

Factors Influencing Intention to Change Employment: The Case of Military Organization

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Abstract

This study aims to look at the factors that influence employee job transfer intentions, especially focusing on leader member exchange (LME), perceived overqualification (POQ), job satisfaction (JOS), work stress (WOS), and job loyalty (JOL). The study is casuistic in nature with the object of being a lieutenant colonel and colonel in the Ministry of Defense of the Republic of Indonesia. Data collection was carried out by distributing questionnaires with random sampling techniques. The research analysis used Structural Equation Modeling (SEM) with the help of the Lisrel 8.70 program. This study found that the intention to move employees (ICJ) was more driven by a lack of appreciation for performance and inappropriate work positions, but that intention was influenced by the emergence of work stress in the form of competency conflicts, the character of the work boss, and ineffective time pressure, and low loyalty. employees are characterized by faltering communication with subordinates, career clarity, and income levels. In addition, it was also found that job stress and employee loyalty were influenced by leader member exchange (LME) with the highest value contribution indicators of leadership respect, trust, and honesty at work; perception of overqualification (POQ) with the indicator contributing to a high score of perceptions of work requiring only low skills, low experience, and low training; Job satisfaction (JOS) with a high score contribution is salary, career advancement opportunities, and job benefits. The intention to change jobs can be avoided by paying attention to the influence variable and paying attention to the indicators in each variable.

Keywords: leader member exchange, overqualification, job satisfaction, workstress, loyalty, Intention change in work

1. INTRODUCTION

At work there is often a tendency for workers to change jobs, for various reasons. Tendency that is deliberate, based on internal self-motivation. This problem is not simple, and has long been the concern of human resource management experts to research it, because it is not only related to its own workers, but can directly jeopardize the continuity and progress of an organization in achieving its goals. The movement of workers, especially in large numbers, will make the organization unable to function properly because it loses valuable human resources in realizing competitive advantage (da Silva & Shinyashiki, 2014; Khan and Aleem, 2014). High intention to change jobs can result in low performance, boring work, less challenges, low dedication and responsibility, less hard work, low productivity, and so on (Lee, Hung, & Chen, 2012; Dessler, 2013; Ozolina-Ozola, 2015). On the other hand, moving employees to another place will cause various costs for the organization, such as: new employee recruitment, new employee training, severance pay, administrative costs, and others (Armstrong, 2014). Adebayo & Agunsina (2011) say that organizations that experience a high intention of changing jobs indicate that they are sick.

The intention to change jobs does not only come from within the worker. Various studies have shown that the intention to change jobs is caused by the complexity of influencing factors, including work stress because the workplace is considered not to provide a sense of security and comfort, excessive workload, less conduciveness, lack of job career certainty, and so on (Yoder & Staudohar, 1982 ; Kuslivan, 2003; Mullins, 2007; Adebayo and Ogunsina, 2011; 2011; Dornelas, 2012; Colquitt, Jeffer, & Michael, 2015; Robbins & Judge, 2017). Another factor is low loyalty to the workplace, thus forming a low commitment to its maintenance and sustainability. Various studies tend to strengthen the indication that the level of loyalty to the workplace and work determines the commitment to stay or continue working in the workplace (Mayer & Natalie, 2002; Schermerhorn Jr, 2010; Cooper, 2011; Luthans, 2014; Colquitt, Jeffery, & Michael , 2015; Robbins & Judge, 2017).

However, situations of job stress and low job loyalty are thought to be influenced by various factors, such as: organizational image, leadership, rewards, promotion opportunities, job expectations, overqualification, work challenges, and so on (Cotton & Tuttle, 1986; Quigley & Timon, 2006; Appelbaum & Donia, 2000; Oettingen, Pak, & Schnetter, 2001; Maynard, Joseph, & Maynard, 2006; Grissom, Nicholson-Crotty, & Keizer, 2012; Dessler 2013; Armstrong, 2014). Among the factors that will be of concern here are the relationship between leadership and subordinates, overqualification, and job satisfaction. These three factors are thought to influence the emergence of work stress and the level of loyalty of workers in the workplace, and in turn stimulate the intention to change jobs.

One type of leadership style that is thought to affect the emergence of job stress, employee loyalty and the tendency to change jobs is called Leader Member Exchange in the form of relationship quality between leaders and subordinates (see: Kim & Taylor, 2001; Testa & Sipe, 2009; Kulkarni and Ramamoorthy, 2014). Relations

between leaders and subordinates that are bad, formal, contractual, antagonistic, and authoritarian tend to create conflict situations, on the contrary if mutual support, mutual trust, professionalism, empathy, etc. to achieve common goals. Kim and Taylor (2001) suggest that Leader Member Exchange is a reflection of a strong or weak relationship between leaders and subordinates which will have an impact on positive action or vice versa.

Another factor is overqualification, which is thought to have an effect on job stress, loyalty, and the intention to change jobs. Various studies tend to confirm that a match between a high qualification and a job position will lead to a higher commitment to the job. However, workers who experience overqualification tend to have high intentions to change jobs if their capacity is considered incompatible with the position they have won (Maynard, Joseph, & Maynard, 2006). The perception of overqualification refers to the lack of opportunities for workers to position according to their capacity, so they tend to develop negative work attitudes and support high intentions to change jobs (Johnson, Morrow, & Johnson, 2002; Rose, 2005; Liu, Chiu, & Fellows, 2007; Fine & Nevo, 2008).

