

PREDICTING EMPLOYEE'S INTENTION TO LEAVE: THE ROLE OF HOMESICKNESS AND CROSS-CULTURAL ADJUSTMENT AMONG EMPLOYEES ASSIGNED ACROSS INDONESIA

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ABSTRACT

Indonesia is the largest archipelago in the world with an uneven distribution of qualified workforce across the country. This uneven distribution causes companies to assign their workforce to the branches across the country according to their needs. When an employee is assigned to an area differs and far from their place of origin, that employee is prone to homesickness. This research is conducted to examine how one's homesickness impacts his or her intention to leave. Furthermore, this research also explains whether the dimensions of cross-cultural adjustment can strengthen the relationship between homesickness and intention to leave. The sample of 264 employees assigned to various areas far from their home in Indonesia is used in this research. The result indicates that the hypothesized relationships are proven and that cross-cultural adjustment moderates this relationship.

Keywords: Homesickness; Cross-cultural adjustment; Intention to leave; Indonesia

1. INTRODUCTION

Indonesia is the largest archipelago country. There are 14,572 thousand islands in Indonesia as officially recorded by the United Nations (UN) in 2017. However, the based on the data from the Central Bureau of Statistic (BPS) in 2017, 55.25% of Indonesia's citizens reside in Java island. While the other 44.75% are reside in various islands in Indonesia. It shows that the majority of population resides in Java and has not distributed equally on other islands

The disparity in population density has led to the insufficiency in qualified human resource in several islands. This is caused by the education facility quality is unequal across Indonesia. The uneven distribution of human resource in Indonesia has led the company to distribute their qualified employees to various area in Indonesia.

When a company intends to move its employees to another area, they have to consider several aspects such as the different culture from one area to another. According to Ministry of Education and Culture in 2016 there are 6,238 intangible cultures in Indonesia. Different cultures can affect

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employees' daily life. For an instance, the differences in language, dialect, accent, and intonation in speech. Culture differences in Indonesia should be considered. Therefore, an employee who works at other region should be able to adapt with the different environment and culture.

Employee who has to work at other region usually face a culture shock due to the differences in culture. Culture shock represents a negative emotion and passive reaction from an individual marked with anxious feeling, rejection, and inability to interact with the environment using different culture (Oberg, 1960). A research conducted by Eurelings-Bontokoe, Brouwers, and Verschuur (2000) shows that an individual that faces a culture shock has a higher level of homesickness. It is because the perceived differences by an individual will make them think more about their home region.

Difficulty in term of public transport in several region in Indonesia causing a difficulty for the employee who is assigned to the outside region to go home. Based on the BPS data, rail transport is only available in two islands, Java and Sumatra by comparison of 96.31% in Java and 3.69% Sumatera. This shows that public transport is insufficient on the other areas outside Java. Therefore, this research argues that an employee who work at different region and is facing a difficulty in accessing public transport to go home can get homesickness.

Homesickness is a psychological reaction from an individual when they face an unfamiliar environment and they have no important person around them (Archer, Ireland, Amos, Broad, & Currid, 1998). Van Tilburg and Vingerhoets (2005) states that when a new location is familiar for an individual, the level of homesickness is lower compared to when the new location is not familiar. This shows that an individual that faces a new unfamiliar environment and culture is susceptible to homesickness. In human resource context, homesickness in employee is an important subject that has not been discussed (Hack-Polay, 2012).

The effect of homesickness can occur in a form of physical appearance, cognitive, and negative behavior (Hack-Polay, 2012). Physically, when an individual experience homesickness, they are prone to gastric disease, sleep deprivation, headache, fatigue, and eat disorder. Cognitively, there will be obsessive thought about their home region and negative thought about the new region (Fisher, 1989). Meanwhile, behaviorally an individual with homesickness will feel apathetic, lethargic, decreased in initiative, as well as disinterest toward a new region (Van Tilburg, Vingerhoets, & Van Heck, 1996). This shows that higher homesickness leads to higher negative perceiving toward a new region. As a result, an individual will be less motivated, less team work spirit, and lower performance (Deresky, 2006).

