

Turnover Intention Review: The Influence Of Organizational Justice And The Work Environment

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Turnover Intention Review: The Influence Of Organizational Justice And The Work Environment

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ABSTRAK

Penelitian ini dilatarbelakangi oleh fenomena gap yang ditemui peneliti di lapangan. Tujuan dari penelitian ini adalah untuk mengetahui seberapa besar pengaruh keadilan organisasi dan lingkungan kerja terhadap turnover intention. Jenis penelitian ini adalah penelitian kuantitatif dengan menggunakan pendekatan survey. Dalam penelitian ini, data dikumpulkan melalui metode kuesioner dengan sampel sebanyak 356 responden dari karyawan perusahaan swasta di Kota Bengkulu. Hasil penelitian menunjukkan bahwa keadilan organisasi (x1) terbukti memiliki pengaruh yang lebih besar terhadap turnover intention jika dibandingkan dengan lingkungan kerja (x2), yaitu masing-masing sebesar 22,2% dan 12,4% dengan arah negatif yang signifikan. Hasil uji analisis regresi dirumuskan dengan persamaan $Y = 10,480 - 0,222 (X1) - 0,124 (X2)$.

ABSTRACT

This research is based on the gap phenomenon encountered by researchers in the field. The purpose of the current study is to determine how much influence organizational justice and work environment have on turnover intention. This type of research is a quantitative research using a survey approach. In this study, data were collected through a questionnaire method with a sample of 356 respondents from private company employees in Bengkulu City. The results showed that organizational justice (x1) was proven to have a greater influence on turnover intention when compared to the work environment (x2), which were 22.2% and 12.4%, respectively, with a significant negative direction. The results of the regression analysis test are formulated with the equation $Y = 10.480 - 0.222 (X1) - 0.124 (X2)$.

INTRODUCTION

Turnover according to Robbins & Judge (2019) is an act of permanent resignation carried out by employees either voluntarily or not voluntarily. Turnover is always preceded by the employee's intention to move (turnover intention). A high level of turnover intention will hurt the organization or company because this will create an unstable situation and uncertainty about the condition of the workforce. The factor of organizational justice and the work environment that is not as expected is a crucial factor that causes turnover. Turnover intention is the final action that will be taken by the individual to leave the organization due to the factors that encourage the individual to want to leave the organization. Ridlo, (2012), Finthariasari (2019), Tett & Meyer (1993) reveal the definition of

intention to leave, namely the employee's intention to leave the organization intentionally and consciously from the employee's self to leave the organization.

Turnover is said to be very detrimental to the company if there is no control because the company must carry out the process of recruiting employees again by incurring costs for this (Finthariasari, 2019). One of the problems faced by companies related to human resources is the lack of treatment that is felt to be fair in applying the rules and interpersonal relationships caused by salaries, the lack of clarity on career paths, and a work environment that is not good, safe, comfortable and harmonious and fair and equitable. obtained while working, causing employee turnover (Finthariasari, 2018). The move out of the company and looking for a new job in another company that can meet the needs of employees is encouraged based on employee discomfort at work.

Organizational justice is thought to influence job satisfaction. An employee who feels fairness in the place where he works will feel his job satisfaction because there is no difference felt by the employee and vice versa. The desire to change jobs can be done by employees when they no longer feel satisfied with their work or there is no justice felt by the employee.

Justice is a condition where a person gets something that is his or her right and is by applicable laws and norms. Greenberg (1987) concluded that the fairness felt by employees in the organization can affect the level of job satisfaction of employees, while Boateng & Hsieh (2019), Rasooli et al., (2019) found that the greater a person's sense of fairness, the greater the person's sense of job satisfaction. The level of employee job satisfaction can be measured or explained through one of the theories regarding job satisfaction, namely the theory of justice which states that job satisfaction can be created in a person if someone feels that there is justice in what that person does and accepts.