Other factors that are thought to influence job stress, loyalty, and intention to change jobs are the level of satisfaction with work and workplace. The job satisfaction factor has long been seen as a strong predictor of intention to change jobs, where low job satisfaction encourages workers to move jobs to other places that are considered better (Tett & Meyer, 2003; Egan, Yang, & Bartlett, 2004; Poon, 2004; Applebaum et al, 2010; Mathis & Jackson, 2011; Shropshire & Kadlec, 2012; Cho and Son, 2012). Various causes that can lead to satisfaction or dissatisfaction of workers with jobs, ranging from placements that are not appropriate, promotion, rewards, expectations, lack of challenge excel, and others (Appelbaum & Donia, 2000; Oettigen, Mr. & Schnetter, 2001; Quigley & Tymon, 2006; Hassabis, Kumaran, Vann, & Maguire, 2007; Thijseen, Van der Heijden, 2008; Muja & Appelbaum, 2012; Dessler, 2013; Armstrong, 2014).

The intention to change jobs is experienced not only by workers in small, medium, or large business organizations, but also civilian and military government agencies. One of the things mentioned is that the Indonesian National Army will be the focus of attention in this paper, there are strong indications of the intention to change positions in certain ranks, namely: letnal colonel and colonel. Within the Indonesian Air Force, one of them confirmed the phenomenon of hundreds of middle officers with the rank of lieutenant colonel and colonel who wanted to retire early and change jobs in profit-oriented companies (Dayatmoko, 2018). Moreover, the data shows that the number of mid-level officers has exceeded the existing needs, for example the rank of colonel in the military has reached 790, with details of 469 in the Army, 214 in the Navy, and 140 from the Air Force (Supriatma, 2019). Many of them tend to be unemployed without having a job.

Other data noted, there were 17% in 2015 and 12% in 2016 soldiers with the rank of lieutenant colonel and colonel in the Ministry of Defense of the Republic of Indonesia

who asked for early retirement and changing jobs, and this situation continues every year (Bureau of Personnel, 2018). In 2018, 400 people with the rank of lieutenant colonel and colonel relinquished their military posts and switched jobs to private companies (Media Indonesia, 2019). Changing jobs from the military to civilians is estimated to be influenced by various factors, including those mentioned above (leader member exchange, overqualification, job satisfaction, workstress, and loyalty). This factor is strongly suspected of influencing the desire and action to change jobs. On that basis, the paper aims to find an explanation of the influence of leader member exchange factors, overqualification, job satisfaction, workstress, and loyalty to the intention of changing jobs, so that a complete understanding and deepening is obtained to take alternative strategies to prevent job changes that can harm the organization.

2. LITERATURE REVIEW

Below will explain the meaning of each variable used in this paper, including: intention to move jobs, leader member exchanges, overqualification, job satisfaction, work stress, and loyalty.

Intention to Change Work

Workers often feel uncomfortable and want to find a new job for certain reasons, such as: less promising positions and careers, fewer challenges, unsatisfactory compensation, etc. (Lee, Hung, & Chen, 2012). Some experts state that the intention to change jobs is more individual, desired by the workers themselves, and is done voluntarily (Chambers, 2012; Aldhuwaihi, Shee, & Stanton, 2012). On that basis, it can be understood that the meaning of an intention to change jobs leads to a deliberate desire or intention to move from work. This intention appears characterized by initial symptoms began looking for a new job as a substitute for the old job. The intention to change jobs is explicitly the tendency for an employee to leave his job and move to a new job.

Various studies have shown that the tendency to change jobs is based on at least three reasons, namely: individual, organizational, and macro. Individuals are encouraged from within the worker himself for certain reasons, in the form of needs, abilities, motivation, self-esteem, future fantasies, hopes, and so on (Oettingen, Pak, & Schnetter, 2001; Quigley & Tymon, 2006; Thijssen, Van Der Heijden, & Rocco, 2008). Organizational refers to a number of aspects originating from the organization that directly or indirectly encourage the emergence of an intention to change jobs, such as unsatisfactory promotional opportunities, expectations and positions that are deemed inappropriate, work situations that do not emphasize achievement, and others (Cotton & Tuttle, 1986; Ito, 2003; Muja & Appelbaum, 2012; Grisso, Nicholson-Crotty, & Keizer, 2012). Macro reasons refer more to the urge to change jobs due to economic aspects, for example: the economic crisis that encourages workers to change jobs (Appelbaum & Donia, 2000; Wynen & de Beeck, 2009).

Leader Member Exchange

Leader member exchange is related to the quality of reciprocal relationships between superiors and subordinates, whether a strong, harmonious, mutually supportive relationship, etc. or otherwise less harmonious, formal and contractual, full of conflict, and others (Graen & Uhl-Bien, 1995; Kim & Taylor, 2001; Testa & Sipe, 2009; Kulkarni & Ramamoorthy, 2014; Robbins & Judge, 2017). Implicitly, there are three things that need to be emphasized regarding the concept of leader member exchange, namely: the interactive relationship between superiors and subordinates, the professionalism of the relationship, and the purpose of the relationship in maintaining the position of a superior or subordinate.

Experts still have different views about the perception dimension in the leader member exchange concept. Dienesch & Liden (1986) argue that leader member exchange includes three dimensions, namely contribution, loyalty, and affection. Graen & Scandura (1987) include dimensions of trust, respect, openness, and honesty. Liden & Maslyn (1998) argue that the exchange of leader members must contain dimensions of perception of contribution, loyalty, affection, and respect. The view of Bayram et al (2017) may be more moderate in explaining the dimensions of perception in leader member exchanges by dividing them into: the perception dimension of affection, namely affection that is professionally formed between the two parties; perception of commitment, namely loyalty of subordinates to superiors and superiors to subordinates; perception of contribution, namely the perception of the number, direction, and quality of activities for common goals in bilateral interactions between superiors and subordinates; and professional respect, namely the perception formed by superiors and subordinates in appreciating professionalism. These four things are the basis for building trust in the quality of superior and subordinate relationships (Byun et al, 2017; Fein et al, 2020).

