company because of both mutual attitudes as well as the demography of employee (age, years of experience, gender, education) working environment and social culture (Gelade *et.al.*, 2006:543-545).

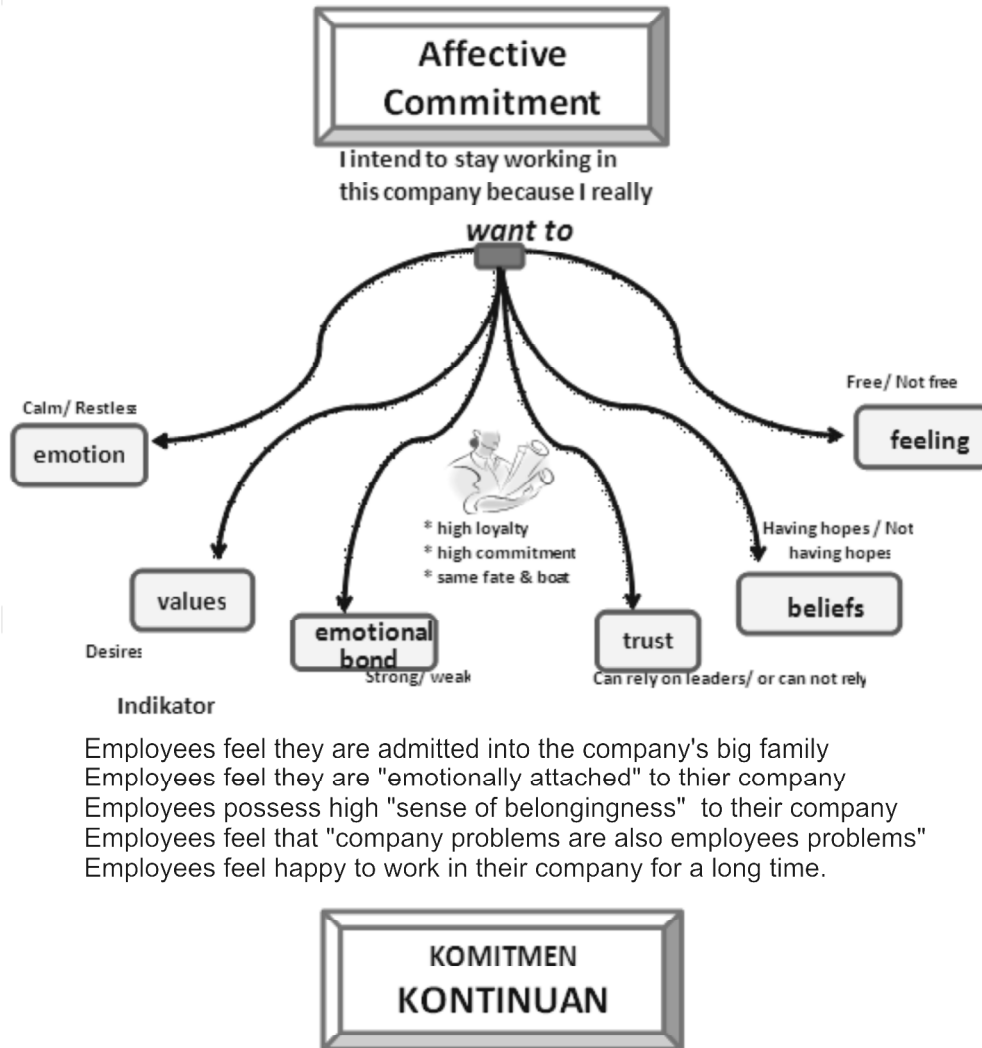


Figure 2: Components of employees' organizational affective commitment

Sources : Modified from Meyer and Maltin, 2010: 330-331; Fontinha, 2012: 68; Balassiano and Salles, 2012: 274-275

Organizational Affective Commitment as depicted in Figure 2 below, is the employees' affection towards their company covering aspects such as Emotion, Values, Psychological attachment, Mutual trust between employees and management, and Beliefs that they still have futures or otherwise stated if they stay working in their company. Besides they also feel if they are still needed or rejected by their company. Affection will shape their support to their company (*Perceived Organizational Support*) and their psychological unwritten contract (*Psychological Contract*) with their company

influenced by organizational distributive justice. Affection and employees perception will relatively exist longer and not easily influenced by daily working events (Meyer and Maltin, 2010:330-331; Fontinha, 2012:68; Balassiano and Salles, 2012:274-275).