Kassar, Rouhana, and Lythreatis (2015) states that, when an employee experience homesickness they will feel dissatisfied, has a bad performance, and has a desire to leave their assignment early. This argument shows that homesickness can affect intention to leave. Meanwhile, an employee who assigned to a location that is far away from their home region and have a desire to go home can incur loss to the company both financially and in term of human resource.

Employee's desire to leave their job or intention to leave is the strongest predictor to predict whether the employee will really leave their job or not (Lee and Mowday, 1987). The employees who assigned to far away region often face dilemma in their assignment. Although through assignment to other area can boost their career, they will also consider a career at a company at

their home region, especially if there is an isolation and difficulties in the new environment. As a result, there will be an acute homesickness, which can foil the assignment.

A research conducted by Shenkar (2001) shows that an individual who stays at a certain region with a significantly different culture tends to have an intention to move back to their home region or other region with same culture. Therefore, when an individual faces homesickness they will choose to go back home and continue their career in another company located in their home region. Black (1990) stated that difficulties in a new environment and cultural difference may lead to culture shock, which can be reduced through cross-cultural adjustment. Cross-cultural adjustment defines the extent of individual capability to live comfortably psychologically outside their home region (Black, 1990). An individual who can adapt to the new environment will have positive feeling that will make them feel more comfortable in the new environment. Employees' adjustment usually is indicated by their work performance (Black & Mendenhall, 1990). The employees who can adjust themselves to new environment and culture will have better job satisfaction compared to those who cannot adjust to the environment. This research argues that an individual who can adjust themselves to new environment and culture will lower the relationship between homesickness and intention to leave, vice versa.

Based on the arguments, this research will examine whether the homesickness of the employee who works at other region in Indonesia affects their intention to leave their current job and go back to their home. This relationship is moderated by cross-cultural adjustment or employee's adjustment to new culture.

2. LITERATURE REVIEW

2.1. *The Effect of Homesickness on Intention to Leave*

Homesickness, conceptually, is a feeling felt by someone when they are away from home. Eurelings-Bontekoe, Vingerhoets, and Fontjin (1994) argue that homesickness is a reaction of someone who are away and leave home, characterized by always remembering about home, missing family or friends, and followed by negative emotions, even physical symptom such as feeling alone and uncomfortable in new environment. Study conducted by Hobfoll (2002) shows that leaving familiar environment and move to new place, may causes stress and in facing it will require allocation of resources and investments. As example, someone who works far from home will have difficulties to maintain friendship with their in-home friends, which then required resources such as physiological and psychological, to maintain relationship with their in-home friends.

One of studies on homesickness is conducted by Fisher (1989), who finds that around 50-75% population in general had experienced homesickness once in a lifetime, and 10-15% from people who experienced homesick state that the feeling affects their daily activities. Several assumptions mention that personal factors such as age and gender also affect the level of homesick. Homesick tends to be identifies as a childish feeling and only experienced by children or teens. However, study conducted by Baier and Welch (1992) finds that homesick can appear in all age groups who are away from home. Gender also may become the cause of homesick. Women tend to feel homesick more often because they need more social support than men (Fisher & Hood, 1987).

Besides personality and personal factors, homesickness can be caused by geographic factors. Homesickness is higher in people who live in new environment that is geologically further from their home (Fisher, Frazer, & Murray, 1986). Several studies on homesickness in workplace show that employees who work far from home without any relative live with them think and have strong intention to leave the job (Eurelings-Bontokoe et al., 1994). Employees who feel homesick usually see things in their workplace as negative and it leads to the failure in their assignment because they want to go back to their home.

Homesickness may become a measure of dissatisfaction on new workplace. Someone who is placed in new workplace with different and unfamiliar culture will experience "shock" (Holtom, Mitchell, Lee, & Inderrieden, 2005). Furthermore, the study also states that the effect of shock may cause job dissatisfaction which will increase employee turnover. The shock can be caused by job offer, changes in marital status, conflict in the workplace, and job transfer.