Overqualification

In simple terms, overqualification can be defined as a person's job qualifications that exceed their job requirements. The perception of overqualification is more psychological where individuals assess their own abilities with the job qualifications needed (Fino & Nevo, 2008). Navarro, Mas, and Jimenez (2010) emphasize the perception of overqualification on aspects of belief in which a person judges himself to be more qualified or capable than what is needed to do his job.

This overqualification perception is important to note, because it can affect a person's work behavior towards their job. A person can appear dissatisfied with work, if he or she is less accepting of working conditions because he judges that he is smarter than most people doing the same job, smarter than necessary to do the job, people who are not as smart as themselves can do a good job, a job that is not mentally challenging, boring or repetitive work, etc. (Fine & Nevo, 2008). Dijk, Shantz, & Alfes (2019) suggest that the negative impacts arising from the perception of overqualification are

job dissatisfaction, low organizational commitment, and the intention to change jobs (Dijk, Shantz, and Alfes, 2019).

Furthermore, Navarro, Mas, and Jimenez (2010) suggest that the perception indicator of overqualification which consists of abilities and a knowledge base is much larger than what is needed to do the job, the work carried out does not achieve goals or aspirations, tasks performed below the level of ability are sufficient. able to be given a job with greater responsibility, work is considered easy and monotonous, work is not in accordance with personal values. Almost similar to Maynard, Joseph, & Maynard (2006), Dumani (2016), and Johnson, Morrow, & Johnson, (2002) suggests indicators of perceptions of overqualification, among others: work requires less education than possessed, job skills that are not required for work, training is not fully used in work, someone with lower work experience can work well in the workplace, is lacking work challenges, and others.

Job Satisfaction

Various opinions were expressed by management and organizational experts regarding the job satisfaction of workers with their jobs. Traynor & Wade (1993) defines job satisfaction as “the perception that one's job fulfills or enables the fulfillment of the important values of one's job, provides and insofar as these values are consistent with one's needs. The concept of value emerges in this sense as a determinant of job satisfaction. Another opinion suggests that job satisfaction is a person's attitude towards their job: A person with high job satisfaction has positive feelings while employees with low job satisfaction have negative feelings (Churchill, Ford, & Walker, 1976; Bruck, Allen, & Spector, 2002; Mrayyan., 2005; Robbins & Judge, 2017).

Chen & Silverstone (2008) argue that incentives in the form of financial or non-financial are what determines a person's satisfaction with his job. However, Ololube (2006) suggests that the determinants of job satisfaction are not only incentives, but also job activities. Churchill, Ford, & Walker (1976) and Bruck, Allen, and Spector (2002) argue that the elements that affect a person's job satisfaction are salary, promotion, supervision, benefits, working conditions, coworkers, and communication.

Work Stress

Work stress is often experienced by employees in dealing with work. Working conditions and situations, both physical and non-physical that are not conducive, affect the emergence of work stress. Work conditions that are stuffy, hot, noisy, unsafe and comfortable, as well as social work relationships that are less intimate, rigid and authoritarian, less transparent, and others can create stressful conditions for employees' work. Various opinions state that work stress is an employee's response to the work environment (Mullins, 2007; Colquitt Jeffery, & Michael, 2015; Robbins, 2011; Luthans, 2011; Dornelas, 2012).

The level of psychological pressure of employees is thought to affect work performance and productivity. Jazak (2015) suggests that the negative phenomenon of work stress is a decrease in motivation or de-motivation and morale; reduce work performance or work performance which results in decreased employee contributions to the company, lower productivity, lower individual competitiveness, lower company competency index, creates a work atmosphere that is not conducive, allows losses to be borne by the company, increases health costs, saturation, and so on. Kuslivan (2003) argues that there are 6 categories of stress in the workplace, namely: time pressure problems in the form of mismatches between working hours; conflicts in the form of a mismatch between job descriptions and competencies, too much workload; anxiety about ignorance of work and fear of superiors. work character; and organizational structure.