Organizational Distributive Justice and Employees Turnover Intention to Quit

Organizational distributive justice is determined by an individual employee's perception towards the implementation of justice by a company. His perception will shape his attitudes (negative or positive) and his working behavior such as job satisfaction, commitment to his company's vision and mission, working productivity, turnover intention to quit, or his destructive behavior towards the company (Greenberg, 1990:4-6). In sum, organizational distributive justice becomes the main factor which influences the employee's turnover intention to stay or to quit (Radzi et.al., 2009:176 -177; Ponnu and Chuah, 2010:2690-2691) which is also supported by the research on white collar employees in Malaysia (Johan, et.al., 2013:182-191; Hassan and Hashim, 2011:90; Som and AlBattat, 2013:66; Samad, 2012:727-728); India (Monis, 2013:42-51; Mohan, 2013:126-138); Taiwan (Chih-Wang, 2006 134-135); Iran (Mosadeghrad, 2013: 49-58; Davoudi et.l., 2013:12-13); Hong Kong (Lam et.al., 2002: 8-9); Pakistan (Ashar and Shahbaz, 2013:11); and USA (Judge, 2005:34-37).

Based upon the above empirical research results, a hypothesis can be described as follows.

Hypothesis 1

Organizational distributive justice negatively influences towards outsourced employees' turnover intention to quit in Jabodetabek

Job Satisfaction and Employees' Turnover Intention to Quit

The working attitude influences the degree of employees' job satisfaction, and furthermore their job satisfaction will eventually determine whether they intend to quit from the company or to stay working in their company (Saari and Judge, 2004: 397-398). The negative influence of job satisfaction towards the outsourced white collar employees' turnover intention is supported by the research results in India (Devi and Rani, 2013:356-362; Sonia, 2010:84-85); Thailand (Priyakul et.al., 2012:559-561); in Iran (Heidar and Saeedi, 2012:235-236); Canada (Loncar and Singh, 2010:489); USA (Campbell, 2011:11-12); and South Africa (Emily Masemola, 2011:104-106).

Based upon the above empirical research results, a hypothesis can be described as follows.

Hypothesis 2

Job satisfaction negatively influences the outsourced employees' turnover intention to quit in *Jabodetabek*

Organizational Distributive Justice and Employees' Organizational Affective Commitment

Organizational distributive justice greatly influences the employees' work outcome which covers their job satisfaction aspects as well as their organizational affective commitments (Colquitt, 2001:438; Fatt et.al., 2010:62-63; Hassan and Hashim, 2011:90; Judge, 2005:34-37). If the employees feel negative towards the fairness in allocation and distribution of company resources, resultingly they will show the following characteristics:

1. Job engagement is only at a superficial level because they do not possess a passion inside their heart and no self-worthiness towards their performances;
2. Superficial cohesiveness in attempts to achieve the company vision and mission;
3. Outspoken statement to both internal and external sides stating that their company do not have an empathy towards the employees' problems;
4. Both superficial enthusiasm and lack of passion to participate in their company activity to increase the reputation and the image of company (Riketta, 2008: 472-473).

The negative influence of organizational distributive justice towards the outsourced employees' organizational affective commitment is supported by research results on outsourced white collars in Malaysia (Hassan and Hashim, 2011:90); Hong Kong (Lam et.al., 2002:8-9); Taiwan (Chih-Wang, 2006:134-135); South Korea (Ho Jeon, 2009:67-68); Malta (Camilleri, 2002:20-21); Pakistan (Chughtai and Zafar, 2006:52-53); and Polandia (Drenth, 2009:44-45).

Based upon the above empirical research results, a hypothesis can be described as follows.