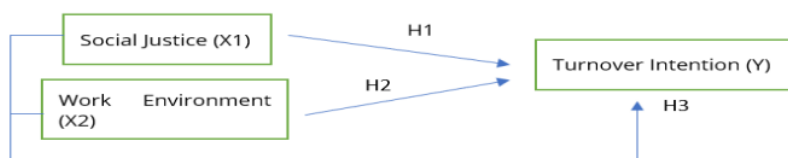
In addition to job satisfaction, another factor that influences the desire to switch is the work environment factor. According to Nitisemito (2001) defines the work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. It can be concluded that the work environment does have an important role in completing the tasks assigned to employees, which are automatically able to create achievements for the employee. The work environment includes a physical and non-physical work environment.

The physical work environment is all physical conditions that exist around the workplace that can affect employees either directly or indirectly. calm feeling and will work well. It is expected that company employees like this will have maximum work, there are problems where employees often do turnover intention (resigned) due to several things such as the desire to change jobs because employees when they no longer feel satisfied with their work or there is no justice felt by employees the.

THEORETICAL CONCEPT

Conceptual Framework

Figure 1. Conceptual Framework



The Effect of Organizational Justice on Turnover Intention

Organizational justice is a reflection of the role of justice on employee perceptions of (Pribowo & Ranidiah, 2021). Yulianto (2006) suggests that when employees feel they are being treated fairly, they will have attitudes and behaviors that are following what is needed for successful change, even under difficult conditions. Employees not only react to the results they get but also to the processes by which they get those results (Nowakowski & Conlon, 2005). Distributive justice explains the consistent allocation of results, a person will get results and rewards by the contributions given. Distributive justice relates to the perception of justice that comes from the results received by someone. The influence of organizational justice and interactional justice relates to the justice that a person feels when treated fairly by others, which is related to individual relationships with their superiors (Belanger, G & Dewi, 2014). The perception of interactional justice focuses more on the extent to which employees are informed promptly and according to the truth about the company's main decisions concerning the rights and obligations of the employees themselves.

H1 = Organizational justice hurts turnover intention

The Effect of Work Environment on Turnover Intention

The work environment is an important thing that needs special attention from the company, the work environment is directly related to the conditions around employees so will affect employees in completing their work. The environment is everything related to the company's operations and how these operational activities can run (Sule, 2005). Environmental factors must be considered in a company that is operating, in practice, it is not as easy as people imagine, this is because environmental factors are not static, but are more dynamic proving that the work environment has a negative influence on turnover intentions (Kurniawaty et al., 2019). Joarder proved that the work environment or working conditions have a negative and significant influence on turnover intention. Ketkaew et al., (2020) prove that the work environment hurts turnover intention. Based on the theoretical basis and various research results, the following hypotheses can be put forward.

H2: The work environment has a negative and significant effect on turnover intention of Work Environment on Turnover Intention

The Effect of Organizational Justice and Work Environment on Turnover Intention

Harnoto (2002) states that turnover intention is the level of intensity of the desire to leave the company. The desire to move refers to the results of an individual's evaluation of the continuation of the relationship with the organization and no definite action has been shown to leave the organization. Turnover intention is divided into two parts, namely unwanted turnover and unavoidable turnover. The turnover intention dimension is the desire to find a new job both in the same field or in a different field and the desire to leave the company.

The objectives of this study are: 1) to determine the effect of organizational justice variables on employee turnover intention, 2) to determine the effect of work environment variables on employee turnover intentions, 3) to determine the simultaneous influence of organizational justice variables and work environment on turnover intention. employee. organizational justice has a negative and significant effect on turnover intention. organizational justice has a negative relationship and has a significant effect on turnover intention. Meru Muhammad (2013) proves that organizational justice has a negative and significant effect on turnover of PT PLN Persero Bengkulu Branch.

organizational justice and work environment have a significant influence on turnover intention. Anshari & Engkos Achmad Kuncoro (2013) proves that organizational justice and the work environment have a significant effect on turnover intention.

H3: Organizational justice and work environment simultaneously have a significant effect on turnover intention.

