Could Islamic Work Ethics Reduce The Work Stress of Accountants and Minimize Their Intention to Quit?

Amilin AMILIN
Faculty of Economic and Business, Syarif Hidayatullah State Islamic University, Jakarta, Indonesia. E-mail: amilin@uinjkt.ac.id.

ABSTRACT

This study aims to find empirical evidence about the role of Islamic work ethics to reduce job stress and minimize intention to quit. This study has uniqueness and is different from previous studies, primarily on the respondent population which was surveyed. This study involved management accountants who work in the Islamic finance industry in Indonesia. The sample selection used purposive sampling method. Data were collected using a questionnaire. The hypothesis of the study was tested using the Simple Regression methods and Moderated Regression Analysis. The results suggest that job stress is able to increase intention to quit. Further, Islamic work ethics can reduce job stress and minimize the accountants’ intention to quit the job. The results of the study are useful for organization's leaders, especially in the Human Resources Department as one of the references to guide and empower employees to achieve the goals and objectives of the organizations.

JEL Classifications: M10; M20; M40.

Keywords: Islamic works ethics; job stress; intention to quit.

1. INTRODUCTION

The organizational issue concerning employee turnover is a major problem in some multinational companies (MNCs) in Asia, including in Indonesia (Zheng & Lamond, in Khoiroh, 2012). This issue has become an increasingly serious problem in business (Aziz & Hafizal 2010) which is difficult to solve; many companies experience frustration (Rizwan et al., 2014). This frustration is due to the fact that employees obtained from a long recruitment process eventually move to another company (Toly, 2001). Employee behavior, which has a tendency to quit the work, has an impact because the company needs a budget for recruitment, training, and other human resource development. Furthermore, the sustainability of duties becomes constrained because employees are leaving the job. So, they must be replaced with other employees, who will require much time for adjustment.

Bunderson (2001) argues that employees who resign from a job usually those who feel discomfort in their work. Meanwhile, Firth et al. (2004) state that an employee who wishes to quit his jobs influenced minimally by three main factors: first, the employee who is not satisfied; second, low organizational commitment; and third, the high level of work stress. Among these factors, the most dominant factor that contributes to the intention to quit the company is the job stress factor (Demerouti et al., 2001; Hopkins et al., 2010; Mor Barak et al., 2001, 2006). Jayaratne and Chess (1984) and Pack et al. (2007) concluded that work stress is significantly predictable as the strongest trigger that encourages employees to quit their job. The opinion of Jayaratne and Chess (1984) was reinforced by Nissly et al. (2005), who state that job stress is predicted as the most powerful influence on intention to quit the company.

If the issue of work stress is not handled properly, it could increase employee turnover. High turnover has a negative impact on the stability of the company because it could become a trigger of the domino effect that could increase the cost of human resources development, such as the cost of recruitment and training. The other negative impact, the productivity of the company can decrease with the release of potential employees relied on by the enterprise (Muliana, 2013). To obtain a replacement employee, as Chen et al. (2010) found, takes an average time of about 45 to 60 days to replace vacancies and to train new employees to handle their new jobs.

Employee turnover caused by job stress is a serious problem that needs to be solved to minimize employee turnover. The effort to solve the problem needs to be based on in-depth studies. The implementation of Islamic work ethics
in Islamic organizations (such as in the Islamic financial institutions) is expected to reduce work stress, so that it could minimize the high rates of employee turnover. This statement is supported by Kompanian (2013) and Suryanto (2016), stating that Islamic work ethic positively gives a significant impact on the solving of staffing issues. Employees who have high Islamic work ethic tend to find creative ways to overcome the problems, so that they could minimize the workers’ willingness to quit the company. This finding is reinforced by Moradzadeh et al. (2015), suggesting that the reduction in the turnover rate of employees is affected by the introduction of Islamic work ethics.

Based on the views expressed by previous researchers, it can be concluded that the Islamic work ethics is an important element to be implemented by a company for the employees. This opinion is confirmed by Ali and Al-Owaihan (2008) and Hayati and Indra (2012) who show that the Islamic work ethics positively give a significant effect on employee performance. Other opinions were expressed by Silverthrone (2005) and Marri et al. (2012), which stated that Islamic work ethic positively affected job satisfaction. This reflects that higher job satisfaction can minimize the intention to quit from an organization (Boles, et al., 1997). Based on the research of Sert, et al. (2014) and Jaramillo, et al. (2006), the Islamic work ethics is also beneficial to the employee’s psychological development.