Hypothesis 3

Organizational distributive justice negatively influences the outsourced employees' Organizational affective commitment in *Jabodetabek*

Job Satisfaction and Organizational Affective Commitment

Employees who have a job satisfaction will certainly possess an organizational affective commitment in their working places. The positive influence of job satisfaction towards an organizational affective commitment is supported by research in Taiwan (Chih-Wang, 2006:134-135); and in India (Nanjamari, 2013:36-37; Mathi and Malathi, 2013:12-14).

Based upon the above empirical research results, a hypothesis can be described as follows.

Hypothesis 4

Job satisfaction positively influences the outsourced employees' Organizational affective commitment in *Jabodetabek*

Organizational Affective Commitment and Employees' Turnover Intention

Employees who have a strong emotional engagement will possess strong willingness to stay working in their company. Another side of the coin, employees who have a weak emotional engagement will possess a strong intention to quit working in their company. The positive influence of the organizational affective commitment towards employees' turnover intention is supported by a lot of research of outsourced white collars in India (Agarwal and Bhargava, 2013:13-25; Sonia, 2010:84-85; Sreerekha, 2013:3-4); Malaysia (Muthusamy, 2009:59-60; Vimalambigai, 2009:59-60); Turk (Kirmizi and Deniz, 2009:7-9); Australia (Day and Buultjens, 2005:12); Poland (Drenth, 2009:44-45); USA (Boswell et.al., 2012:459-460); Kenya (Wandera, 2011:192-193); and South Africa (Emily Masemola, 2011:104-106).

Based upon the above empirical research results, a hypothesis can be described as follows.

Hipotesis 5

Organizational affective commitment negatively influences outsourced employees' turnover intention in *Jabodetabek*

The hypothesis model of the research can be depicted as follows.

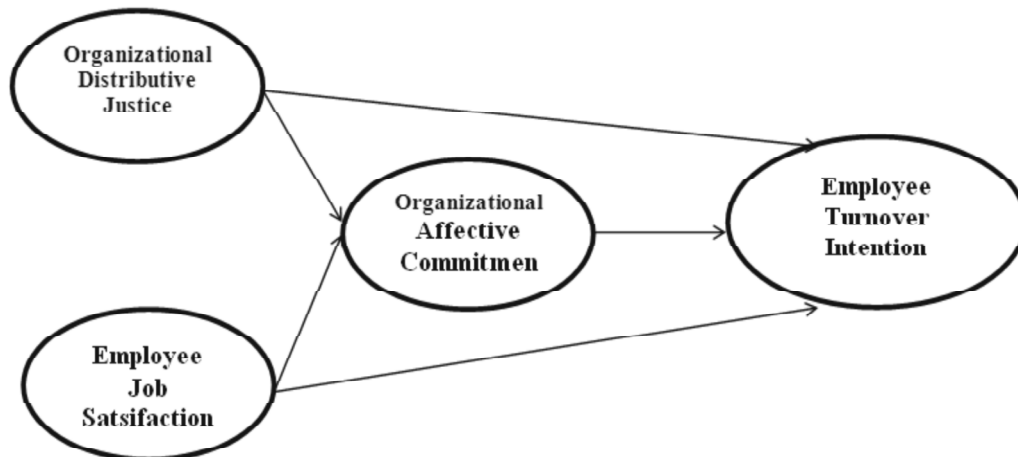


Figure 3: Model of Research Hypothesis

METHODS

This research used applied explanatory approach with *hypothetico-deductive method* to describe the causal relations of the causing factors of employees' turnover intention (4 indicators: job convenience, networking contacts, information seeking, and immediate turnover intent to quit). Organizational distributive justice comprises of 5 indicators: salary, benefit, competency development, promotion, and training; Job satisfaction comprises of 4 indicators: Job itself, Human resources quality, Relations quality, and Compensation; and Organizational affective commitment comprises: Company image, Services quality, Clarity of vision and mission, Realization of vision, mission, goal and self development. This research and analysis methods of SEM (Structural Equation Modeling) used LISREL software.

