Bibliometric analysis of organizational commitment on intention to leave in the banking sector

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Abstract The author conducted this research to know trend analysis of organizational commitment on intention to leave in the banking sector. This research was conducted by searching the Scopus database, using the keyword "Organizational Commitment", "Intention to Leave" and "Bank". From the search results, a descriptive analysis was carried out based on the year of publication, number of publications, document sources, country of publication, type of document, and field of research. In the next step, the data that has been obtained is exported in RIS format. The exported data was then processed and analyzed using VOSviewer software to determine the bibliometric map "Organizational Commitment" on "Intention to Leave" in "Bank". The development of the "Organizational Commitment" on "Intention to Leave" in "Bank" research in 1999-2020 shows that the trend of research results tends to fluctuate. The country that publishes the most organizational commitment, intention to leave, and bank is the Indonesia. Judging from the subject area, dominated by Business, Management and Accounting with 6 articles. Through network visualization, it is shown that the relationship between nodes (edges) is shown by lines between nodes. The more relationship lines between nodes, the closer the relationship between documents. Meanwhile, with density visualization, it is shown that, if the visualized color is getting yellower then the topic has been studied a lot, and if it is greener then the topic is rarely researched.

Keywords: organizational commitment, intention to leave, bank, VOSviewer, Scopus

1. Introduction

Banking is a sector that attracts students who will look for work. Student interest in a career in banking is motivated by career motivation and perceptions in the minds of students who are built with a good image for a career in banking (Mashadi and Irawan 2017). Despite banking being an attractive sector, the fact is that the turnover rate in this sector is up to 15% based on a PricewaterhouseCoopers (PwC) Indonesia survey conducted in January-February 2014 (Helen 2014), and according to a survey from Mercer Talent & Information Solution, turnover in the banking sector reached 16% in 2015 (Artiningrum and Satrya 2016). The turnover rate of one of the Islamic banks in Indonesia tends to fluctuate from 2016 by 7.60%, 2017 by 6.52%, and 2018 by 7.99% (Handoko and Soeling 2020). Based on the postmerger annual report of Bank Syariah Indonesia in 2021, 509 employees resigned, or 2.6% of the total number of employees, then increased to 4.57% based on the 2022 annual report.

Yurchisin and Park revealed that high employee turnover rates in an organization or company will have a negative impact on the company’s reputation or image (Gunawan et al 2013). Turnover intention or intention to leave is the first sign of turnover in the company (Mobley et al 1979). A high turnover rate indicates that an organization cannot ensure that its employees are comfortable (Manuel and Rahyuda 2015). The most important factor affecting turnover intention is affective commitment (Meyer et al 2002) because affective commitment is developed when employees are involved, share the same values, and derive identity from the organization, and affective commitment is the most widely used form of commitment (Meyer and Herscovitch 2001). To bind employees, affective commitment must be built to create an inner bond to the organization that encourages a variety of better achievements. Individuals equipped with affective commitment consider themselves to be genuine members of the organization (Palupi and Tjahjono 2017).

Organizational commitment increases to such an extent that it will affect the level of desire to move lower (Toly 2001; Satwari et al 2016). Employee commitment is a determining factor in achieving career success because if employees have a high commitment to work, the company will synergize with employees in building the company according to the mission and vision that is being built. By having a high commitment, companies can reduce employee turnover rates and reduce costs incurred to find new candidates to fill vacant positions (Mahendra 2017). A high level of commitment provides support to employees and can develop employee commitment to the company, which can reduce turnover intention (Hussain and Asif 2012). If employee commitment has been obtained, employees will be loyal and work optimally for the benefit of the company (Yuliyana 2013). According to Davis and Newstrom (Tumbelaka and Kaligis 2023), similar to a potent magnetic attraction between metallic objects, organizational commitment denotes an employee’s dedication to staying with a...
company in the long term. It frequently embodies the employee’s faith in the company’s mission and objectives, their readiness to invest effort in achieving them, and their intention to persist in their employment. The organizational commitment indicator that has the largest contribution in this case is the affective commitment indicator, with the item employees feel that the company’s problems are their problems too. When employees feel that the problems owned by the company are their problems too, employees will try to do their best for the company, and the desire to do their best for the company fosters a sense of employee loyalty to the company, thereby reducing employees’ intention to leave the company (Tumbelaka and Kaligis 2023).

