

The Effect of Organizational Justice, Organizational Climate and Social Support on Turnover Intention in Nadis Herbal Ubud

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ABSTRACT

This study aims to examine the Effect of Organizational Justice, Organizational Climate and Social Support on Turnover Intention. This study was conducted at Nadis Herbal Ubud with 36 respondents. Data collection was obtained from interviews and distributing questionnaires. The data analysis technique used multiple linear regression analysis. The results of the study are organizational justice has a negative and significant effect on employee turnover intention, organizational climate has a negative effect on turnover intention, social support has a negative effect on turnover intention.

Keywords: Organizational Justice, Organizational Climate, Social Support, Turnover Intention.

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I. INTRODUCTION

Since it was declared a pandemic by the World Health Organization (2020) Corona Virus Diseases-19 (COVID-19) has become a common problem for all countries in the world. WHO (2020) states that the COVID-19 pandemic is not only a health problem but has become a multi-sectoral problem, such as in the economic, social, political, educational, and psychological fields. One of the efforts to reduce the spread of COVID-19 is through restrictions on activities outside the home. At the time of this pandemic a country has strong competitiveness, both in terms of increasingly sophisticated technology and in terms of human resources that continue to develop towards modernization, with conditions and situations like this, a country is required to have an organization that can create good working conditions, with these conditions, job satisfaction will be created who feel the importance of responsibility, by having an organization that has high performance it will have an impact on the company (Fadil & Rivai, 2019).

Competition in the business world in the current era of globalization is getting tougher, so companies must be able to have a high competitive advantage and capability, to survive and compete with other companies (Hutagalung & Wibawa, 2017). The survival of a company is not only determined by its success in managing finances, marketing, and products but is also determined by the success in managing human resources (Putra & Utama, 2018). This is what makes entrepreneurs aware of the value of employee investment as one of the company's important assets. All company activities depend on existing human resources, so it can be said that human resources are a determinant of the success or failure of a company to achieve its goals. Without human resources, company activities will not occur.

Human resources have an important role in an organization or company because they have a major contribution in making decisions in an organization or company as a way to achieve its goals (Wedhanta & Supartha, 2016). The importance of human resources needs to be realized by all levels of management in the company. Although there are many facilities and infrastructure as well as adequate resources, without the support of human resources, the company's activities will not run well. However advanced technology is today, the human factor still plays an important role or control behind the success of an organization. Thus, human resources are the main key that must be considered, because human resources are one of the factors that will determine the successful implementation of company activities (Putra & Utama, 2018).

Events that often occur in the HR management process in several companies are how the employees themselves behave. Employee performance is filled with phenomena from employee attitudes, one of which is turnover intention. Turnover intention is a form of behavior that refers to an employee's decision to leave his job. The results of the individual's evaluation of the desire to move to refer to the continuation of the relationship with the organization and have not shown definite actions to leave the organization. Turnover intention is when an employee tends to quit his job, while turnover is a permanent resignation either voluntarily or involuntarily from an organization (Robbins & Judge, 2015). Currently, the high level of turnover intention has become a serious problem for many companies. The turnover intention that occurs in an organization is one of the bad points for the organization, with this turnover intention it can be said that the organization is not able to manage individual behavior. Turnover intention occurs not only because the organization is not able to manage its behavior but turnover

intention also occurs because the organization is ineffective in managing its human resources.

A phenomenon that often arises in the world of work today is that there is a sense of desire for employees to leave the organization. Turnover or workforce turnover is a tangible form of turnover intention that can transform into a serious problem for the organization, especially if those who intend to leave are human resources who have the expertise, abilities, skills, and experience or human resources who have important positions in the organization. This situation is certainly very detrimental to the organization, whether it is material losses or those related to work. The indicators that cause turnover in this study are organizational justice, organizational climate, and social support which are considered important issues in today's business world. Organizational justice is an individual's feeling or condition when he feels that the company where he works gives equal treatment to all employees (Widyaningrum, 2010).