Employee Loyalty

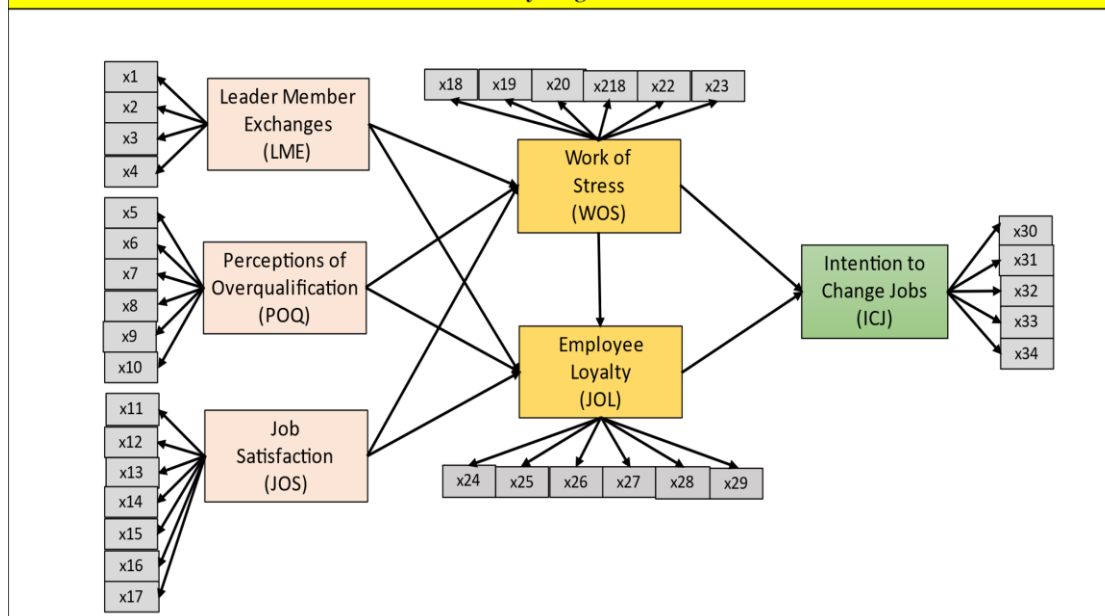
Employee loyalty can be defined as love, devotion, trust and responsibility given to an organization. Employee loyalty is very important because it can determine organizational performance (Murali, Poddar, & Seema, 2017). The tension between the organization and workers will cause low loyalty, not only for the sustainability of the organization to be unhealthy but also detrimental (Sverke & Goslinga, 2003; Naus, van Irterson, & Roe, 2007). Loyalty is a strong bond that binds an employee to the organization, a commitment to advancing the organization (Bakker & Schaufeli, 2008; Elegido, 2013).

Loyalty is a psychological condition that binds employees and their companies (Meyer & Hersovitch, 2001; Oei, 2010). Steers and Potters (1983) suggest that there are several indicators to determine the loyalty of organizational members, including: the desire to stay in the organization, the desire to make the most of it which is marked by a willingness to work outside ordinary conditions, full acceptance of organizational values and policies. , and loyal to the company. However, Steers & Porter (1983) also added that loyalty will be created if employees feel fulfilled in fulfilling their life needs from their work, especially those related to work facilities, welfare benefits, work atmosphere and wages received from the company (see also: Simamora, 2002; Martiwi, Triyono, & Mardalis, 2012). In this paper, employee loyalty will be seen from the influence of income levels, career clarity, job challenges, open management, communication with subordinates, and support for the work environment.

Theoretical Framework

Based on the description above, a theoretical framework for the influence relationship between variables is built, as follows (Diagram 1).

Diagram 1. Theoretical Framework Factors Influencing Intention to Change Employment: The Case of Military Organization



The proposed hypothesis:

- ♣ *The LME, POQ, and JOS variables have an influence on the WOS and JOL variables*
- ♣ *The variables WOS and JOL have an influence on the ICJ variable.*

3. METHODOLOGY

This paper is part of a study on the intention to move jobs carried out in 2019. The research was conducted at the Ministry of Defense of the Republic of Indonesia on the grounds that this institution shows a relatively high phenomenon of displacement, especially employees with the rank of lieutenant colonel and colonel as the highest level of middle officer. Research is directed at one of the work units under this ministry, namely: the Directorate General of Defense Strategy.

Among the number of employees at the Directorate General of Defense Strategy, there are 169 people with the rank of lieutenant colonel and colonel, with 116 people with the rank of lieutenant colonel and 53 with the rank of colonel. This number is spread across 7 (seven) work units, namely: Secretariat of the Directorate General, Directorate of Strategic Policy, Directorate of Deployment, Directorate of Strategic Analysis, Directorate of International Cooperation, Directorate of Defense, and Directorate of Legislation.

A total of 169 people with the rank of lieutenant colonel and colonel in the Directorate General of Defense Strategy were designated as the research population, and were designated as research samples. Data collection was carried out by distributing questionnaires that had previously been tested to determine the level of validity and reliability using the product moment criteria from Pearson and Cronbach Alpha with

the help of SPSS version 24.0. Only question items that proved valid and reliable were used in field research. However, from the distribution of the questionnaire only 157 people returned to the researcher (the distribution of research respondents is presented in table 1).

Research analysis using Structural Equation Modeling (SEM) with the help of Lisrel program 8.70. The analysis mainly includes CFA to determine the validity and reliability of question items related to the research indicators, GOF models, the structure of the relationship of the variables studied, and the contribution of the indicators for each variable (Joreskog and Sorborn, 1993; Ferdinand, 2002; Kusnendi, 2009; Hair et al, 2010; Haryono and Wardoyo, 2017; Sarjono & Yulianita, 2019).

Table 1. Distribution of Respondents

Work Unit	Military Rank		Total
	Lieutenant Colonel	Colonel	
Secretariat of the Directorate General	6 (3.82)	2 (1.28)	8 (5.10)
Directorate of Strategic Policy	15 (9.55)	8 (5.10)	23 (14,65)
Directorate of Deployment	12 (7.64)	7 (4.46)	19 (12,10)
Directorate of Strategic Analysis	24(15,28)	8 (5,10)	32 (20.38)
Directorate of International Cooperation	20 (12.74)	8 (5.10)	28 (17.84)
Directorate of Defense Region	16 (10.19)	8 (5.10)	24 (15.29)
Directorate of Regulations and Regulations	14 (8.92)	7(4,46)	21 (17,38)
Total	107 (68,15)	48 (30.57)	157 (100,00)