This study has uniqueness and is different from previous studies primarily in terms of the respondent population surveyed. This study involved management accountants who work in the Islamic finance industry in Indonesia. They have not been studied yet in the previous studies. The Islamic finance industry has been selected as the study population because the work environment matches the Islamic work ethics as one of the variables of this study. The issue is particularly interesting to study among accountants because of the number of financial scandals that happen in the world due to the intervention of accountants and the important role and responsibility which the profession plays for preparing financial statements qualified for stakeholders who must pay attention to the principles of good governance (IFAC: 2006).

2. STUDY LITERATURE

2.1 Islamic Work Ethics

Some experts have defined Islamic work ethics. Islamic work ethics defined by Rashidi (2004) as a set of moral principles that distinguish good and bad, while Asifuddin (2004) defines the Islamic work ethic as a character and human behavior related to jobs, reflected from the belief system or Islamic faith as a way of life. Another definition is suggested by Ali and Al-Owaihan (2008) who define Islamic works ethics as an orientation to shape the engagement and participation for adherents in the workplace. The initial concept is derived from the Qur'an and the Hadith. From some of these definitions, Rowold (2008) concluded that Islamic values applied on the behavior ethics and career orientation in the workplace a guide of values in human life. Furthermore, Yousef (2001) stated that the Islamic work ethics emphasizes the aspects of cooperation in the work and solves problems in the work through communication to avoid errors in the completion of the work.

2.2 Work Stress

Boswell (1992) states that stress is an element in work situations that makes employees feel uncomfortable. Furthermore, Greenberg and Baron (2003) define stress as a pattern of an emotional status and physiological reactions that arises in response to demands from within and outside the organization. Another definition by Ross and Altmaier (1994) states that job stress is the accumulation of some stress sources, the situations that are considered as a job pressure for most people. Another definition by Beehr and Newman (1978) describes that job stress is a situation where employee characteristics interact with work factors to bring changes both psychologically and physiologically.

2.3 Intention to Quit

Firth (2004) defined the intention to quit as an employee’s intention to quit his/her job voluntarily according to his/her choice. Furthermore, Firth (2004) stated that the desire to get out might be affected by job dissatisfaction, low levels of organizational commitment, and high work stress. According to Porter and Steers (1973), intention to quit is a logical effect after the experience of dissatisfaction. The process of decision shown by the resignation minded out of a job (thinking of quitting), which is the next process after the employees feel dissatisfied. While the intention to quit is the next stage, the act of resignation is the final step. Carmeli and Weisberg (2006) state that human resource development plays an important role and a chain with employee turnover. The basic thing about
employee turnover is the fact that the productivity of a potential employee can still be developed a higher level, so that it can provide a significant contribution to the company and has a positive impact on appreciation to employees.

2.4 Work Stress and Intention to Quit

The stress experienced by employees around the world has increased in recent years (Rajib and Bhatag, 2008). Research conducted by Mitchell et al. (2000) showed the evidence that job stress is the main factor that encourages employee turnover. The results of other studies conducted by several researchers have shown that work stress has a positive indirect correlation with employees who wish to quit their job (Elangozen, 2001; Glazer and Beehr, 2005; Foon et al., 2010). Job stress is one of the key causes of employee turnover in an organization (Kaewboonchoo et al., 2014). Layne et al. (2004) proved that there is a positive relationship between job stress and the intention to quit. The higher level of stress has a tendency to quit the job, although each employee has different levels of intention to quit. Another study conducted by Dollard et al. (2007) shows the evidence that the combination of work stress with high job demands and limited resources; the combination of a high workload with low compensation and low control systems, could impact on the decline of physical and psychological health, and could impact on employees’ dissatisfaction in work.

Several other studies that examine the relationship between job stress with the intention to quit have been done by Moncrief et al., (1997); Firth (2004); and Ryan et al. (2011). The results of the studies showed that work stress is positively and significantly associated with the intention to quit. Another study conducted by Schaufeli and Peeters (2000) showed the evidence that there are some factors which become the trigger to quit the job such as role conflict, excessive workload, and poor social status. Their impacts include low attendance, high employee turnover, psychosomatic illness, and job dissatisfaction.

The results of a study conducted by Lee et al. (2011) on the nursing profession in Korea and the results of a study by Duraisingam et al. (2009) on workers in the alcoholic beverages company in Australia show the evidence that high levels of stress at work encourage employees to leave their jobs. Another study conducted by Jung et al. (2013) on the employees in hotel and catering industry showed that work stress is caused more by organizational characteristics rather than by individual characteristics. Outsourced hotel managers are more stressed than permanent hotel managers (Hodari et al., 2014). Hotel managers are more stressed than hotel staff (Hu and Cheng, 2010). Based on previous findings, in general, it can be concluded that job stress affects intention to quit. Thus, the first hypothesis is formulated as follows:

Ha1: Work stress affects intention to quit.

