

## Determinant of Employee's Turnover Intention: The Analysis of Career Development, Organization Justice, and Trust in Organization

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### ABSTRACT

An organization consists of a group of people who are formally assigned roles to work together to achieve organizational goals. Meanwhile, a manager is a person who is given the responsibility to achieve corporate goals by making various efforts for human existence in the organization. Therefore, given the importance of the human role in today's competitive environment, it is not surprising that the position of employees as human capital is the most important factor as a crucial component of the development of an organization. The objective of this article review analysis is to discover the factors that can influence employees' intention to leave. The method of this analysis is the qualitative method, in which the literature of previous articles up to 21 articles is reviewed. The results show that career advancement, organizational fairness and organizational trust. These findings can provide a reference for business leaders to identify factors that may influence turnover intention

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## **INTRODUCTION**

An organization consists of a group of people who are formally assigned roles to work together to achieve organizational goals. Meanwhile, a manager is one who is given the responsibility to achieve the business goals by making various efforts for human existence in the organization (Dessler 1999). Therefore, given the importance of the role of people in today's competitive environment, it is not surprising that the position of employees as human capital is the most important factor as a component crucial to the development of an organization (Tedi Agustian 2020).

The goal of any organization is to create a dedicated workforce of employees willing to best serve the organization's customer (Mittal, Gupta, and Mottiani 2022). High staff turnover in a company creates additional costs related to recruitment, selection, training and development (Yin, Bi, and Ni 2022). The intention to change employees arises from poor health at work, which causes stress and fatigue among employees (Anand et al. 2022). In order to take appropriate countermeasures to ensure that employees stay with the company, it is important to identify workplace-related factors that can lead to employee turnover (Korder et al. 2021). The most important factor in preventing the departure of qualified employees is the level of employee satisfaction with the company (Fang, Gao, and Hu 2021).

Employee turnover is linked to two main factors, internal and external. Internal factors related to demographic characteristics such as age, education, gender, marital status, income and employment history, and personal issues (Alshammari et al. 2016). Meanwhile, external factors are related to quality of life at work, such as organizational compatibility, perceived organizational support, role conflicts and ambiguity, job insecurity, and opportunities for personal development. (Alshammari et al. 2016; Azeez et al. 2016; Mehmood et al. 2016). Actual sales and sales intent are often closely related, which is why researchers typically use sales intent as a proxy for sales (Fernet et al. 2017).

This article analyzes the influence of technology, environment and organizational strategy on organizational structure, a study of human resource management literature. The use of a reference tool, such as Mendeley, is also mandatory.

## **THEORETICAL REVIEW**

### **Turnover Intention**

Turnover intention can be defined as the degree of desire to leave the company, which is influenced by various reasons to get a better job. The decision to leave the company and move to another company is the last decision employees make when employees are dissatisfied with their work environment (Adi Bibowo dan Erni Masdupi 2016). Employee's turnover refers not only to the loss of an organization's human capital, but also to the loss of organizational knowledge institutions. In other words, when an employee leaves the organization, the intangible knowledge that he has learned from the organization is also lost. In order to find comparable personnel, organizations must invest significant resources such as recruitment efforts and training costs (Adi Bibowo dan Erni Masdupi 2016). Fluctuation has become a challenge for today's

businesses by identifying the factors early on. Early turnover is the right precaution to ensure employees stay with the company (Korder et al. 2021).

### **Career Development**

Career development practices are employee career development practices typically performed by an organization to get the right employee in the right position or the right man in the right job. Career development didefinisikan oleh Mondy, R.W & Matocchio, J.J (2016) sebagai: "a formal approach taken by the organization to ensure that people with the proper qualifications and experience are available when needed". Good and fair career development practices are expected to promote employee comfort so that the employee's desire to relocate becomes much reduced and vice versa. Career development practices as predictors of turnover intention have been suggested by Nawaz and Pangil (2016) on faculty members of private universities in Pakistan, who concluded that career development has a clearly negative association with intention to leave. This is also consistent with research findings (Panggabean. 2022) which state that perceptions of employee career advancement have a significant negative effect on turnover intention. In general, it can be said that good career development in an organization reduces the turn intention. Moreover, these conclusions are also supported by research (Priyono et al. 2016; Husainah and Yusuf 2019). Moreover, these conclusions are also supported by research (I Wayan Saklit 2017) who concluded that career development has a positive and significant impact on turnover intention. Indeed, the findings of the research conducted by Solihin and Sagala(2020) concluded that career development did not significantly influence employees' intention turnover.