Study conducted by Harvey (1989) on expatriates assigned in foreign country shows that there are a lot of expatriates who have intention to quit their job when they know there is job or company that can bring them back home. This means that people prefer jobs that can bring them back home. Transferred job is a stressful duty and request to be transferred back home needs complicated process, thus, there are a lot of employee who decide to quit their job (Adler, in Naumann, 1992). Other studies also find that homesickness has negative effect on one's psychological condition which may lead to stress and decision to resign from their job (withdrawal) (Van Tilburg et al., 1996; Stroebe, Schut & Nauta, 2015).

Based on these studies, we propose the following hypothesis:

H1: Homesickness has positive effect on intention to leave.

2.2. *The Effect of Homesickness on Intention to Leave with Cross-Cultural Adjustment as Moderating Variable*

Cross-cultural adjustment defined by Black and Gregersen (1991) as a condition when someone trying to find comfort and learn about behavior in new environment. Individuals who at first feel uncertain with their new environment will feel more comfortable when learning about the behavior and culture in the environment. In cross-cultural adjustment there are at least three specific matters regarding adjustment, they are: adjustment to the environment in general (general), adjustment to the interaction with host country (interaction), and adjustment to job (work) (Black & Stephens, 1989). Adjustment to environment consists of the factors that affect daily life, interactive adjustment consists of comfort gained when they interact with host country, and job adjustment is employee adjustment with their duties, roles, and working environment which will show their performance. Work related outcomes, especially satisfaction and performance, are the predictions of cross-cultural adjustment (Van Oudenhoven, Mol, & Van der Zee, 2003).

Meta-analysis shows that low cross-cultural adjustment is one of the factors that affect their intention to leave (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005). Further, the study also states that when individuals are transferred to a location with different culture, they tend to be confused with new culture and thus, experiencing stress. This will trigger intention to go back home, but it can be solved through good adaptation and adjustment to the new culture. Cultural

adaptation might be in the form of socio-cultural adaptation and psychological adaptation (Searle & Ward, 1990).

Study conducted by Tung (1982) shows that the decrease in employee's intention to quit their organization is a result of effective cross-cultural adjustment. Employee's flexibility in their workplace relates with the aspects in cross-cultural adjustment they accept (Black, Mendenhall, & Oddou, 1991). When other people in workplace understand and try to adapt with employees' culture, company can make a more strategic and effective plan, so that workplace will be more interesting for employees and it can increase their satisfaction and performance.

Study conducted on expatriates in US companies shows that the main reason of expatriates' turnover level is twice and thrice higher compared to Japan and European companies is due to the lack of training in cultural adjustment for expatriates in US companies (Tung, 1981). This shows that employee needs training on cultural adaptation in their new place to reduce their intention to go back to home. Employees who already know more about the culture in the new area, tend to be able to survive and adjust to the new environment.

Naumann (1992) states that people attitude may show their intention to leave and is an antecedent of cross-cultural adjustment. Employee's positive attitude shows willingness to stay and finish their jobs, while negative attitude shows their willingness to quit from their duty or job. Besides that, intention to leave might be affected by situational and personal factors. Bandura (1977), in social learning theory explains that behavior can be formed from someone with their social interaction. Individuals will provide response to the matter they believed will maximize outcomes. Social learning theory shows that situational factor can become a trigger of intention to leave. On the personal factors, several studies, both in professional and non-professional occupations, shows that the differences in gender do not affect employee's intention to leave (Parasuraman, 1982; Arnold & Feldman, 1982). Other personal factors such as age, shows negative relationship with employee's intention to leave (Miller & Wheeler, 1992).

Cross-cultural adjustment helps individual who feels culture shock. Culture shock is anxiety felt by someone before feeling comfortable with new culture (Oberg, 1960). Black (1990) states that cross-cultural adjustment may affect anxiety felt by someone when they enter new culture, thus they can adapt and remove culture shock they felt. Individuals who feel that the new culture is very different with their home culture will tend to feel uncomfortable, it can be help with the adjustment to the new culture. The adjustment can help them to eliminate the negative emotions and adapt to the new environment.