2.5 Interaction Between Islamic Work Ethic and Work Stress, Its Impact on Intention to Quit

Rahim et al. (2011) examined the relationship between an ethical organization environment with the pride to the corporate identity. The results of the study show that the ethical organization environment has a significant positive impact on the pride to the corporate identity. Otherwise, it has an adverse impact on the intention to quit. People who have strong pride in the corporate identity did not want to leave the company. Otherwise, if the employees have a weak pride of the corporate identity, they have a higher intention to quit. Golparvar et al. (2012) examined the role of work ethic in mediating the relationship between organizational loyalty with deviant behavior in the workplace. The results of the study showed that a strong work ethic could improve employees’ loyalty towards the organization. Also, the loyalty to the institution reduces deviant behavior in the workplace.

Another study by Golparvar et al. (2010) examines about employee empowerment, ethical leadership, and Islamic work ethics. The results of the study showed that ethical leadership could directly strengthen employee empowerment in the workplace. The second finding, Islamic work ethic can reduce the willingness of employees to quit the job. From these results, it can be predicted that Islamic work ethics able to reduce the work stress. When work stress was a decline, the intention of the employee to quit the job can be minimized. Therefore, the second hypothesis can be formulated as follows:

Ha2: Islamic work ethic can reduce work stress and minimize the intention to quit.

2.6 Framework Research Model

Framework research model describes the relationship between the independent variable, the moderating variable and the dependent variable. Figure 1 below describes the research model.
3. RESEARCH METHODS

The population of this research is the management accounting profession. The research sample who participated in this study are accountants who work in the Islamic financial institutions. Data were obtained from the respondents' answers from the questionnaire. The data collection period was from April to June 2015. The sample selection used purposive sampling method. Sample criteria are management accountants who have work experience at least one year in an Islamic financial institution in Indonesia. The Islamic Work Ethic variables were measured with 17 statement items using 5 point Likert Scale developed by Ali (1992). The Job Stress Variable was measured with 7 statement items using 5 point Likert Scale developed by House and Rizzo (1972), adopted by Caplan et al. (1975), and has been used by Rout and Rout (1993), Wallace et al. (2010) and Lu and Kuo (2016). Intention to Quit variable was measured with 8 statement items using 5 point Likert scale that has been used by Hussain, et al. (2014), adopted from Maertz and Campion (2004). All statement items in the questionnaire of these three variables were measured using ordinal scale (Likert), 1 to 5. The range of scores: (1) strongly disagrees, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

Data were tested using descriptive statistical test and data quality test. The testing consisted of descriptive statistics: the number of data (sum), the maximum data, the minimum data, the average of data (mean) and the standard deviation of data. Meanwhile, the testing of data quality consists of the validity and the reliability of data. The validity test was done by calculating the correlation between the scores of each of the questions with the total score. If the correlation between the scores of each of the questions with a total score has a significance level below 0.05, the questions are declared valid, and vice versa (Ghozali, 2011: 49). Data reliability test used Cronbach's Alpha. A statement can be considered reliable if the value of alpha is greater than 0.6 (Nunnaly (1967) in Ghozali (2011: 48)). The method of hypothesis testing employed Simple Regression and Moderated Regression Analysis. The equation to test the hypothesis is as follows:

\[ IQ = a + \beta_1 \times WS + e \]
\[ IQ = a + \beta_1 \times WS + \beta_2 \times IWE + \beta_3 (WS \times IWE) + e \]

Description:
- IQ = Intention to Quit
- WS = Work Stress
- IWE = Islamic Work Ethics
- a = Constanta
- \( \beta_1, \beta_3 \) = Regression Coefficients
- e = Random Error

4. RESEARCH RESULTS

The number of questionnaires distributed was 239 copies while the number of questionnaires returned was 208 copies (87.03%). The data which can be processed included 202 copies (84.52%). Table 1 presents the respondent profiles by the types of industry. From these data, the majority of the respondents worked in the insurance industry as much as 105 people (52%), other industries 43 (21.3%), and the banking sector as many as 26 people (12.9%).