All variables were measured by summated rating scale, Likert scale (approval degree) with 5 scales (1: Disagree Very Much up to 5: Agree Very Much). Using Cronbach Alpha > 0.7 the validity and reliability of all questionnaire items have been positively tested. This research used 234 outsourced employees from 8 providers companies who worked in 6 users companies in Jakarta- Bogor-Depok-Tangerang-Bekasi greater areas as shown in Table 2. All respondents were skilled employees (geologists, IT consultants, mechanics, service officers) with the following profiles: male as the majority (87.2%), 1-2 years of experience (62%), 20-29 years old (65.8%), and academy/university graduates (82.9%). Sampling techniques being used were *probability with stratified random sampling*.

Table 2
List of Providers and Users Companies

No.	The User Company	The Provider Company	Location	Respondents
1	PT. Aneka (Mining Agent and Service)	1. PT. Pasific Arga 2. PT. Delta Jaya	Jakarta, Bogor Jakarta, Bogor	39
2	PT. Marti (Cosmetics Agent and Service)	1. PT. Kreasi Boga	Jakarta, Bekasi	39
3	PT. Alatak (Heavy Equipment Agent and Service)	1. PT. Inti Lestari 2. PT. Philindo Lestari	Jakarta, Tangerang Jakarta, Bekasi	39
4	PT. Cakra (Information Technology Service)	1. PT. Ragam Utama	Jakarta, Bekasi	39
5	PT. Sarana (Water supply agent and service)	1. PT. Tirta	Jakarta, Bogor	39
6.	PT. Perkasa (Information Technology Agent and Service)	1. PT. Maju Bersama	Jakarta, Bogor, Bekasi, Tangerang	39
<i>Sample total</i>				234

Model of research structure used complete indicators, alongwith symbols and explanation as shown in Figure 4 below.

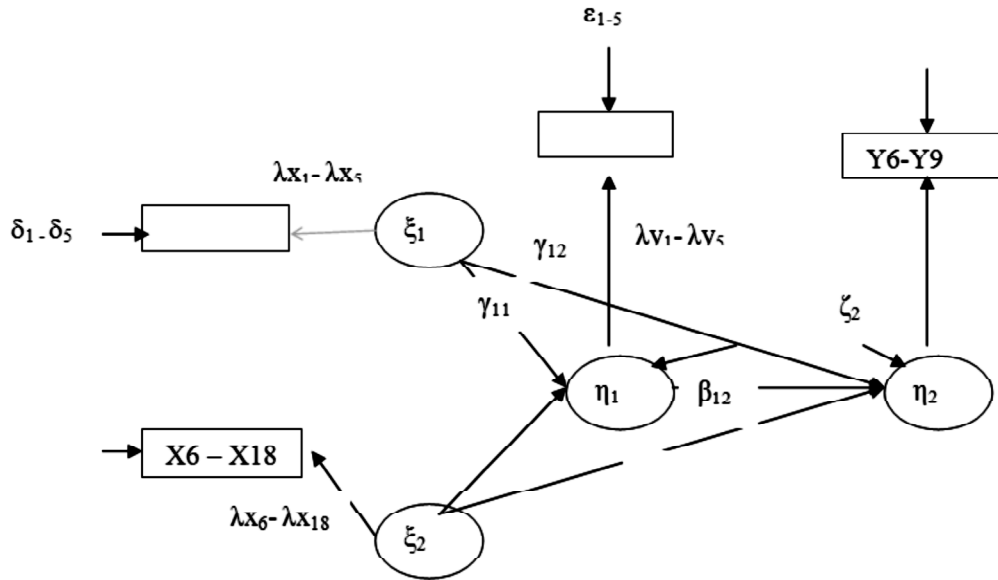


Figure 4: Research Model with LISREL Notation

Description

- β = path lines between latent endogen variables
- γ = coefficient lines between latent exsogen and endogen variables
- ϕ = coeficient lines between latent exsogen variables
- λ = coeficient lines between latent variables towards indicators
- ζ = errors from variabel laten endogen latent indicators
- ξ_1 = latent exsogen Commitment variables $X_1 - X_5$ = indicators
- ξ_2 = latent exsogen Motivation variables, $X_6 - X_{18}$ = indicators
- η_1 = latent exsogen Job satisfaction variables, $Y_1 - Y_5$ = indicators
- η_2 = latent exsogen Performance variables, $Y_6 - Y_9$ = indicators
- $\delta_1 - \delta_{17}$ = error exsogen variables ξ_1, ξ_2
- $\varepsilon_1 - \varepsilon_{11}$ = error from exsogen variables η_1, η_2