RESEARCH METHODS

Metode Analisis

The data in this study were collected using a questionnaire distributed online. The analytical method used was the multiple linear regression model. According to Sugiyono, multiple linear regression analysis intends to predict how the condition (up and down) of the dependent variable (criteria), if two or more independent variables as predictors factors are manipulated (increase in value). So multiple regression analysis will be carried out if the number of independent variables is at least two. The formula for the multiple linear regression equation that is set is as follows (Sugiyono, 2013).

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information :

- Y = Turnover intention
- a = Constant Coefficient
- b₁, b₂ = Regression Coefficient
- X₁ = Organizational justice
- X₂ = Work environment
- e = error

RESULT AND DISCUSSION

Characteristics of Respondents Based on Gender

The number of respondents is based on gender in PT. PLN Persero Bengkulu Branch can be seen in table 1

Table 1. Characteristics of Respondents Based on Gender

Gender	Count	%
Male	49	87,5 %
Famale	7	12,5 %
Count	56	100%

Source: Processed data

Validity Test Results

The instrument validity test that will be carried out on each research instrument, the results obtained if r is positive, and r 0.444 then the statement is valid, and if r < 0.444 then the statement item is invalid (Sugiyono 2013).

Table 2. Validity Test Results

Variable	Statement items	r	Description
Organizational Justice	1 st Statement	0.444	Valid
	2 nd Statement	0.444	Valid
	3 rd Statement	0.444	Valid
	4 th Statement	0.444	Valid
	5 th Statement	0.444	Valid
	6 th Statement	0.444	Valid
Work environment	1 st Statement	0.444	Valid
	2 st Statement	0.444	Valid
	3 rd Statement	0.444	Valid

	4 th Statement	0.444	Valid
	5 th Statement	0.444	Valid
	6 th Statement	0.444	Valid
	7 th Statement	0.444	Valid
Turnover Intention	1 st Statement	0.444	Valid
	2 nd Statement	0.444	Valid
	3 rd Statement	0.444	Valid
	4 th Statement	0.444	Valid
	5 th Statement	0.444	Valid

Source: Output SPSS 24.0

Reliability Test Results

The reliability test was conducted on each research instrument, the results showed that the Cronbach's Alpha value on each research instrument showed a value > 0.60 indicating perfect reliability.

Table 4. Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Organizational Justice		Reliabel
2	Work environment		Reliabel
3	Turnover Intention		Reliabel

Source: Output SPSS 24.0

Data Analysis

Data analysis is a method used to analyze data to solve problems or test hypotheses. The analysis used in this study is as follows:

Multiple Linear Regression Analysis

The analysis of multiple linear regression equations in this study aims to determine whether or not there is an effect of the independent variable (Organizational Justice and Work Environment) on the dependent variable (Turnover Intention). Based on multiple linear regression estimation using the SPSS program, the following table is obtained:

Table 2. Multiple Linear Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,480	1,063		9,855	,000
	Organizational Justice	-,222	,064	,492	-3,496	,001
	Work environment	-,124	,060	,293	-2,082	,042

a. Dependent Variable: Turnover Intention

Source: Output SPSS 24,0

From the calculation of the results above, the regression equation is obtained as follows:

$$Y = 10.480 - 0.222 (X_1) - 0.124 (X_2)$$

Based on the regression equation above, it can be explained as follows:

1. The constant value of 10.480 means that if the variable of Organizational Justice (X_1), Work Environment (X_2) on Turnover Intention (Y) is equal to zero, then the Turnover Intention variable will remain at 10.480 if the variables of Organizational Justice (X_1) and Work Environment (X_2) are equal to zero.
2. A Regression coefficient of 0.222 means that if the value of the Organizational Justice variable (X_1) increases by one unit, the Turnover Intention (Y) value will increase by 0.421 with the assumption that the Work Environment variable (X_2) is considered constant.
3. The regression coefficient of 0.124 means that if the value of the Work Environment variable (X_2) increases by one unit, the value of the Turnover Intention (Y) variable will increase by 0.124 assuming the variable Organizational Justice (X_1) is considered constant.