Research on organizational commitment on intention to leave in the banking sector is still very limited. This is based on the Scopus database from 1991 to 2023, and there are only 6 articles on organizational commitment on intention to leave in the banking sector. This study aims to analyze the trends and development of publications on organizational commitment on intention to leave in the banking sector over a 32-year period (1991-2023) using the Scopus database. This research topic is very interesting considering the fact that the banking sector in Indonesia has experienced a significant increase in turnover, while according to OJK Banking Supervisor Chief Executive Dian Ediana Rae, the performance of the banking industry during 2022 was well maintained and grew positively and was able to withstand global economic pressures. OJK data, in November 2022, banking credit grew 11.16 percent (yoy), while the collection of Third Party Funds (DPK) grew by 8.78 percent (yoy). The credit and DPK growth rates have recorded growth rates that exceed the pre-COVID-19 pandemic level with maintained banking risk indicators (Otoritas Jasa Keuangan 2023).

2. Literature Review

2.1. Organizational Commitment

A widely recognized definition of commitment is when an individual commits to a company during an economic cycle, performs good work, is disciplined with presence, and maintains business property regardless of their involvement with the interests of the organization. The term multiple commitments in the workplace is rooted in the awareness that individuals are psychologically committed to one person, many people, certain groups, or certain activities (Meyer and Allen 1997). A strong commitment to the organization will be a consideration for employees to leave the organization. Unanimity toward goals will form attachment, loyalty, and organizational commitment (Tumbelaka and Kaligis 2023). In the context of the interaction pattern between high distributive justice and high procedural justice, there are no discernible differences in attitudes or behaviors between individuals with high social capital and those with low social capital in terms of explaining satisfaction and commitment (Tjahjono et al 2019). Organizational commitment is influenced by islamic job satisfaction (Soleman et al 2020), procedural justice (Sani and Soetjipto 2016), leader-member exchange and organizational learning culture (Islam et al 2013), and organizational social exchange (Liu et al 2020). Zhao et al. (2022) discovered that there are both positive aspects, such as increased organizational dedication and reduced intent to change positions, and negative aspects, such as enhanced career competence and an elevated likelihood of departing from organizations.

2.2. Intention to Leave

Ajzen revealed that intention to leave is the level of a person’s desire to leave or leave the company where he works, which is reinforced by beliefs about the resulting consequences, the norms that apply around him, and the availability of resources that support a person to be able to leave the company, which has not been realized in definite actions to leave the company (Tumbelaka and Kaligis 2023). High levels of burnout and cynicism, moderate levels of professional efficacy, and the risk of experiencing burnout make the employee’s intention to leave (Reinardy 2011). Employees’ intention to move or leave is related to stress levels, age, work assignments, and career commitments (Yang et al 2017). In addition, intention to leave is also influenced by workplace envy, negative emotions, and inequity perceptions (Dahri et al 2023). Consistently, employee intention to leave is related to turnover behavior and turnover variation rather than an emotional response. The emotional bond between employees and the organization will reduce the level of the tendency of employees to leave the organization (Loi et al 2006).

2.3. Organizational Commitment on Intention to Leave

The relationship between organizational commitment and intention to leave by Mathis and Jackson is a logical extension of organizational commitment, especially focusing on continuous commitment factors, which reveals that the decision to stay with or leave the company is ultimately reflected in absenteeism and employee turnover rates (Tumbelaka and Kaligis 2023). Research conducted by Zahroh and Sudibya (2016) shows a significant negative effect of organizational commitment on intention to leave, similar to research by Soleman et al. (2020) that organizational commitment has a direct negative and significant influence on intention to leave. A study by Schudrich et al. (2012) shows that the biggest predictors of intention to leave are commitment and satisfaction with supervision. The findings of the study further affirm the significant role of persistent, robust commitment in mediating the relationship between career advancement and employees'
inclination to depart from the organization (Al Balushi et al 2022). Moreover, associations are apparent between variations in age, gender, professional background, educational attainment, and marital status, as they pertain to employee dedication and their intentions regarding organizational departure (Omotayo et al 2020).

2.4. Organizational Commitment on Intention to Leave in The Banking Sector

Achieving strong internalized commitment is crucial to effectively executing the emerging relationship banking strategy. When internalized commitment is low, banking employees tend to demonstrate a higher level of compliance commitment and a reduced intention to leave their positions. This indicates that the desire to remain with the banking institution outweighs any feelings of not fully identifying with or sharing the organization's values (Durkin and Bennett 2016). Soleman et al. (2020) found that organizational commitment plays a crucial role in influencing the intention to leave among employees. When considering Islamic banks, employees tend to compare the advantages they receive from staying with the potential consequences of leaving. If the perceived benefits outweigh the potential drawbacks, the intention to leave for another business institution diminishes.