Organizational climate is an important factor that makes employees' intention to move, the organizational climate is a set of characteristics that define an organization and distinguish a particular organization from other organizations. A good organizational climate must be owned by every company and must be cultivated among employees to support the achievement of organizational goals because it is a form of compliance with work rules (Suandi *et al.*, 2014).

Roman *et al.* (2005) stated that organizational justice has a significant positive effect on job satisfaction, this is assessed from rewards based on responsibility, the number of contributions made to the organization or company, and the level of success of work well completed. Organizational justice is one of the factors that determine the level of employee turnover intention. Setyanto *et al.* (2013) also argue that organizational climate is a condition or characteristics that describe an organizational psychological environment that is felt by people who are in the organizational environment. The organizational climate also has several indicators, namely, conformity with the organization, responsibilities, work standards, wages, organizational clarity, team spirit. Organizational climate is a broad concept for organizational employees to know about perceptions of the nature or characteristics of the workplace.

Another factor that influences turnover intention is the social support received by employees (Lobburi *et al.*, 2012). Perceived social support is a process of social interaction and communication in social networks that depends on various types of relationships, such as social relationships, family relationships, and work relationships. Therefore, if in society a person has strong social ties with family and friends, then there is a tendency for that person to show low turnover intention. Social support is the support that a person receives either directly or indirectly that can make him feel valued and have a positive effect on the individual who receives it. Perceived social support is a process of social interaction and communication in social networks that depends on various types of relationships, such as social relationships, family relationships, and work relationships. Therefore, if in society a person has strong social ties with family and friends, then there is a tendency for that person to show low turnover intention, conflict in the family can lead to increased employee turnover intentions. This means that social support

has a negative effect on employee turnover intentions (Kharismawati & Dewi, 2016).

II. LITERATURE REVIEW

A. Turnover Intention

Turnover intention is defined as an attitude or action in which individual employees have thoughts of leaving the organization voluntarily due to employees getting a better job than their previous job. The indicators used to measure turnover intention: thoughts of quitting, intention to quit, and intention to search for another job (Mobley, 2011).

B. Organizational Justice

Organizational justice is an assessment of the sense of justice felt by individuals who are in an organization, can contribute to the company for the progress of an organization. There are also organizational justice indicators: distributive justice, procedural justice, and interactional justice (Robbins & Judge, 2015).

C. Organizational Climate

Organizational climate is the quality of an organization's internal environment that can influence organizational attitudes and behavior that will determine employee performance, which will make the internal environment of an organization run well. The organizational climate indicators: Structure, Responsibility, Identity, Reward, warmth, and conflict (Robbins & Judge, 2015).

D. Social Support

Social support is a helpful action that can affect job satisfaction and employee work results received by individuals who come from the support of superiors, coworkers, and family who make them comfortable while in the organization. The indicators are: The presence of emotional support involves the expression of empathy and concern, The existence of instrumental support, The existence of informative support, and The existence of self-esteem support (Pangastiti, 2011).

E. Hypothesis

Agustini & Subudi (2018), Fadil & Rivai (2019), Hutagalung & Wibawa (2017) stated "that organizational justice has a negative and significant influence on the desire to leave. The stronger the organizational justice to its employees, the lower the level of desire to leave the employee, the less likely employees are to leave the company.

H1: Organizational justice has a negative and significant effect on employee turnover intention.

Organizational climate factors are said to be significant in influencing turnover intention, if the organizational climate is defined and explained, in theory, it will affect organizational conditions and employee behavior. From the behavior of employees, the turnover intention will arise because the organization is not in line according to the views of employees. Putri *et al.* (2021) Putra & Suwandana (2017), Tadampali *et al.* (2016) state that employee perceptions of organizational climate have a negative effect on turnover intention. This means that the higher the organizational

climate felt by employees, the lower the turnover intention behavior of employees.

H2: Organizational climate has a negative effect on turnover intention.