ANALYSIS AND RESULTS DISCUSSION

The results of descriptive analysis based upon proportional statistics and means described that within 4 and 5 scores, if the proportion value of any questionnaire item was above 50%, they showed a positive response from respondents. If the means

scores were at 3.4 – 4.2 and 4.2 – 5.0 ranges, they showed a positive response from respondents. If the value of proportion statistics was positive yet below 50%, within 1.0 – 1.8; 1.8 – 2.6; and 2.6 – 3.4 ranges, conclusively the employees as respondents were not satisfied with their jobs, and therefore, the company should consider them as problem points to find solution.

ORGANIZATIONAL DISTRIBUTIVE JUSTICE

As shown in Table 3 below, all items concerning Organizational Distributive Justice from points of average means and propotional statistics were regarded by employees as negative. The Organizational Distributive Justice indicators that need solution cover remuneration aspects (salary and benefit) and opportunity for development (competency, promotion, and training).

Table 3
Description of Organizational Distributive Justice

No.	Statement Items	Agree	Average Mean Value	Result
1.	Company gives remunerations compatible to job description	16.2%	2.86	Problem
2.	Company gives benefit compatible to employe's performances	12.8%	2.76	Problem
3.	Company gives all employees opportunity to develop themselves in knowledge of their jobs	12.8%	2.09	Problem
4.	Company gives all employees opportunity to fill in structural position	17.5%	2.12	Problem
5.	Company gives all employees opportunity to develop themselves in professional competency	19.2%	2.26	Problem

Source: Results from Questionnaire Data Compilation

EMPLOYEES JOB SATISFACTION

As shown in Table 4, only 5 items from 13 are positively good. They are item numbers: 2, 3,5,7 and 8 (discrimination, intimidation, counseling and guidance, and capability). Job satisfaction indicators that need solution are job fit, leadership (attitudes and supports), subordinate-superior relations, remuneration, and insurance aspects (health and hospital benefits).

ORGANIZATIONAL AFFECTIVE COMMITMENT

As shown in Table 5, all items related to organizational affective commitment are not positive, both from points of average means and propotional statistics. Indicators from organizational affective commitment which need solution were company reputation, service quality, vision and mission realization, learning opportunity, and company benefits for employees.

Tabel 4
Description of Job Satisfaction

No.	Statement Items	Agree	Average Mean Value	Result
1.	I feel fit in with the present job	25.2	2.51	Problem
2.	There is no discrimination in my present working section	59.8	3.52	No Problem
3.	There is no intimidation, directly or indirectly, in my present working section	68.4	3.68	No Problem
4.	There is no egoistic/ dictatorial superiors in my present working section which may hamper my job implementation	21.4	2.48	Problem
5.	My superiors give direction and guidance so that I can perform better	54.7	3.51	No Problem
6.	My superiors give supports so that I can step up in my ladder career	42.7	3.21	Problem
7.	I feel my working capability positively increasing	59.8	3.65	No Problem
8.	Relationship between employees and their superiors as well as between colleagues work smoothly	53.4	3.53	No Problem
9.	Trust between employees and their superiors as well as between colleagues work smoothly	29.1	2.66	Problem
10.	Material remuneration cater the employees daily living expenses	5.6	2.20	Problem
11.	Medical benefit for employees cater their need moderately	8.5	2.30	Problem
12.	Hospital benefit for employees cater their need moderately	5.1	2.27	Problem
13.	Hospital benefit for employees' family cater their need moderately	4.7	2.16	Problem