This aligns with the findings of Sani and Soetjipto (2016), who also discovered a direct negative relationship between organizational commitment and the intention to leave among Bank Syariah Mandiri employees. Moreover, in a similar vein, normative commitment is shown to have a negative correlation with the intention to leave among employees of a bank in Macau (Liu et al 2020). This indicates that increased organizational commitment will reduce the intention of Bank Syariah Mandiri employees to leave. According to Islam et al (2013) and their research on banking employees in Malaysia, a culture that fosters continuous learning and provides support from superiors results in higher levels of organizational commitment among employees. This increased commitment, in turn, leads to a reduction in their intention to leave the organization. Similarly, Omotayo et al. (2020) undertook an investigation within the banking sector of Lagos, analyzing the impact of diverse factors, including age distribution, gender composition, work history, educational attainment, and marital status, on employee dedication, sales expansion, service excellence, and the propensity to consider leaving their respective organizations. The results of their model analysis highlighted the degree of relationship between these factors and their impact on employee commitment and intention to stay with their respective organizations.

3. Method

This research is a literature study using qualitative methods to determine research trends on organizational commitment. This study obtained data with the search within article title, abstract, and keyword "organizational commitment" from the Scopus database, which was then exported into the RIS format for further processing and analysis using VOSviewer to obtain a research map in the form of a bibliometric map of "Organizational Commitment" and “Intention to Leave” and “Bank”.

3.1. Research method

This research is descriptive and tends to use an inductive analysis approach. Qualitative research highlights processes and meanings from the perspective of the subject. Qualitative research aims to deeply understand human and social problems that are not only quantitative research with positivism, which aims to describe the basis of reality (Adlini et al 2022). Research by collecting various books and magazines that are related to the problem and research objectives is called a literature study (Danial and Warsiah 2009). From the definitions above, it can be said that research that collects data and combines data obtained from related works that have been read and studied is a qualitative research method with a literature study (Rosanti and Udin 2022). Data from Scopus for this study were obtained in July 2023. An initial search identified publications based on the keywords “organizational commitment”, “intention to leave”, and “bank” and obtained 6 documents.

The selection of Scopus as the preferred database stems from its internationally recognized quality and reputation among universities and research institutions. Additionally, Scopus aligns with the use of VOSviewer as the data processing software. This choice was made due to Scopus’ advantages in effectively mapping and visualizing data, making it a valuable tool for the study (Rosanti and Udin 2022). Publication maps offer diverse methods and functions, including zooming, scrolling, and searching, which enable the mapping of more detailed articles and publications. VOSviewer, as a tool, facilitates the presentation and representation of specific information through bibliometric chart maps. This functionality allows for a comprehensive analysis of the research landscape and provides valuable insights into the connections and relationships between different scholarly works (Nurridin et al 2020).

4. Results

4.1. Data by Scopus
The analysis of this study used 6 article documents from Scopus from 1999 until 2020. Figure 1 below shows research trends on career commitment that tend to fluctuate.

![Documents by year](chart1)

**Figure 1** Trends in Research Documents in 1999-2020.  
*Source: Scopus Database*

In Figure 2, it can be seen that the most published sources of articles came from Indonesia with 2 articles, followed by China, Malaysia, Nigeria, Pakistan, and the United Kingdom with 1 article each.

![Documents by country or territory](chart2)

**Figure 2** Documents by Country.  
*Source: Scopus Database*

This research is inseparable from the literature studies using previous research that consists of various fields that examine career commitment and intention to leave. There are 6 subject areas that are dominated by business, management and accounting, with 6 articles, followed by social sciences, economics, econometrics and finance and decision sciences, with 1 article each (Figure 3).
4.2. Data by VOSviewer

Based on the Scopus database search, 6 documents were obtained that were then exported to the RIS format. Next, a bibliometric analysis was performed using VOSviewer by inputting documents that had been exported in RIS format to obtain bibliometric maps that were among the downloaded documents. The results of the analysis were imported into VOSviewer, which produces 3 types of visualization. Network visualization In Figure 4, it is shown that the relationship between nodes (edges) is shown by lines between nodes. When there are multiple connections (lines) between nodes, it indicates a closer relationship between the documents.