**Source: Research on Factors Influencing Intention to Change Employment: The Case of Military Organization, 2019.*

4. FINDINGS

4.1. Respondent Description

Of the 157 respondents, 140 (89.17%) were male and 17 (10.83%) female. It is recorded that the lowest respondent's age is 40 years and the highest is 59 years, with the highest number (70.06%) being at the age of 45-54 years, 10.83% at the age of 40-44 years,

and 19.11% being at the age 55 - 59 years. A total of 40 people (25.48%) had a military work experience between 20 -25 years, 45 people (28.66%) between 26-30 years, and 72 (45.86%) over 31 years. The lowest educational background of respondents was Diploma as many as 15 people (9.55%), Bachelor as many as 77 people (49.04%), Masters as many as 45 people (28.66%), and Doctorate as many as 20 people. (12.74%). In terms of military education, 23 people (14.65%) have received officer education, 86 people (54.77%) have undergone Advanced Officer Plus education, and 48 people (30.58%) have attended the Staff and Command School. This last point is in line with what Ilyas (2016) said, that many TNI with the rank of lieutenant colonel and colonel already have a fairly high military education, one of which is the Command and Staff School.

The Information Center said, since 2010 there have been signs of excess officers in all forces in the Indonesian national army (CNN, 2019). These overstaffers often result in them being unemployed, even though they have been placed as assistants in various agencies (<https://www.bbc.com/indonesia/indonesia-47146488>). The unemployment situation is certainly uncomfortable for the officers themselves, especially considering that their stamina is still excellent and productive. However, they do not have to be unemployed if the various aspects that are considered influencing are handled by the organization. Of the questions posed, most expressed their desire to change jobs, especially to the private sector. Changing jobs will be able to apply his knowledge and experience, especially in the fields of management and organization, so that he is considered to be more useful and productive.

4.2. CFA (Validity-Reliability)

Confirmatory Factor Analysis (CFA) is one of the widely used validity and reliability tests. CFA is used to test unidimensional, validity and reliability of construct measurement models that cannot be measured directly or also called descriptive measurement theory models or confirmatory factor models that show the operationalization of variables or research constructs into measurable indicators formulated in the form of equations and / or specific path charts (Joreskog & Sorborn, 1993; Ferdinand, 2002; Kusnendi, 2009; Hair et al, 2010; Haryono & Wardoyo, 2017; Sarjono & Yulianita, 2019). The purpose of the CFA is to confirm or test the model, which is a measurement model whose formulation is derived from theory. CFA can be said to have two focuses, namely: whether indicators that are conceptualized are unidimensional, precise, and consistent; and what are the dominant indicators that make up the construct under study.

The CFA should be implemented as a test of validity to determine whether the indicator variable actually forms the latent variable being studied (Hair et al, 2010; Haryono and Wardoyo, 2017). The validity test is related to the measurement of variables so they are valid or not. The validity test is done by comparing the loading factor to a minimum of 0.5. If the load factor value is greater than 0.5 then the indicator is valid. Reliability tests show how well the gauge can produce relatively similar results if repeated measurements on the same object. Reliability values were measured with Construct

Reliability (CR) and Variance Extract (VE). It is said to be reliable if CR values > 0.70 and VE > 0.50. Error measurement (ei) is intended to overcome the effect of parameter estimators and large or small size variances provided that the higher the loading factor value means the smaller the error value, thus indicating that the indicator truly reflects the latent variable. Below is shown the results of the validity and reliability of the indicators of each variable studied (Table 2).

Table 2. Validity and Reliability Results

Variables	Indicators	SLF	ei	CR	VE	Conclusion
Leader Member Exchanges LME	x1 = Trust	0.87	0.55	0.86146	0.60901	Valid & Reliable
	x2 = Respect	0.89	0.53			
	x3 = Openness	0.86	0.27			
	x4 = Honesty	0.79	0.52			
Perception Overqualification POQ	x5 = Low education	0.84	0.30	0.92311	0.66717	Valid & Reliable
	x6 = Less challenging	0.87	0.25			
	x7 = Low experience	0.78	0.39			
	x8 = Low training	0.79	0.37			
	x9 = Low Skill	0.78	0.40			
	x10 = Low responsibility	0.84	0.29			
Job Satisfaction JOS	x11 = Working conditions	0.89	0.21	0.9532	0.74475	Valid & Reliable
	x12 = Salary	0.80	0.36			
	x13 = Communication	0.82	0.32			
	x14 = Coworking	0.92	0.15			
	x15 = Benefits	0.83	0.32			
	x16 = Career	0.81	0.24			
	x17 = Supervision	0.90	0.15			
Work Stress WOS	x18 = Time pressure	0.83	0.30	0.94235	0.73191	Valid & Reliable
	x19 = Superiors work character	0.88	0.23			
	x20 = Workload	0.87	0.25			
	x21 = Work anxiety	0.87	0.24			
	x22 = Conflict competencies	0.78	0.39			
	x23 = Organizational structure	0.90	0.20			

Variables	Indicators	SLF	ei	CR	VE	Conclusion
Employee Loyalty JOL	x24 = Work environment support	0.84	0.30	0.92524	0.67373	Valid & Reliable
	x25 = Income level	0.80	0.34			
	x26 = Open management	0.83	0.31			
	x27 = Rigid regulations	0.85	0.24			
	x28 = Career clarity	0.81	0.34			
	x29 = Subordinate communication	0.77	0.41			
Intention to Change Job ICJ	x30 = Insufficient income	X30	0.90	0.92743	0.71953	Valid & Reliable
	x31 = Position does not match	X31	0.80			
	x32 = Promotion opportunity	X32	0.88			
	x33 = Not motivating	X33	0.88			
	x34 = Lack of achievement awards	X34	0.77			