Several conceptual literatures state that cross-cultural adjustment has positive effect on individuals' attitude (Black & Stephens, 1989; Black & Mendenhall, 1990). Furthermore, study conducted by Gregersen and Black (1990) finds that the level of employees work adjustment does not affect their intention to stay or leave the organization, but adjustment to the interaction with host country and general adjustment affect their intention to leave or stay. This shows that cross-cultural adjustment accepted by individuals can strengthen or weaken the relationship among stress, depression, and culture shock, which in turn will cause homesickness and intention to go back to their home country. Cross-cultural adjustment can become a factor that affect employees' decision to stay in their new workplace or to go back to their home because they fail to adjust themselves.

Based on these studies, we propose the following hypotheses:

H2: Cross-cultural adjustment as a whole, moderates the positive effect of homesickness on intention to leave.

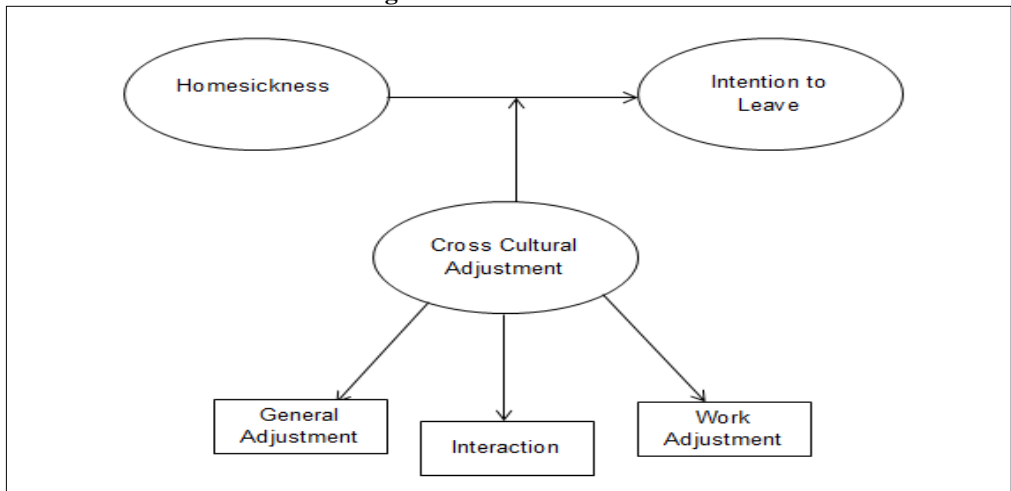
H2a: Work adjustment moderates the positive effect of homesickness on intention to leave.

H2b: Interaction with host country moderates the positive effect of homesickness on intention to leave.

H2c: General adjustment moderates the positive effect of homesickness on intention to leave.

Based on the hypotheses established, we propose the conceptual research model as specified in Figure 1.

Figure 1: Research Model



3. METHODOLOGY

3.1. Population and Sample

On this research we use the population of employees who assigned to different region across Indonesia. They must be assigned to the region that different from their place of origin. This research used snowball sampling method to be able to collect data from different regions in Indonesia. The questionnaire is distributed using web-based platform. A total of 264 surveys are collected and use for analysis.

Sample characteristic are shown in Table 1.

Table 1: Sample Characteristics

	Characteristics	Sample (N=264)	%
Gender	Men	130	49.2
	Women	134	50.8
Age	< 20 Years	4	1.5
	21-30 Years	251	95.1
	31-40 Years	9	3.4
Distance	0-1000 Km	183	69.3
	1001-2000 Km	50	18.9
	2001-3000 Km	27	10.2
	3001-4000 Km	3	1.1
	4001-5000 Km	1	0.4
Education	High School	6	2.3
	D1	8	3
	D3	38	14.4
	D4	7	2.7
	Bachelor	199	75.4
	Undergraduate	6	2.3

3.2. Operational Definition and Variable Measurement

This study uses six points Likert scale. We chose to use six point Likert scale in order to avoid neutral or doubtful answer, because respondent tend to choose the middle choice when they are doubtful (Klopfer & Madden, 1980). Neutral and unsure choice will contribute to systematic error in measurement and tend to make the answer biased.

a. Homesickness.