Source: Results from Questionnaire Data Compilation

Table 5
Description of Organizational Commitment

No.	Statement Items	Agree	Average Mean Value	Result
1.	Company reputation is known to its clients as a well performed company	49.1	3.45	Problem
2.	Company services as received by its clients possess prime quality	27.8	2.44	Problem
3.	Company realistically works through achieving its vision, mission, and goals	24.8	2.97	Problem
4.	In this company, the opportunity for employees to develop their knowledge and working experiences is widely open	29.9	2.61	Problem

Source: Results from Questionnaire Data Compilation

Analysis of Influences Among Related Research Variables

Structural model analysis as related to the degree of influences among related variables and t value calculation is depicted in Figure 5 and Figure 6 as follows.

As shown in Table 7 below, the degree of influences among related variables and their significance are described. From the table, it is known that organizational distributive justice has positive and significant influences on organizational affective commitment. Organizational distributive justice has negative influences yet not

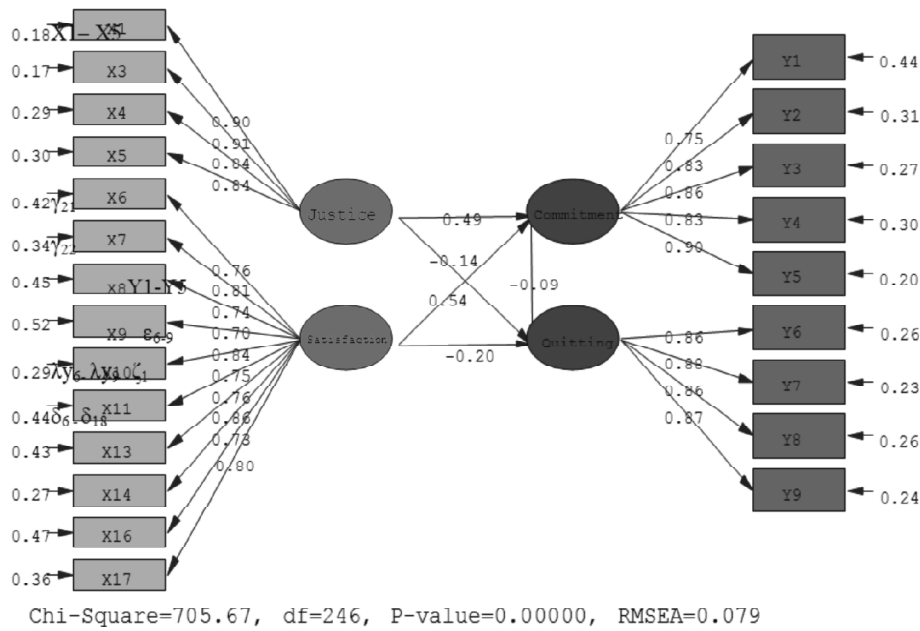


Figure 5: The Degree of Influence of Hybrid Model Resulted from Research

significant on turnover intention. Job satisfaction has positive influences and significant on organizational affective commitment. Job satisfaction has negative influences yet not significant on turnover intention. Organizational affective commitment has negative influences yet not significant on turnover intention.

Table 7
The Degree of Influences Among Related Variables and their Significances

From Variables	To Variables	The Degree of Influences	t Value Calculation	T Tables Values, 2 Directions, 5% (1,96)
Justice	Commitment	0.49	2.13	Significant
Justice	Turnover Intention	-0.14	1.01	Not Significant
Satisfaction	Commitment	0.54	2.10	Significant
Satisfaction	Turnover Intention	-0.20	0.98	Not Significant
Satisfaction	Turnover Intention	-0.09	0.72	Not Significant

Source: Results from Questionnaire Data Compilation

HYPOTHESIS ANALYSIS

Hypothesis analysis is supported when the interrelations among variables possess significant value on 95% confidence level and also possess path relations compatible to their hypothesis. Table 8 depicts the results of hypothesis analysis at level $\alpha = 5\%$ (t value = 1,96). As shown below, hypothesis 1, 2 and 5 are rejected whereas hypothesis 3 and 4 are accepted.