Social support is the support that a person receives either directly or indirectly that makes him feel valued and has a positive effect on the individual who receives it. Social support felt by employees is a process of social interaction and communication in social networks that depend on various types of relationships, such as social relationships, family relationships, and work relationships. Therefore, in a society with strong social ties to family and friends, such as in a collectivist culture, it can also affect job satisfaction and work outcomes related to employee turnover intention, organizational support has a significant negative correlation to employee turnover intentions. If organizational support is low for employees, the intention to change jobs is high or vice versa. Utama & Surya (2020) and Kharismawati & Dewi (2016) stated that social support had a significant negative effect on turnover employee intention, this shows that the higher the social support for the company, the lower the employee's turnover intention.

H3: Social support has a negative effect on turnover intention.

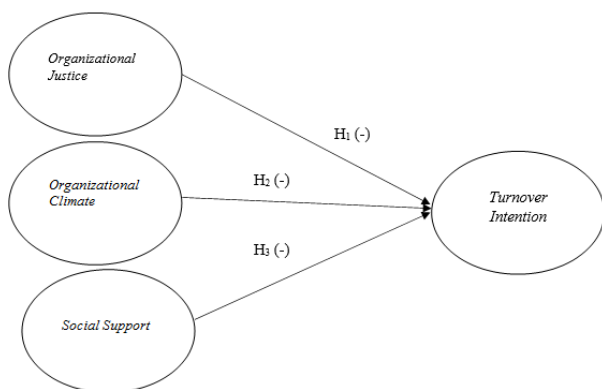


Fig. 1. Conceptual Framework.

III. METHODOLOGY

This study uses a quantitative approach in the form of associative. Quantitative research is research that emphasizes theory testing through the measurement of variables in the form of numbers. Associative research is the alleged existence of a relationship between variables in the population to be tested through a sample that will represent the population. The sample used in this study were 36 employees. Data collection methods using interviews, observations, questionnaires and literature studies. Multiple linear regression method was used in this study to determine the effect of organizational justice (X1), organizational climate (X2), social support (X3) and Turnover Intention (Y). This method was tested using a computer system in the form of SPSS version 23.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

Respondents with the age range of 26-30 years old dominated with 52.8 percent. Respondents who are Women dominate by 63.9 percent. Respondents with high school degrees dominate by 44.4 percent. respondents with a working period of 6-10 years dominated with 55.6 percent.

B. Multiple Linear Regression Analysis

TABLE I: MULTIPLE LINEAR REGRESSION ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	37.506	1.331		28.183	0.000
Organizational Justice	-0.298	0.109	-0.386	-2.740	0.010
Organizational Climate	-0.193	0.084	-0.291	-2.307	0.028
Social Support	-0.295	0.136	-0.300	-2.159	0.038
Adjusted R ² 0.792					

The results of the simultaneous significance test (F-test) obtained a F significance value of 0.000. A significant value of 0.000 < 0.05 means that organizational justice, organizational climate, and social support are thought to be significantly related to turnover intention. The adjusted R2 value of 0.792 means that 79.2 percent of changes (up and down) in turnover intention are influenced by organizational justice, organizational climate, and social support, while the remaining 20.8 percent is influenced by other factors outside of this study.

C. The Effect of Organizational Justice on Turnover Intention

Based on the results of the t-test of the effect of organizational justice on turnover intention, a significance value of 0.010 was obtained with a negative regression coefficient of 0.298. A significance value of 0.010 < 0.05 indicates that H1 is accepted. This result means that organizational justice has a negative and significant effect on employee turnover intention. This means that if organizational justice gets better, the turnover intention will get worse, on the contrary, if organizational justice gets worse, the turnover intention will get better too. Hutagalung & Wibawa (2017) prove that organizational justice has a negative and significant effect on turnover intention, this shows that the higher the level of justice felt by employees, the less likely employees are to leave the company.

D. The Effect of Organizational Climate on Turnover Intention

Based on the results of the t-test of the influence of organizational climate on turnover intention, a significance value of 0.028 was obtained with a negative regression coefficient of 0.193. A significance value of 0.028 < 0.05 indicates that H2 is accepted. This result means that the organizational climate has a negative and significant effect on employee turnover intention. This means that if the organizational climate is getting better, the turnover intention will be worse, on the contrary, if the organizational climate is getting worse, the turnover intention will be better too. Organizational climate factors are said to be significant in influencing turnover intention, if the organizational climate is

defined and explained, in theory, it will affect organizational conditions and employee behavior. From the behavior of employees, the turnover intention will arise because the organization is not in line according to the views of employees. Tadampali *et al.* (2016) state that employee perceptions of organizational climate have a negative effect on turnover intentions.