Homesickness is temporary emotional feeling felt by someone when they are separated or far from home (Stroebe, Van Vliet, Hewstone, & Willis, 2002). Homesickness is measured using UHS (Utrecht Homesickness Scale) scale with 20 question items adopted from Stroebe et al. (2002) study. Measured using six points Likert scale from (1) Never to (6) Always.

b. Intention to Leave

Intention to leave in this study defined by Black and Gregersen (1990) as behaviour to leave the assignment but stay in the same firm. The use of this definition is because their was conducted among expatriates that assign in different countries and culture, similar with our study that conducted among employees assign to different regions and culture. Intention to leave is measured using two question items adopted from Lee and Mowday (1987) study. Measured using six points Likert scale ranged from (1) Strongly Disagree to (6) strongly Agree.

c. Cross-Cultural Adjustment.

Cross-cultural adjustment is defined as level of psychological comfort someone feels toward new things in all aspects, which is divided into three dimensions, general adjustment, interaction, and work adjustment (Black, 1988). Cross-cultural adjustment is measured using

14 question items adopted from Black (1988). General adjustment dimension consist of 7 items, interaction dimension 4 items, and work adjustment dimension 3 items. This variable is measured using six points Likert scale ranged from (1) Very Inappropriate to (6) Very Appropriate.

d. **Control Variables**

Additional variables are included in the analysis control for possible alternative explanations for the hypothesized relationships.

– **Gender**

Gender could potentially affect the effect of homesickness on intention to leave employee. Women tend to feel homesick more often because they need more social support than men. Study conducted by Martin (1996) shows that stress level in male employees who is transferred show decreasing trends with the passing time, but female employees show the same stress level after they got transferred. Therefore, we controlled for gender using dummy variable, 0 for men and 1 for women.

– **Distance**

Distance could also influences the effect of homesickness on intention to leave. It is possible that homesickness is higher in people who live in new environment that is geologically further from their home. Therefore, we controlled for distance based on the number of the kms using the following groupings: 1 = 0-1000 km, 2 = 1001-2000 km, 3 = 2001-3000 km, 4 = 3001-4000 km, 5 = 4001-5000 km.

– **Education**

The education of the respondents could potentially affect the effect of homesickness on intention to leave. It is possible that people who have higher education might have low level of homesick as opposed with people who have lower education background. Therefore, we used education background as a control variable.

4. RESULTS AND DISCUSSION

4.1. Research Instrument Test

Validity test is conducted towards 3 main variables and 3 dimensions that are homesickness, intention to leave, and cross-cultural adjustment (general adjustment, interaction, and work adjustment). The result of shows that one item is not valid. The item is from homesickness statement 12 (HS12) and it is excluded from analysis.

Reliability test results show that all of 3 main variables and 3 dimensions have good results. The amount of homesickness is 0.941, intention to leave is 0.811, cross-cultural adjustment (general adjstment is 0.899, interaction is 0.905, and work adjustment is 0.955). It means that all of the variables are reliable.

4.2. Hypothesis Test

This research uses hierarchical linear regression to test the hypotheses. As seen in the Table 2 dan Table 3, Model 1 shows the test result on control variables, which are gender, distance, and education. The result shows that all the control variables do not affect intention to leave.

Afterwards, we tested Model 2 about the effect of the independent variable (homesickness) on intention to leave. We found a significant result providing support for Hypothesis 1 (B=0.368, p<0.05).

Model 2 on Table 3 shows that cross-cultural adjustment and its dimensions (general adjustment, interaction, work adjustment) significantly affect intention to leave (p<0.05). Model 3 shows the moderating effect of cross-cultural adjustment and its dimensions on the relationship between homesickness and intention to leave. Based on the result, we can see that cross-cultural adjustment as a whole negatively moderates the relationship between homesickness and intention to leave, providing support for Hypothesis 2 (B=-0.287, p<0.05).

By each dimension as shows in Table 3, general adjustment and interaction dimensions are proven to be significant in negatively moderating the relationship between homesickness and intention to leave. This is providing support for Hypothesis 2a (B=-0.127, p<0.05) and Hypothesis 2b (B=-0.139, p<0.05). Meanwhile, work adjustment dimension shows insignificant result, therefore Hypothesis 2c is not supported.