### **Organization Justice**

Several studies have been conducted on private sector workers which have led to the different conclusions mentioned above. Employees of government and private agencies naturally expect justice from the leaders of their respective organizational units. Organizational fairness or organizational fairness expected of employees usually includes working time and overtime policies, relocation policies, income distribution, personal treatment of employees, and even day-to-day communication issues. Employees who receive proportional organizational equity will generally be comfortable feeling that there is no discriminatory treatment by the organization of employees. Organizational fairness is determined by (Pekurinen et al. 2017) "As an action or decision that is understood to be morally right on the basis of ethics, religious, fairness, equity, or law". The concept of fairness explains why employees believe that some leaders of an organization are more trustworthy than other leaders of an organization (Colquitt, Lepine & Wesson, 2010).

Organizational fairness properly implemented by an institution will increase employee comfort in the workplace so that the impact can reduce turnover intention. In the ratio of organizational fairness or organizational fairness with revenue intent proposed by (Sokhanvar et al. 2016) in their research stating that there is a significant direct relationship between organizational fairness and turnover intention. The same research conclusion by Wong, Y.W, dan Wong, Y.T (2017) argues that organizational fairness has a negative impact on revenue intent. The results of this study are also supported by Murtiman et

al.(2020) who confirm that there is a significant negative relationship between equity and intention to leave among employees of PT Pulogadung Steel, Jakarta.

**Trust in Organization**

The organizational trust factor functions as a management tool to suppress social worker turnover intentions. Thus, organizational confidence helps reduce change intentions and acts as a strong indicator reflecting managers' overall effectiveness (Cho and Song 2017). A number of studies have shown that trust increases positive employee attitudes and behaviors, including satisfaction, engagement, civic behavior and organizational performance (Fernet et al. 2017; Agustini 2018 ; Özgeldi Mürşide 2019).

In Addition, Özgeldi Mürşide (2019) a research result indicates that trust in the organization is a major factor in the turnover rate in a company. Organizational trust is a key factor that helps companies retain scarce human resources within the organization (Naqvi and Bashir 2015).

**METHODOLOGY**

The method of writing scientific articles uses qualitative methods and bibliographic research (Library Research). Evaluation of theory and the relationship or influence between variables from books and journals, both offline in libraries and online from Mendeley, Google Scholar and other online media.

In qualitative research, literature review should be used consistent with methodological assumptions. This means that it should be used inductively so as not to drive the researcher's questions. One of the main reasons for conducting qualitative research is that it is exploratory in nature, (Ali & Limakrisna, 2013).

Several papers were analyzed by the researchers to find and strengthen the theory of turnover in a company. The article summary table contains the author's name, variables used, analytical tools, results, and level of significance of influence among researchers' variables are described in Table 1.1 below:

Table 1. Journal Review of Turnover Intention

| No | Author/Title  | Research Variables  | Analysis Instrument | Finding                   | Significance |
|----|---|---|---------------------|---------------------------|--------------|
| 1  | Adi Bibowo & Erni Masdupi (2016)."<br><i>Pengaruh Kepuasan Kerja Kompensasi dan Pengembangan Karir terhadap Turnover Intention Karyawan Bank Syariah Mandiri Cabang Padang</i> ". | X1 = Compensation<br>X2 = Career Development<br>Z = Work Satisfaction<br>Y = Turnover Intention   | SPSS 20.0           | X1 → Z<br>X2 → Z<br>M → Y | Significant  |
| 2  | Panggabean(2022)."<br><i>Pengaruh Komunikasi, Motivasi, Disiplin Kerja, Pengembangan Karir dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT.</i>                            | X1 = Communication<br>X2 = Motivation<br>X3 =Dicipline<br>X4 = Career Development<br>X5 = Working environment<br>Y = Turnover Intention | SEM                 | X1 → Z<br>X2 → Z<br>Z → Y | Significant  |