Coefficient of Determination (R^2)

To determine the percentage contribution of the independent variables Organizational Justice (X_1) and Work Environment (X_2) on the dependent variable Turnover Intention (Y) then from computer calculations using SPSS 26.0, the coefficient of determination test can be seen in the table as follows:

Table 3. Coefficient of Determination Value (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,739 ^a	,546	,529	,89700
a. Predictors: (Constant), Lingkungan Kerja, Keadilan Organisasi				
b. Dependent Variable: Turnover Intention				

Source: Output SPSS 24,0

Based on the table above, it can be seen that the coefficient of determination Adjusted (R^2) obtained a value of 0.546. This value means that the variable of Organizational Justice and Work Environment on the Turnover Intention variable contributes 0.546 or 54.6% Turnover Intention at PT. PLN Persero Bengkulu Branch while the remaining 0.454 or 45.4% is influenced by other variables that are not included in this research model.

Hypothesis Testing With t Test

To test the effect of the independent variables partially on the dependent variable, the t test can be seen in the table as follows:

Table 3. Results of Hypothesis Testing with t Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,480	1,063		9,855	,000
	Organizational Justice	-,222	,064	,492	-3,496	,001
	Work environment	-,124	,060	,293	-2,082	,042
a. Dependent Variable: Turnover Intention						

Source: Output SPSS 24,0

Through calculations performed using the SPSS program, the comparison between $(n-k-1) = 56-2-1 = 53$ (2.0057) for each variable is as follows:

1. Organizational Justice, namely $> (-3.496 > 2.0057)$ and $(sig = 0.001 < 0.050)$, it states that there is a negative effect of Organizational Justice (X1) on Turnover Intention at PT. PLN Persero Bengkulu Branch.
2. Based on the test for the Work Environment variable () namely $> (-2.082 > 2.0057)$ and $(sig = 0.042 < 0.050)$, it states that there is a negative effect of the Work Environment on Turnover Intention at PT. PLN Persero Bengkulu Branch.
3. From the research results, the dominant and negative variable is the Work Environment variable (X2) of -3.496.

Hypothesis Testing With F. Test

To test the effect of the independent variable partially on the dependent variable, the F test is used as follows:

Table 4. Results of Hypothesis Testing with F. Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51,338	2	25,669	31,903	,000 ^b
	Residual	42,644	53	,805		
	Total	93,982	55			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Work Environment, Organizational Justice						

Source: Output SPSS 24.0

Based on the hypothesis test table with the F test above, it is obtained that 31,903 with a value of 4,0129, namely $(31,903 > 4,0129)$ and $(sig = 0.000 < 0.050)$ can be concluded that it is accepted that simultaneously the variables of Organizational Justice and Work Environment have a significant effect on Turnover Intention at PT. PLN Persero Bengkulu Branch.

2. Discussion

Turnover Intention at PT PLN Persero Bengkulu Branch

The results of this study indicate that turnover intention is categorized as low. This can be seen in the employees of PT PLN Persero Bengkulu Branch who do not think much about leaving their current job. Then, judging from the respondents' responses to the variable turnover intention, it is in the sufficient category with the highest average value of 3.88 and having the lowest average of 3.66, meaning that the respondents' responses to the variable turnover intention at PT PLN Persero Bengkulu Branch are in the fairly good category. Judging from the 5 statement items with the highest score (I will leave the company if I get another job with a higher salary). Where employees always see greater opportunities to work in other companies while the lowest average is the statement (I'm thinking of leaving my current job) meaning that employees don't think much of leaving their current job. The results obtained to avoid the voluntary desire of employees to leave PT PLN Persero Bengkulu Branch should pay more attention to salary satisfaction and also provide a comfortable work environment so that the level of desire to leave employees at PT PLN Persero Bengkulu Branch will be lower.