Table 2: Regression Results for Direct Effect

Intention to Leave						
	Model 1			Model 2		
	B	t	p	B	t	p
Gender	-0.75	-0.424	0.672	-0.123	-0.721	0.471
Distance	0.154	1.319	0.188	0.181	1.603	0.110
Education	-0.084	-0.061	0.325	-0.079	-0.961	0.337
Homesickness (HS)				0.368**	4.441	0.000
ΔR ²	0.011			0.070		
R ²	0.011			0.081		
Adjusted R ²	0.000			0.067		
F	0.991			5.728**		

Note: *p < 0.05, **p < 0.01

Table 3: Regression Results for Moderating Effect

Intention to Leave									
	Model 1			Model 2			Model 3		
	B	t	p	B	t	p	B	t	P
Gender	-0.75	-0.424	0.672	-0.176	-	0.310	-0.216	-1.261	0.209
					1.017				
Distance	0.154	1.319	0.188	0.202	1.782	0.076	0.207	1.846	0.066
Education	-0.084	-0.986	0.325	-0.086	-	0.299	-0.117	-1.428	0.154
					1.042				
HS				0.451**	4.603	0.000	1.675**	3.961	0.000
Cross-cultural adjustment (CCA)				0.192	1.570	0.118	1.087**	3.353	0.001

Intention to Leave									
HS*CCA							-0.287**	-2.974	0.003
ΔR^2	0.011			0.079			0.030		
R^2	0.011			0.090			0.120		
<i>Adjusted R</i> ²	0.000			0.072			0.100		
F	0.991			11.152**			8.843**		
Model 1			Model 2			Model 3			
	B	t	p	B	t	p	B	t	P
Gender	-0.075	-0.424	0.672	-0.130	-	0.454	-0.158	-0.914	0.361
					0.749				
Distance	0.154	1.319	0.188	0.186	1.615	0.108	0.195	1.702	0.090
Education	-0.084	-0.986	0.325	-0.081	-	0.332	-0.103	-1.241	0.216
					0.971				
HS				0.382**	3.756	0.000	0.895**	3.234	0.001
General adjustment (GA)				0.019	0.228	0.819	0.435	1.939	0.054
HS*GA							-0.127*	-1.1992	0.047
ΔR^2	0.011			0.070			0.014		
R^2	0.011			0.081			0.095		
<i>Adjusted R</i> ²	0.000			0.064			0.074		
F	0.0991			9.853**			3.968*		
Model 1			Model 2			Model 3			
	B	t	p	B	t	p	B	t	P
Gender	-0.075	-0.424	0.672	-0.132	-	0.441	-0.150	-0.881	0.379
					0.771				
Distance	0.154	1.319	0.188	0.176	1.553	0.122	0.167	1.481	0.140
Education	-0.084	-0.986	0.325	-0.086	-	0.305	-0.093	-1.124	0.262
					1.028				
HS				0.389**	4.445	0.000	0.952**	3.453	0.001
Interaction (I)				0.389**	4.445	0.000	0.487*	2.277	0.024
HS*I							-0.139*	-2.150	0.032
ΔR^2	0.011			0.072			0.016		
R^2	0.083			0.099			0.099		
<i>Adjusted R</i> ²	0.000			0.066			0.078		
F	0.991			10.127**			4.623*		
Model 1			Model 2			Model 3			
	B	t	p	B	t	p	B	t	p
Gender	-0.075	-0.424	0.672	-0.209	-	0.209	-0.209	-1.259	0.209
					1.258				
Distance	0.154	1.319	0.188	0.199	1.811	0.071	0.202	1.836	0.067
Education	-0.084	-0.986	0.325	-0.033	-	0.686	-0.038	-0.471	0.638
					0.405				
Homesickness				0.310**	3.801	0.000	0.698	1.516	0.131

Intention to Leave						
Work adjustment (WA)		0.384**	4.210	0.000	0.577*	2.374 0.018
HS*WA					-0.072	-0.856 0.393
ΔR^2	0.011		0.129		0.002	
R^2	0.011		0.140		0.143	
Adjusted R^2	0.000		0.124		0.123	
F	0.991		19.360**		0.733	

Note: * $p < 0.05$, ** $p < 0.01$

4.3. *The Effect of Homesickness on Intention to Leave*

The result of this study shows that homesickness significantly affects intention to leave. Employees who have the feeling of missing home or high level of homesickness will develop higher intention to leave. When they find out if there is a job that will bring them back home, they will choose to leave the job that put them away from home.