Table 8
Hypothesis Analysis Results Between Variables

<i>Hypothesis</i>	<i>Between Variables</i>	<i>Test results ($\alpha = 5\%$)</i>
Hypothesis 1	Justice → Turnover intention	Rejected
Hypothesis 2	Satisfaction → Turnover intention	Rejected
Hypothesis 3	Justice → Commitment	Accepted
Hypothesis 4	Satisfaction → Commitment	Accepted
Hypothesis 5	Commitment → Turnover intention	Rejected

Hypothesis 1

Organizational distributive justice negatively influences towards outsourced employees' turnover intention to quit in *Jabodetabek*

It is not supported by data of this research.

Hypothesis 2

Job satisfaction negatively influences the outsourced employees' turnover intention to quit in *Jabodetabek*

It is not supported by research data.

Hypothesis 3

Organizational distributive justice negatively influences the outsourced employees' Organizational affective commitment in *Jabodetabek*

It is supported by research data.

Hypothesis 4

Job satisfaction positively influences the outsourced employees' Organizational affective commitment in *Jabodetabek*

It is supported by research data.

Hypothesis 5

Organizational affective commitment negatively influences outsourced employees' turnover intention in *Jabodetabek*

It is not supported by research data.

The results of hypothesis 3 and 4 show that the influence of Organizational Distributive Justice and Job Satisfaction towards Organizational Affective Commitment are positive. It means that the higher the employees feel towards Organizational Distributive Justice and Job Satisfaction the higher as well the employees' Organizational Affective Commitment and vice versa. The increase of

Organizational Affective Commitment can be achieved through the increase of Organizational Distributive Justice and Job Satisfaction. Whereas the results of hypothesis 1,2, and 5 show that the influence of Organizational Distributive Justice, Job Satisfaction and Organizational Affective Commitment towards outsourced employee's turnover intention is not significant.

To comprehend these phenomena, the writer attempted to explore more data and information on the field of research using a focus group discussion and an intensive interview. Supported by HR Managers from the user companies, he conducted open discussions with 60 outsourced employees as respondents. They work in 6 companies from 4 cities (Jakarta, Bogor, Tangerang, Bekasi). Each company was represented by 10 outsourced employees who had worked at least for 2 years and their level of education varying from SLTA, Diploma, S-1 and up to S-2. They were invited by HR Managers from 6 user companies who employed them. In the evening, after office hours, the companies facilitated open discussions with them. There were buffet supper and transportation allowances for them. Relax and open atmosphere during discussion was facilitated. The results of discussions were noted by 2 officers for the record. Final results of each session were confirmed to the forum and necessary corrections were taken. The summing up of discussion results was as follows.

1. The outsourced employees did not have an intention at the immediate time to quit from the company eventhough they have a negative perception towards injustices in the aspects: remuneration, status discrimination, opportunity for employees to develop their competency and career, job dissatisfaction, and commitment towards company.
2. Outsourced employees had the opportunity in the present companies to do moonlighting jobs where the income can be much higher than their monthly salary.
3. Other aspects such as psychological, economical, and sociological aspects were as follows:
 - A. Psychological aspect such as uncertainty or worrying feeling if they work in the new company due to the difficult adaptation in the new environment and new culture, loss of present working relations with their colleagues.
 - B. Economical aspect such as a negative macro economic condition, difficulty in getting suitable jobs, massive unemployment, fierce competition in labor market, and most of all in the present company they still had the opportunity to get moonlighting jobs with higher income as compared to their fixed monthly salary.
 - C. Sociological aspect mainly from the employees family who entirely depend on them as the sole bread seekers, consequently the employees do not want to speculate quitting the present jobs immediately and becoming job-lost persons.

CONCLUSION

The research results depicted the outsourced skilled employees in service organization in Jabodetabek areas perceived that in their company there were still organizational distributive injustices, and consequently they felt dissatisfaction in their working place and less organizational affective commitment as well. Such condition confirmed the reasons that workers in Indonesia conducted massive demonstration againsts the outsourcing practices.

To sum up, the main reasons why the workers in Indonesia opposed the practices of outsourcing are as follows.