It is known that the two independent variables of Organizational Justice and Work Environment have a significant effect on the dependent variable of Turnover Intention at PT PLN Persero Bengkulu Branch. The results of this study are in line with those of a previous researcher, Ketkaew et al., (2020) with the title The Effect of Organizational Justice and Work Environment on

Turnover Intention. The results show that the influence of organizational justice and work environment has a negative and significant effect on turnover intention.

Organizational Justice affects the Turnover Intention of employees of PT. PLN Persero Bengkulu Branch

It is known that the independent variables of Organizational Justice and Work Environment have a negative and significant effect on the dependent variable of Turnover Intention. Organizational justice in the three forms will affect the positive and negative attitudes of employees in proportion to the treatment of organizational justice they feel. Organizational justice is a reflection of the role of justice on employee perceptions (Al-Zu'bi, 2010).

According to Yulianto (2006) when employees feel they are being treated fairly, they will have attitudes and behaviors that are following what is needed for successful change, even under difficult conditions, and vice versa.

The results of the study are in line with the research conducted by Ketkaew et al., (2020) under the title "The Effect of Organizational Justice and the Environment on Turnover Intention (CV Tantera Study, Pejaten) whose results show that there is a negative and significant influence on the Work Environment on Turnover intention.

Organizational Justice and Work Environment influence Turnover Intention, meaning that simultaneously the variables of Organizational Justice and Work Environment have a significant influence on Turnover Intention at PT. PLN Persero Bengkulu Branch. Lingkungan kerja berpengaruh terhadap Turnover Intention pada karyawan PT.PLN (Persero)

The results of this study also indicate that the work environment variable effects turnover intention in employees of PT. PLN Persero Bengkulu Branch. Based on the results of the analysis, it is shown that the work environment influences turnover intention decisions in employees. Nuraini (Nuraini, 2013) the work environment is everything that is around employees and can influence in carrying out the tasks assigned to them, for example with the presence of an air conditioner (AC), adequate lighting, and so on.

Research on the work environment and job satisfaction on the level of employee turnover intention at PT PLN (Persero) Bengkulu Branch, the results showed that they were in the medium category. Based on the results of regression analysis, hypothesis testing, and coefficient of determination, it can be concluded that work environment and job satisfaction hurt turnover intention. Based on this, it can be concluded that if organizational justice and work environment increase, the turnover rate will decrease.

The results of the research show that simultaneously organizational justice and work environment have a negative and significant effect on the turnover intention at PT PLN Persero Bengkulu Branch. The results of this study are in line with those of previous researchers Ketkaew et al., (2020) with the title "The Effect of Organizational Justice and the Environment on Turnover Intention (CV Tantera Study, Pejaten) whose results show that there is a negative and significant influence on the Work Environment on Turnover intention.

Organizational Justice and Work Environment influence Turnover Intention, meaning that simultaneously the variables of Organizational Justice and Work Environment have a significant influence on Turnover Intention at PT. PLN Persero Bengkulu Branch.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research that has been done about the effect of Organizational Justice and Work Environment on Turnover Intention at PT. PLN Persero Bengkulu Branch, it can be concluded as follows:

1. Organizational Justice has a negative and significant effect on Turnover Intention at PT. PLN Persero Bengkulu Branch
2. Work Environment has a negative and significant effect on Turnover Intention at PT. PLN Persero Bengkulu Branch.
3. Organizational Justice and Work Environment together have a simultaneous effect on Turnover Intention at PT. PLN Persero Bengkulu Branch.

¹¹ Based on the results and discussion of the research, as for suggestions, the researchers provide suggestions to improve their further research

Suggestion

Practical Advice

1. It is hoped that the results of the research can be used as information for related companies to be able to increase the company's success or achieve company goals.
2. As well as providing organizational justice in carrying out the tasks assigned by the company by listening to employee decisions, and involving employees in making decisions, in this way employees feel satisfied and the turnover intention rate also decreases.

Academic Advice

1. It is recommended for other researchers to do more in-depth research
2. against Turnover Intention.
3. It is recommended for further researchers to conduct research with look at ²⁷ the effect of organizational justice and the work environment on turnover intention

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