Employees who feel that their workplace is far from their place of origin will feel homesick and trigger a stressful feeling that will eventually cause them to want to come back home. This phenomenon may happen because employees who feel far away from their home will feel frantic and have thoughts to go back to their place of origin (Du, Derks, Bakker, & Lu, 2017). Homesick employees usually see things around their workplace as a negative things, thus decrease their motivation to work. Homesickness felt by employees assigned to different regions than their place of origin usually happens because of the cultural difference.

Homesickness felt by employees usually leads to the failure in their assignment to other region because they want to go back to their home (Mendenhall, Dunbar & Oddou, 1987). The result of this research also support the research done by Van Tilburg *et al.* (1996) and Stroebe, Schut, and Nauta (2015). Their research also found that homesickness has negative effect one employee's psychological condition that lead to decision to resign from their job.

4.4. *The Effect of Homesickness on Intention to Leave with Cross-Cultural Adjustment as Moderating Variable*

The result of this study shows that cross-cultural adjustment as a whole negatively moderates the relationship between homesickness and intention to leave. This means that the relationship between homesickness and intention to leave will be weakened by cross-cultural adjustment. The higher one's cross-cultural adjustment, the lower their intention to leave will be, even though they feel homesick. This result is in line with the study conducted by Black and Stephens (1989) about cross-cultural adjustment and intention to leave which stated that cross-cultural adjustment has positive effect on individuals' attitude which leads them to have intention to stay on their job.

The testing result of each dimension shows that not all of the dimensions significantly moderate the relationship between homesickness and intention to leave. The first dimension of cross-cultural adjustment, which is the general adjustment, showed significant negative moderation effect on the

relationship between homesickness and intention to leave. This means that the higher an employee's general adjustment, the lower the individual's intention to leave, even if he/she is feeling homesick.

The second dimension, which is interaction with people in the new culture, is also proven to be significant in moderating the relationship between homesickness and intention to leave. It negatively moderates the relationship. In other words, even when they feel homesick, the higher employees' ability to interact with the locals at their workplace, the lower their intention to leave will be.

The third dimension, which is work adjustment, is not proven to be significantly moderates the relationship between homesickness and intention to leave. In other words, employees' adjustment to their workplace does not affect the relationship between homesickness and their intention to leave. It does not strengthen or weaken the relationship.

In this study, the moderating effect of each dimension of cross-cultural adjustment on the relationship between homesickness and intention to leave is in line with the previous study conducted by Gregersen and Black (1990) who showed that the level of employee's general adjustment and interaction with people in the new culture affect employee's intention to stay or leave, but work adjustment does not affect employee's intention to stay or leave the job.

5. CONCLUSION

The result of this study showed that the differences in gender, place of origin, and educational background do not affect the relationship between homesickness and intention to leave. This study also showed that high level of homesickness on employee will result in high intention to leave. When employees feel homesick, they will develop intention to leave.

In this research, we conducted four moderating regression. First moderation used cross-cultural adjustment as a whole, followed by moderation using each dimension of cross-cultural adjustment (general adjustment, interaction with people in the new culture, and work adjustment). Further we found that cross-cultural adjustment as a whole moderates the relationship between homesickness and intention to leave, but not all dimensions moderate this relationship. The result showed that only general adjustment and interaction with people in the new culture moderate the relationship between homesickness and intention to leave, while work adjustment does not.

Potential limitations of this study should be taken into account when evaluating the impact of these findings. First of all, this study is conducted in restricted time; therefore the research has not been investigated deep enough. We recommend future research to use longitudinal method on homesick employees, so that the data obtained will be deeper. Second, this research is using snowball sampling method to obtain the data. The use of snowball sampling method is causing the data obtained to be clustered on a certain age and not widespread enough. Future research needs to use more varied age group, so that the result can be generalized.

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