**Source: Research on Factors Influencing Intention to Change Employment: The Case of Military Organization, 2019.*

4.3. Goodness of Fit Models (GOF Models)

Goodness of Fit model is a test match or the good fit between the observations (observation frequency) acquired a certain frequency based on the expectation (expected frequencies). Through the test results, it can be seen whether the indicators as a whole or partially indicate that the model is Fit or good, and is able to answer the theory built. In modeling system conformance test is very important, because the analysis of the structural model in SEM started based on statistical indicators Goodness-of-Fit (GFI) on output Lisrel (Joreskog and Sorborn, 1993; Ferdinand, 2002; Kusnendi, 2009; Hair et al, 2010; Haryono and Wardoyo, 2017). Overall, a summary of the critical value of the model match testing can be seen from the summary in table 3. Table 3 shows, all indicators show that the SEM model is Fit or good. Data from the questionnaire has been able to answer the theory is built.

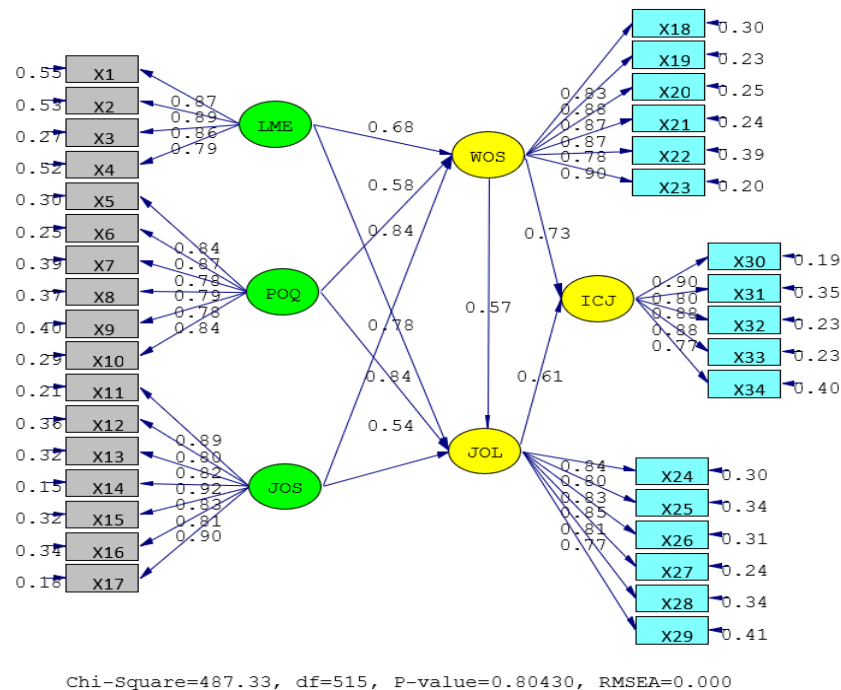
Table 3. Eligibility Criteria for SEM Model

Goodness-of-Fit	Cutt-off-Value	Results	Conclusion
RMR(Root Mean Square Residual)	$\leq 0,05$ atau $\leq 0,1$	0.0000	Good Fit
RMSEA(Root Mean square Error of Approximation)	$\leq 0,08$	0.0000	Good Fit
P-value	$\geq 0,05$	0.80430	Good Fit
GFI(Goodness of Fit)	$\geq 0,90$	0.98	Good Fit
AGFI(Adjusted Goodness of Fit Index)	$\geq 0,90$	0.97	Good Fit
CFI (Comparative Fit Index)	$\geq 0,90$	0.98	Good Fit
Normed Fit Index (NFI)	$\geq 0,90$	0.99	Good Fit
Non-Normed Fit Index (NNFI)	$\geq 0,90$	0.98	Good Fit
Incremental Fit Index (IFI)	$\geq 0,90$	0.98	Good Fit
Relative Fit Index (RFI)	$\geq 0,90$	0.99	Good Fit

**Source: Research on Factors Influencing Intention to Change Employment: The Case of Military Organization, 2019.*

4.4. Structural Relationship

Data processing using the help of the Lisrel 8.70 program produces a structural model of the variables and indicators studied, as follows.

**Diagram 2.** Standardized Loading Factor

**Source: Research on Factors Influencing Intention to Change Employment: The Case of Military Organization, 2019.*

From diagram 2 it can be seen that the variable leader member exchange (LME), perceptions of overqualification (POQ), and job satisfaction (JOS) have a positive effect on Job Stress (WOS) and employee loyalty (JOL). Furthermore, the variables Work Stress and Loyalty have a positive effect on intention to move jobs (ICJ). Furthermore, diagram 2 shows the relationship between the indicators and variables under study. The goal is to find out how much the contribution value of the indicators contained in each variable is. The results of the relationship between the indicators and their variables are shown in Table 4 below.