International Journal of Economic Perspectives ISSN 1307-1637 © International Economic Society
http://www.econ-society.org
314
Table 1: Respondent Profiles by Types of Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banking</td>
<td>26</td>
<td>12.9</td>
<td>12.9</td>
<td>12.9</td>
</tr>
<tr>
<td>Insurance</td>
<td>105</td>
<td>52.0</td>
<td>52.0</td>
<td>64.9</td>
</tr>
<tr>
<td>Cooperation</td>
<td>28</td>
<td>13.9</td>
<td>13.9</td>
<td>78.7</td>
</tr>
<tr>
<td>Others</td>
<td>43</td>
<td>21.3</td>
<td>21.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>202</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data processed

Table 2 presents the results of descriptive statistical test variables used in this study.

Table 2: The Results of Descriptive Statistical Test

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Stress</td>
<td>202</td>
<td>12.00</td>
<td>30.00</td>
<td>22.3119</td>
<td>3.81888</td>
</tr>
<tr>
<td>Islamic Work Ethics</td>
<td>202</td>
<td>17.00</td>
<td>51.00</td>
<td>29.1089</td>
<td>6.46214</td>
</tr>
<tr>
<td>Intention to Quit</td>
<td>202</td>
<td>12.00</td>
<td>39.00</td>
<td>24.4406</td>
<td>4.92217</td>
</tr>
</tbody>
</table>

Valid N (listwise) 202

Source: Primary data processed

Table 2 above indicates that the average value of the Work Stress variable is 22.31, Islamic Work Ethics Variable is 29.11, and the Intention to Quit variable is 24.44.

The following tables present the validity and reliability data for all variables. Table 3 presents the results of testing the validity of data for Work Stress variable. The testing process of data validity for this variable was done two times. The first test showed that the item indicator for number WS6 was declared invalid because the correlation value is not significant at the 0.01 level (2-tailed) with Pearson Correlation values of 0.071. So, it must be removed for the next test. The results of testing the validity of the second stage for Work Stress variable is presented in Table 3 below.

Table 3: The Results of Validity Test for Work Stress Variable

<table>
<thead>
<tr>
<th>The Statements</th>
<th>Pearson Correlation</th>
<th>Sig (2-Tailed)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>WS1</td>
<td>.825 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>WS2</td>
<td>.818 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>WS3</td>
<td>.738 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>WS4</td>
<td>.719 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>WS5</td>
<td>.733 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>WS7</td>
<td>.744 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
</tbody>
</table>

**: Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed

The Table above 3 shows that six indicator items on the statements of Work Stress variable were declared valid because all of the items have a significant correlation value at 0.01 level (2-tailed). Next, Table 4 presents the results of the data validity test for the Islamic Work Ethics variable.

Table 4: The Results of Validity Test for Islamic Work Ethics Variable

<table>
<thead>
<tr>
<th>The Statements</th>
<th>Pearson Correlation</th>
<th>Sig (2-Tailed)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IWE1</td>
<td>.375 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE2</td>
<td>.609 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE3</td>
<td>.627 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE4</td>
<td>.442 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE5</td>
<td>.635 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE6</td>
<td>.544 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IWE7</td>
<td>.464 **</td>
<td>0.000</td>
<td>Valid</td>
</tr>
</tbody>
</table>
Table 4 above shows that 17 indicator items on the statements of Islamic Work Ethics variable were declared valid because all of the items have a significant correlation value at 0.01 level (2-tailed). Furthermore, Table 5 below presents the results of the data validity test for Intention to Quit variable.

Table 5: The Results of Validity Test for Intention to Quit Variable

<table>
<thead>
<tr>
<th>The Statements</th>
<th>Pearson Correlation</th>
<th>Sig (2-Tailed)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IQ1</td>
<td>.788**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ2</td>
<td>.237**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ3</td>
<td>.672**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ4</td>
<td>.793**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ5</td>
<td>.730**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ6</td>
<td>.556**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ7</td>
<td>.731**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
<tr>
<td>IQ8</td>
<td>.654**</td>
<td>0.000</td>
<td>Valid</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed

Table 5 above shows that 8 indicator items on the statements of Intention to Quit variable were declared valid because all of the items have a significant correlation value at 0.01 level (2-tailed). Furthermore, Table 6 below presents the results of data reliability test.

Table 6: The Results of Data Reliability Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Stress (WS)</td>
<td>0.854</td>
<td>Reliable</td>
</tr>
<tr>
<td>Islamic Work Ethics (IWE)</td>
<td>0.856</td>
<td>Reliable</td>
</tr>
<tr>
<td>Intention to Quit (IQ)</td>
<td>0.800</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Primary data processed

Based on Table 6, it can be stated that all the variables were reliable because the value of Cronbach's Alpha is greater than 0.6 (Ghozali, 2011). The next step is the hypothesis testing. Table 7 below presents the results of the first hypothesis test (Ha1) and the second hypothesis test (Ha2).