The overlay visualization (depicted in Figure 5) displays the node color representing the keyword and the publication year of articles containing that keyword. Darker colors in the node suggest that the topic has been a subject of research for a longer period. Additionally, the size of the circle corresponds to the number of publications that include the word in both the title and abstract of the article. A larger circle signifies a higher number of articles associated with that particular word. Meanwhile, by visualizing density in Figure 6, it is shown that if the color visualized is yellower, then the topic has been studied a lot, and if it is greener, then the topic is still rarely researched. In Table 1 it can also be seen that "Organizational Commitment" and “Intention to Leave” and “Bank” is divided into 2 cluster.
Table 1 Most frequent cluster.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (4 items)</td>
<td>Individual-level power distance, nonempirical relationship, normative commitment, organizational social exchange</td>
</tr>
<tr>
<td>2 (4 items)</td>
<td>Intention to leave, Islamic job satisfaction, Islamic work ethic, organizational commitment</td>
</tr>
</tbody>
</table>

*Source:* Scopus Database.

In Cluster 1, which is highlighted in red, the words included in this group tend to be general and lack specificity. They encompass concepts such as individual-level power distance, nonempirical relationships, normative commitment, and organizational social exchange. In contrast, Cluster 2, marked in green, consists of more specific terms such as intention to leave, Islamic job satisfaction, Islamic work ethic, and organizational commitment. This suggests that Cluster 2 represents the research group that focuses on the impact of intention to leave.

In Figure 5, an overlay visualization illustrates the historical progression of past research concerning the keywords "Organizational Commitment," "Intention to Leave," and "Bank" spanning the last two decades (1999-2020). The visualization reveals a relatively limited number of publications during this timeframe. The shade of the nodes denotes the publication years, with darker hues indicating earlier publications and lighter hues representing more recent publications. The presence of green nodes, representing publications from 1999-2020, implies that research on this topic is not deeply rooted historically. However, it also highlights a lack of substantial updates or a significant surge in research activities during this period.

*Figure 5* VOSviewer overlay visualization of co-occurrence by keyword.  
*Source:* Scopus Database
The density display mode above illustrates that the majority of research focusing on the intention to leave revolves around topics such as organizational social change, individual-level power distance, normative commitment, nonreciprocal relationships, Islamic job satisfaction, Islamic work ethic, and organizational commitment, which are highlighted in bright yellow. Based on the density display provided, it is evident that there is no research that remains significantly underexplored, as there are no areas marked with an unlit color. Certainly, with only six articles published between 1999 and 2020, there remain abundant opportunities for further research to delve into and expand upon these existing areas. The scarcity of publications during this period indicates a substantial research gap, emphasizing the need for more comprehensive studies to deepen understanding and knowledge within the realms of "Organizational Commitment," "Intention to Leave," and "Bank." Future research endeavors can significantly contribute by delving deeper into these topics, offering fresh perspectives, exploring uncharted domains, and establishing a more substantial foundation for this area of study.

5. Discussion and Conclusion

The importance of organizational commitment in reducing the intention to leave within the banking sector has been demonstrated by this bibliometric study. A work culture is developed in which continuous learning is facilitated for banking sector employees and they receive support from their superiors. In this manner, greater commitment to the organization is exhibited by them, and this commitment to the organization, in turn, assists in the reduction of their intention to leave. This is because the incentive to remain employed in the banking sector surpasses any feelings of “not fitting in” or misalignment with the organization's values. Moreover, an analysis based on keyword co-occurrence has revealed numerous network relationships among organizational commitment, intention to leave, and banks, which can be classified into two clusters.

The findings of this study offer valuable insights for the banking sector and can be considered in the decision-making process. They can be particularly useful in enhancing organizational commitment, especially with the aim of decreasing the intention to leave among banking sector employees.

6. Limitations and suggestions for future research

The limitation of this study is that it only uses the Scopus database. In general, for bibliometric research writing, besides using Scopus, you can use Web of Science, Google Scholar, Dimensions, or Lens, each of which has advantages and disadvantages. Future research is expected to use data sources combined from these databases to produce more varied research because this research from Scopus only has 6 articles.

In addition, the density visualization results obtained in this bibliometric study can be an idea for the selection of future research topics. Both research with a bibliometric approach and empirical research can benefit from these findings by utilizing them to explore more interesting research.

Ethical considerations

Not Applicable.

Conflict of Interest

The author declares no conflict of interest in this article.

Funding

The current review did not receive any financial support.

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