Table 4. Relationship of Indicators in Variables

Variables	Indicators	Loading value	Construct Coeff.	Contribution
Leader Member Exchanges LME	x1 = Trust	0.55	0.87	0.4785
	x2 = Respect	0.83	0.89	0.7387
	x3 = Openness	0.27	0.86	0.2322
	x4 = Honesty	0.52	0.79	0.4108
Perception Overqualification POQ	x5 = Low education	0.30	0.84	0,2520
	x6 = Less challenging	0.25	0.87	0.2175
	x7 = Low experience	0.39	0.78	0.3042
	x8 = Low training	0.37	0.79	0,2923
	x9 = Low Skill	0.40	0.78	0.3120
	x10 = Low responsibility	0.29	0.84	0.2436
Job Satisfaction JOS	x11 = Working conditions	0.21	0.89	0.1869
	x12 = Salary	0.36	0.80	0.3040
	x13 = Communication	0.32	0.82	0,2624
	x14 = Coworking	0.15	0.92	0.1380
	x15 = Benefits	0.32	0.83	0,2656
	x16 = Career	0.34	0.81	0.2754
	x17 = Supervision	0.18	0.90	0,1620
Work Stress WOS	x18 = Time pressure	0.30	0.83	0,2490
	x19 = Organizational structure	0.23	0.88	0,2024
	x20 = Workload	0.25	0.87	0,2175
	x21 = Work anxiety	0.24	0.87	0.2088
	x22 = Conflict competencies	0.39	0.78	0,3042
	x23 = Superiors work character	0.29	0.90	0,2610

Variables	Indicators	Loading value	Construct Coeff.	Contribution
Employee Loyalty JOL	x24 = Work environment support	0.30	0.84	0,2520
	x25 = Income level	0.34	0.80	0,2720
	x26 = Open management	0.31	0.83	0,2573
	x27 = Rigid regulations	0.24	0.85	0,2040
	x28 = Career clarity	0.34	0.81	0,2754
	x29 = Subordinate communication	0.41	0.77	0,3157
Intention to Change Job ICJ	x30 = Insufficient income	0.19	0.90	0,1710
	x31 = Position does not match	0.35	0.80	0.2800
	x32 = Promotion opportunity	0.23	0.88	0.2024
	x33 = Not motivating	0.23	0.88	0,2024
	x34 = Lack of achievement awards	0.40	0.77	0,3080

**Source: Research on Factors Influencing Intention to Change Employment: The Case of Military Organization, 2019*

5. DISCUSSION

Diagram 2 shows that the job satisfaction variable (JOS) has the highest influence in causing work stress (WOS) of 0.84, followed by leader member exchange (LME) at 0.74, and perceived overqualification (POQ) of 0.58. The results of this study indicate that the problem of satisfaction / dissatisfaction is a major factor causing work stress in the employees studied, especially if they feel that they are faced with jobs that are not comparable to their abilities. It's no wonder that they often feel bored, lack motivation, and want to change jobs if the opportunity arises. This is also in line with the results of other hypothesis testing which shows that the perception variable overquality (POQ) has the highest effect on employee loyalty (JOL) of 0.84, followed by leader member exchange (LME) of 0.78 and job satisfaction (JOS) of. 0.54. Perceptions of high self-qualification are often considered incompatible with jobs that are considered only requiring low skills, thus giving rise to responses to job loyalty. From the results of hypothesis testing, it was also found that the variables work stress and employee loyalty had a positive effect on the intention to move employees under study.

Statistical analysis shows that the leader member exchange (LME) variable has a positive effect on job stress and employee loyalty. The highest value contribution to the LME variable is shown by the respect indicator (x2) of 0.7387, followed by the trust indicator (x2) of 0.4586, the honesty indicator (x4) of 0.4108, and finally the openness indicator (x3) of 0, 2322. . The results of this study indicate that the employees studied gave the main place in the importance of the workplace to give awards, respect, or uphold positions, ranks, and capabilities according to the type of work. Several studies

tend to strengthen the contribution of this respect indicator to the LME variable which affects the working conditions of employees (Pramastuti & Widodo, 2015; Hutama & Gunawan, no year; Harahap & Amalia, 2017). Furthermore, indicators that are quite important are giving the leadership confidence in staff in completing work, honesty, and openness of information.

Perceived overqualification (POQ) also affects job stress (WOS) and loyalty (JOL). The indicator that gave the highest contribution to the POQ variable was low skills (x9) of 0.3120, followed by low experience (x7) of 0.3042, low training (x8) of 0.2923, low education (x1) of 0.2520, low responsibility (x10) of 0.2436, and less challenging (x2) of 0.2175. The value contribution of this indicator is not much different, except in terms of expertise, experience and training. The employees studied tended to perceive that the jobs they faced in the workplace tended to require a little expertise, experience and training that were not in accordance with their abilities. The implication is that employees feel they have excess qualifications that are incompatible with their work, and allow certain working conditions to arise, such as dissatisfaction, low loyalty, and even the intention to change jobs. One of the respects above that needs to be realized by the leadership is to create jobs that match the qualifications of employees (Mumford, Campion, & Morgeson, 2007; Anderson, Potočnik, & Zhou, 2014; Yancomala, 2014).

Job satisfaction (JOS) is also a variable that has a positive influence on job stress (WOS) and employee loyalty (JOL). From the JOL variant, the highest value contribution is given by the salary indicator (x12) of 0.3040, followed by career (x15) of 0.2754, allowance (x15) of 0.2656, communication (x13) of 0.2624, working conditions (x11) of 0.1869, and supervision (x17) of 0.1620. Ginanjar (2016) Ariyani, Yuniarti, & Wijaya (2019), and Saputra & Mulia (no years) show the contribution of salaries to job satisfaction. Suroso (2012), Sijabat (2018), and Handoko & Rambe (2018) show that career development contributes to employee job satisfaction. Ariati (2010) suggests that the contribution of subjective well-being is a perceived benefit in determining job satisfaction.