Table 7: The Results of Moderated Regression Analysis (MRA) Test Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>18.738</td>
<td>2.042</td>
<td>9,177</td>
</tr>
<tr>
<td></td>
<td>WS</td>
<td>.396</td>
<td>.100</td>
<td>.307</td>
</tr>
<tr>
<td></td>
<td>WS*IWE</td>
<td>-.005</td>
<td>.002</td>
<td>-.160</td>
</tr>
</tbody>
</table>

a. Dependent Variable: IQ

Source: Primary data processed
From Table 7, it can be seen that the influence of work stress on the intention to quit was accepted at a significance value of 0.00 with a constant value of 0.39. Because the significance value is less than 0.05, the first hypothesis (Ha1) which states that "Work stress affects the intention to quit" can be supported. The next finding on the second hypothesis testing (Ha2) shows that the interaction between Islamic work ethic and work stress gives a negatively significant effect on the intention to quit at a significance value of 0.41 with a constant value of -0.05. Because the significance value is less than 0.05 and has a negative value, so the second hypothesis (Ha2) which states that "Islamic work ethic can reduce work stress and minimize intention to quit" can be supported.

5. DISCUSSION

The results of the first hypothesis testing show that work stress positively and significantly affects the intention to quit the job. These findings can be interpreted that work stress can encourage accountants to quit their work to other companies. This is consistent with the results of studies conducted by Moncrief et al. (1997), Schaufeli and Peeters (2000), Layne et al. (2004), Firth (2004), Dollard et al. (2007), Duraisingham et al. (2009), Foon et al., 2010, Ryan et al. (2011), Lee et al. (2011), and Kaewboonchoo et al. (2014). The findings can be used as a reference for companies, especially in human resource management activities where employees’ work stress can be managed well. The company’s efforts to reduce work stress and minimize turnover of employees can be done through some of the following steps: avoiding role conflicts and excessive workloads, creating pride of the identity of the corporate, applying ethical leadership to empower employees, providing sufficient time for refreshing to employees, providing reasonable compensation for employees, applying a good rule and control systems, avoiding things that can reduce the physical and psychological health, which can lead to dissatisfaction in the work that triggers employees to quit their job. Furthermore, the Government should make a fair regulation for employees and the company.

It is proved that the Islamic work ethic can reduce accountants’ work stress and minimize their intention to quit the job. These findings are consistent with the results of studies conducted by Rahim et al. (2011), Golparvar et al. (2010), and Golparvar et al. (2012). Based on these findings, the internalization process of Islamic values into the work environment becomes very vital; it needs to be cultivated and preserved to maintain employees’ motivation, so that their intention to quit the job can be minimized and their performance can be increased. Human Resources Management policies through the preservation of Islamic work ethic within the organization become an urgent appeal particularly for the case of Indonesia which is now entering the era of free trade of ASEAN Economic Community. At the moment, the provision of human resources will come from different countries with different cultural backgrounds. If they are not properly managed by the work ethic of Islam, they can lead to conflicts among employees that negatively affect the performance of individuals and organizations.

6. CONCLUSION

This study involved accountants who work in the Islamic finance industry in Indonesia that have not been studied yet in previous studies. The Islamic finance industry has been selected as the study population because the work environment matches the Islamic work ethics as one of the variables of this study. Based on the results of data testing, two conclusions can be obtained: first, work stress can encourage accountants to quit from the organization; second, Islamic work ethic can reduce work stress and minimize employees’ intention to quit from the organization. This study has uniqueness and is different from previous studies, primarily in terms of the respondent population surveyed. The results of the survey are useful for the organization's leaders, especially the human resources department as one of the references to guide and empower the employees to achieve the goals and objectives of the organization.

6.1 Limitations and Recommendations

This study has some limitations. First, although the industry in the study population is homogeneous, the composition of the number of respondents in each group of industries investigated was disproportionate. Second, this study only involves the management accountants as the respondents; the branch of the accounting profession is growing. Despite the limitations, the study can put forward some recommendations for future research. First, the composition of the respondents should be proportionate based on the types of industry, so that it is relevant to the purpose of the study. The proportional selection of the number of respondents is expected to generate more qualified respondents. Second, the study can involve respondents other than management accountants, for example external auditors, internal auditors, as well as other professions that are relevant to the purpose of the research. Third, other variables can be added in testing, for example the variables of employee commitment, organizational justice, performance, motivation or other variables that are relevant to the purpose of the research.
REFERENCES


International Journal of Economic Perspectives ISSN 1307-1637 © International Economic Society
http://www.econ-society.org

320