|   |   |   |                 |                                      |                    |
|---|---|---|-----------------|--------------------------------------|--------------------|
|   | Pegadaian(Persero) Medan Area 1".   |   |                 |                                      |                    |
| 3 | Sokhanvar et al(2016)." The Relationship between Organizational Justice and Turnover Intention: A Survey on Hospital Nurses".       | X1 = Organizational Justice<br>Y = Turnover Intention   | SPSS 20.0       | X1 → Y                               | Significant        |
| 4 | Agustini (2018)." Pengaruh Kepuasan Kerja, Keadilan Organization dan Komitment Organisasional Terhadap Turnover Intention Karyawan" | X1 = Working Satisfaction<br>X2 = Organizational Justice<br>X3 = Organizational Commitment<br>Y = Turnover Intentions   | SPSS 23.0       | X1 → Y<br>X2 → Y<br>X3 → Y           | (-)<br>Significant |
| 5 | Özgeldi Mürşide (2019)." THE EFFECTS OF ORGANIZATIONAL TRUST ON TURNOVER INTENTION".  | X1 = Trust in the manager/leader<br>X2 = Trust in the co-worker<br>X3 = Trust in the organization itself<br>Y = Turnover Intention  | SEM Lisrel 8.80 | X1 → Y<br>X2 → Y                     | Significant        |
| 6 | Anand et al(2022)." Turnover intention among Indian police: Do organizational and community stressors matter?"                      | X1 = Abusive supervision<br>X2 = Interpersonal (coworker) trust.<br>X3 = Perceived organizational support (POS).<br>X4 = Political interference.<br>X5 = Perceived crime rate<br>Y = Turnover Intention | SPSS 22         | X1 → Y<br>X2 → Y<br>X4 → Y<br>X5 → Y | Significant        |

## RESULTS AND DISCUSSION

This article discusses the turnover rate in a private company in Indonesia. The discussion in this article includes the following: career development, organizational fairness, and trust in the organization that influence turnover intention. Previous research and articles related to this article include:

### **The effect of Career devolvment on Turnover Intention**

The study conducted by (Weng et al. 2010) the model was tested on four aspects of career growth and their impact on turnover intention. The result of an analysis is that factors such as career advancement and growth are factors that

can influence the turnover intention of the company. Career progression can have a significant negative impact on employees' intention to leave the company and increase employee commitment to the company (Weng and McElroy 2012). Variables such as competence, work stress and career development are factors that can significantly influence the intention to leave. This is an obstacle that all industries face today (Hamsinah 2019)

Subsequent studies have shown that career development and employee training are the most important factors driving employee turnover in companies (Seeli 2016). The professional development of employees is an absolute necessity for companies in order to retain exceptional employees. Other studies also show that the career development of employees must be taken into account by companies in order to avoid turnover in the company. With the career development in the company, employee satisfaction with the company increases and employee commitment to the company increases, so the turnover increases (Adi Bibowo dan Erni Masdupi 2016; Panggabean 2022).

### **The effect of Organization Justice on Turnover Intention**

In the face of competition, this company strives to build a business that can win the competition by always considering the impact of its employees' desire to continue working or leave the company. The fact is that some employees exhibit a turnover intent attitude because they do not receive enthusiastic support from the company (employee engagement), which includes organizational fairness where the company is professionally dishonest in doing the job professionally (Mulang 2022). The positive effect of perceived procedural fairness, perceived distributive fairness and perceived organizational support on employee engagement has a positive effect of employee engagement on employee organizational engagement and a negative effect on employee turnover intention (Aggarwal, Jaisinghani, and Nobi 2022).

Of the three categories of organizational fairness, distributive fairness and interactive fairness had the strongest impact on mental health professionals' turnover intentions. This finding also supports a persistent finding (Sulander et al. 2016; Cao et al. 2020). In the case of an equitable distribution, the intention of members to find a new job is low if the members believe that their salary and their opportunities for advancement are fair (Adams, 1965). Pengaruh dimensi keadilan organisasi seperti keadilan interaksional, keadilan distribusi dan usia merupakan faktor prediktor signifikan terhadap turnover intention karyawan (Hwang and Yi 2022). This is in line with research findings that organizational fairness is an important factor in creating employee intent to leave (Sokhanvar 2016; Sokhanvar 2016).