The three variables above have a positive effect on work stress (WOS) of the employees studied. If seen further, the conflict competency indicator (x22) contributed the highest work stress value (WOS) of 0.3042, followed by the supervisor's work character indicator (x23) of 0.2610, time pressure (x18) of 0.2490, the burden work (x21) of 0.2175, work anxiety (x21) of 0.2088, and organizational structure (x19) of 0.2024. These results indicate that the conflict between employee competence and work is a source of job stress. The second position is the contribution of the superior's work character which is assessed by employees often refers to hierarchical work patterns, based on orders from superior-subordinates, tends to be authoritarian, unidirectional, and more dependent on power. This kind of work relationship pattern tends to be rigid and disliked by employees and creates work stress, especially when jobs tend not to pay attention to employee competencies. Various studies have shown a strong influence between leadership style and the emergence of employee job stress (Hamdani & Handoyo, 2012; Prayatna & Subudi, 2016; Djaing, Sjahrudhi, & Gani, 2017). Next position time pressure indicator. This does not mean that there is a relatively short time to complete the work, on the contrary, time is wasted because of a lack of work. ext

position time pressure indicator. This does not mean that there is a relatively short time to complete the work, on the contrary, time is wasted because of a lack of work. The amount of free time is one of the stressful conditions of work itself which results in low productivity and performance. As lieutenant colonel and colonel with higher education background and received special education in the military, of course this situation becomes an anxiety and work pressure in itself.

The structural relationship analysis in the model shows that not only the leader member exchange (LME) variable, perceived overqualification (POQ), job satisfaction (JOS), but also job stress (WOS) have a positive effect on employee loyalty (JOL). The influence of these variables is shown in a number of indicators in employee loyalty (JOL). From statistical data processing, it can be seen that the subordinate communication indicator (x29) contributed the highest value of 0.3157 to employee loyalty, followed by career clarity indicator (x28) of 0.2754, income level (x25) of 0.2720, open management (x26) of 0.2573, support for work environment (x24) of 0.2520, and rigid regulations (x27) of 0.2040. The results of this study indicate that the employees studied here place the communication between leaders and subordinates as top priority, especially in relation to the problem of competency conflict with work. Although hierarchically there are differences in status between leaders and subordinates, it is hoped that two-way communication will occur, where feedback occurs between the two (Pakar Komunikasi.com, 2017). Two-way communication is considered ideal for solving job-related competency gaps. Job loyalty will arise because of the concern of the leader, work that overcomes perceptions of overqualification, and job satisfaction.

In line with that, respondents also tend to think that communication between superiors and subordinates that is solution will support career clarity. The suitability between qualifications and work is considered to be able to encourage smooth career progress, especially for employees with functional status, namely technical positions that are not listed in the organizational structure, but in terms of their functions are very necessary in carrying out the main tasks of the organization, such as: functional status of policy analysts, researchers, and others (Warmadewa, 2017). However, often these functional positions are not optimally empowered by the leadership, so that employees tend not to work. Whereas functional personnel are able to generate creative and innovative thinking, have good future prospects in terms of career advancement and employee income levels. The three indicators (subordinate communication, career clarity, and income level) need to be considered because they are contributors to the employee loyalty value studied.

Work stress (WOS) and employee loyalty (JOL) proved to have a positive effect on intention to change jobs (ICJ). The work stress variable (WOS) has a greater influence than employee loyalty (JOL) with a directional coefficient of 0.73 and 0.61, respectively. From employee loyalty (JOL), it is identified that the x34 = lack of achievement awards (x34) indicator contributes the highest value of 0.3080, followed by the position does not match (x31) indicator of 0.2800, promotion opportunities (x32) and lack of work motivation (x33) of 0.2024, and inadequate income level (x30) of 0.1710. These results indicate, although the level of income also encourages the

intention to change jobs, the main indicators are a lack of appreciation and inaccurate positions in employment. In fact, many respondents stated that their status and competence are often underappreciated in the office, and they are placed in jobs that only require low skills. Work performance that is done is often underappreciated, often considered as routine work and employee obligations. Various studies have shown that the reward system has an influence on the intention to move employees. The higher the reward system provided by the workplace, the more it makes employees feel at home and want to survive, conversely, the lower the reward system given, the more it encourages employees to move jobs (Mulina, 2013; Mince, 2013; Rohmanaji, Warso, Paramita, 2016).

6. CONCLUSION

This study found that the intention to move employees (ICJ) was more driven by a lack of appreciation for performance and inappropriate work positions. However, the intention to change jobs itself is influenced by the emergence of job stress (WOS), especially the existence of competency conflicts with work, the character of a boss's work, and time pressure that is often ineffective, as well as low employee loyalty which is characterized by choked communication with subordinates, lack of career clarity, and an insufficient level of income.

From this study also found that job stress and employee loyalty are influenced by factors outside of themselves, including leader member exchange, perceptions of overqualification, and job satisfaction. From the leader member exchange (LME), indicators that contribute the highest value have been identified, namely leadership respect, trust, and honesty at work. In the overqualification (POQ) indicator that contributes to a high score is the perception of work being carried out which only requires low skills, low experience, and requires less specialized training (low training). On the job satisfaction indicator (JOS) that contributes to high scores is the salary earned, career advancement opportunities, and the benefits of working for oneself and institutions.

The intention to change jobs from employees who are the focus of attention here can be avoided by paying attention to the various influence variables above and paying special attention to the indicators that play a role. This is to prevent losses that might arise from the transfer of employees to another job.

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