1. Unequal treatment between the outsourced employees and the permanent employees especially in remuneration, welfare, opportunity in competency development, medical facility, social benefit, and future guarantees as well as job continuity and security;
2. Different salary structure because they are not entitled to receive any bonus, incentive, and medical insurance out of *Astek* and *Jamsostek*.
3. There is no future guarantee for them to be recruited as permanent company employees;
4. Their working load is similar to permanent employees, in some cases, theirs are harder in terms of targets and completion time;
5. They do not have access to voice their rights via the labor union.

The outsourcing business in Indonesia flourishes from years. There is an unending demand and supply of outsourced employees. In 2012, the business values of outsourcing in Indonesia was estimated to grow around 15 trillion rupiahs. It means 30% growth as measured from 2010. In 2011, at the world level, the value of outsourcing business achieved US\$60 billion with the annual growth of 30% as well (Graddick-Weir, 2011).

Some strategic reasons why companies in Indonesia preferred outsourced employees have been pinpointed by researchers as follows (Esen, 2004; Handfield, 2006; PPM, 2008; Bashirudin, 2012; Basakran, 2012).

- Flexibility of employment because the user company can replace the outsourced workers in a month notice and ask for a replacement from the provider companies;
- Cost efficiency because the outsourced employees are not entitled to receive severance pay (*PHK*) and hospital insurance for family;
- Less burden in administration in terms of monthly payment and welfare benefit because the provider company is responsible to conduct all;
- User company can concentrate on developing their own permanent employees' skill and competency.

The user company also gains more opportunities in recruiting outsourced employees as follows (Sybli et al., 2010; Saefuloh, 2011). First, they can flexibly choose only employees with proper competency suitable to their needs; secondly, they can focus more on the business development without being disturbed by negative labour movements; Thirdly, as an efficient company, they can expand their working capital in the less expensive capital markets; Fourthly, they can instantly decrease the cost of direct labour in time of crisis by terminating the outsourced employees without feeling guilty or paying severance payment to employees.

This research also describes the intention of outsourced employees to quit the job although not too significant. Such phenomena haunt both the the user company and the provider company, especially if the quitting employees are skilled labour. Therefore, they should anticipate and if possible decrease the employees quitting intention by creating more harmonious working atmosphere as follows.

1. Decreasing the injustice policy as perceived by the outsourced employees especially in remuneration aspect (salary and welfare) and opportunity aspect for employees to develop their competency, promotion, and training.
2. Decreasing the outsourced employee's job dissatisfaction especially in job matching, relations between subordinates and management, more support from management, and better insurance health benefit for employees.
3. Increasing outsourced employees affective commtitment to the company through the realization of company vission and mission, the development of company reputation as well as creating better services to clients so the employees will be proud working as members of the company.

The research results show that organizational distributive justice and job satisfaction influence the employees organizational affective commtitment. Such results support previous researches and theory used as references of this research. Therefore, any attempts to increase the employees affective commitment to the company should pay a serious intention to job satisfaction and orgaizational distributive justice. On the other side of the coin, this research proves that there is negative but insignificant influences of distributive injustices, job dissastifaction and affective commitment to outsourced employees intention to quit the job. Such results do not support the previous research and theory of organization. Using FGD methods, this research found 3 aspects that more intensively influence the outsourced employees intenton to quit the job. There are the psychological aspects (being afraid of the inability to cope with a new working environment), the economical aspect (fierce competition to find a better job and most of all, being afraid in the new job that they can not do the moonlighting jobs as their extra income), and social aspect (being afraid to take risks finding a new job beacause they are the main source of family income). Those three aspects make the outsourced employees willingly tolerate the injustices, the job dissatisfaction, and less commitment to the company they are facing. These tolerance attitudes make the outsourced employees prefer to stay in the company.

Naturally such attitudes are not healthy for the employees' productivity because in the long run, they will be demotivated. Consequently, both the user company as well as the provider company can not bank upon the employees' loyalty. Therefore, more research is needed to explore how to cope with and eventually to solve those problems.

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