### **The Effect of Trus in Organization on Turnover Intention**

A full understanding of the mechanism of the importance of the intention to have turnover process will reduce the occurrence of the intention to reduce turnover. The intention to change employees is the result of the practice of applying organizational culture to the company itself, such as a deep trust in an organization or company (Simha and Pandey 2021). Trust in an organization is another significant factor that can influence employee turnover intention in the firm (Jiang and Shen 2018).

High employee turnover impacts several dimensions, notably causing major challenges for employers and clients, loss of continuity, and institutional decline in employee morale (Faugno, 2017). The socio-cognitive theory perspective shows that employees' self-confidence, or self-sufficiency, will interact with an individual's belief in the system or organization. Thus, self-efficacy has a more positive effect on job satisfaction, task performance, and social behavior when trust in the organization is high. Interestingly, self-efficacy has a positive effect on leaving intention when trust in the organization is low, indicating that high organizational trust attenuates the effect of self-efficacy on leaving intention (Ozyilmaz, Erdogan, and Karaeminogullari 2018). Many research findings state that the influence of organizational trust is very significant in the emergence of revenue intention in companies, as stated by (Özgeldi Mürşide 2019; Anand et al. 2022).

Based on the problem formulation, theoretical studies, relevant previous research, and discussion of the influence between variables, the scope of this article is as follows:

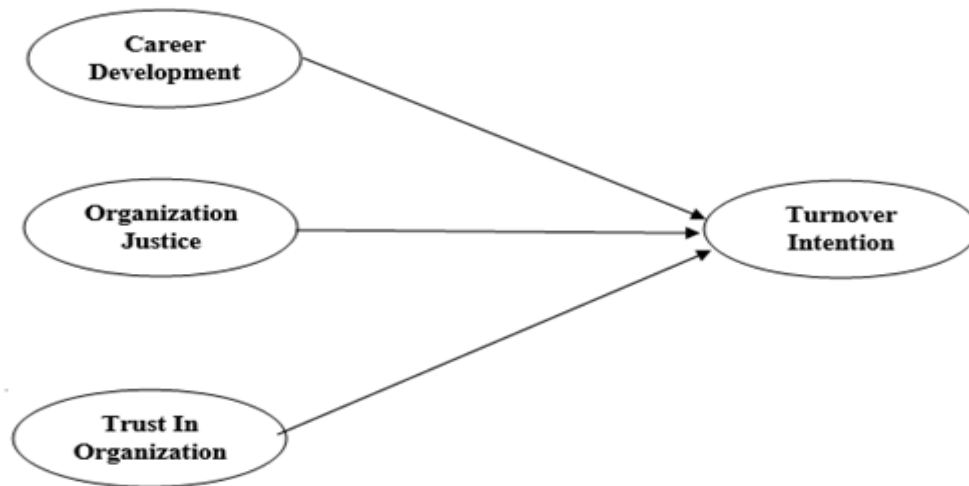


Figure 1. Conceptual Framework

Source : Processed by Researchers (2023)

Then, based on the description of the conceptual framework above: Career Development (X1), Organization Justice (X2) dan Trust In Organization(X3) which impact on Turover Intention.

In addition to the three exogenous variables that affect Turnover Intention (Y), there are many other variables that affect it, including: Frequency, Variety, Intensity, Duration, Supervisory, Autonomy, Surface Acting (Cho and Song 2017). Salary, Working Satisfaction (Adi Bibowo dan Erni Masdupi 2016). Autonomus Motivation, Controled Motivation, Affective Accupational Commitment, Continuance Accupational Commitmet, Affective Organozation Commitment, Continuance Accupational Commitmet (Fernet et al. 2017). Leadership style (I Wayan Saklit 2017).

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

Based on the formulation of the article and discussion, hypotheses can be formulated for further research:

1. Career development has a significant effect on turnover intention
2. Organization justice significantly effect on turnover intention
3. Trust In organization has positif and significant effect on turnover intention

### **Recommendations**

Based on these conclusions, this article suggests that there are many other factors besides career development that can influence turnover intention. Fairness and Trust in Organizations organization at all types and levels of organizations or businesses, therefore further studies are needed to examine these factors. Other things that can affect sales intent beyond the variables explored in this article. Other factors such as frequency, variety, intensity, duration, supervisory, autonomy, surface acting. Compensation, working satisfaction. autonomus motivation, controled motivation, affective accupational commitment, continuance accupational commitmet, affective organozation commitment, continuance accupational commitmet and leadership style.



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