E. The Effect of Social Support on Turnover Intention

Based on the results of the t-test of the effect of social support on turnover intention, a significance value of 0.038 was obtained with a negative regression coefficient of 0.295. A significance value of $0.038 < 0.05$ indicates that H3 is accepted. This result means that social support has a negative and significant effect on employee turnover intention. This means that if the social support is getting better, the turnover intention will be worse, on the contrary, if the social support is getting worse, the turnover intention will be even better. Perception of organizational support has a significant negative correlation with employee turnover intentions. If organizational support is low for employees, the intention to change jobs is high or vice versa. Social support from superiors and co-workers has a negative effect on employee turnover intentions. Conflict in the family can lead to increased employee turnover intentions. This means that social support has a negative effect on employee turnover intentions. This is in line with Utama & Surya (2020) and Kharismawati & Dewi (2016) suggested that social support (supervisors, co-workers, relatives, and friends) had a negative effect on turnover intention.

F. Research Implications

The results of this study have been able to enrich the theory of human resource management, namely organizational justice, organizational climate, social support, and turnover intention. This study has been able to add empirical studies that strengthen previous research and confirm the influence of organizational justice, organizational climate, and social support on turnover intention. These results also imply that to decrease turnover intention, the company's management should improve organizational justice by the workload and profits obtained by the company. In addition, the management should provide appropriate incentives so that turnover intention will decrease.

Organizational climate has a significant negative effect on turnover intention. These results imply that to decrease turnover intention, the company's management should improve the organizational climate which can be done by providing a division of tasks by the position of employees in the company. In addition, the management should involve employees in the ongoing work process so that turnover intention will decrease. In addition, social support has a significant negative effect on turnover intention. These results imply that the management should condition social support so that turnover intention does not occur. This can be done by designing a supportive work environment and implementing policies so that employees can provide support to one another.

Turnover intention is strongly influenced by factors of organizational justice, organizational climate, and social support. If company has increased the factors of organizational justice, organizational climate, and social

support for employees, the turnover intention will be low so that the company's turnover rate is relatively small. By reducing the employee turnover rate, the company gets positive results, including the human resources (HR) department does not only focus on the recruitment and selection process, the workload and overtime hours of existing employees decrease so that costs incurred by the company also decrease, making turnover costs smaller and the company's productivity increases.

Paying attention to turnover intention to improve performance, including assigning specific duties and responsibilities, providing a review of the performance of the employee in question in the previous period, communicating about what employees need to improve performance, providing supervision or assistance to employees, providing training programs and taking opportunities employees to communicate with their superiors. By improving employee performance, the company will get several benefits, including the company can still compete with competitors, strengthen the company's position, the company's internal competitive atmosphere is healthier, and the company's goals can be achieved effectively.

If the company can pay close attention to job satisfaction, organizational commitment, turnover intention, and performance, the result of the business process is profit. Of course, the company's profit will be fulfilled effectively and even exceed the initial target set, so that the welfare of employees is guaranteed and in the future, the business that is run can survive.

G. Research Limitations

The sample used needs to be improved. This is done so that the results obtained can describe the situation in the field holistically. The variable construction used in the research model is simple. In the future, this can be overcome by adding variable construction in the form of mediating and moderating variables. While conducting this research, the researcher felt some limitations because this research took place during the COVID-19 pandemic, as a result of the pandemic the research location carried out WFH which resulted in difficulties in finding the latest data for this study.

V. CONCLUSION

Organizational justice has a negative and significant effect on employee turnover intention. This means that if organizational justice gets better, the turnover intention will get worse, on the contrary, if organizational justice gets worse, the turnover intention will get better too. Organizational climate has a negative and significant effect on employee turnover intention. This means that if the organizational climate is getting better, the turnover intention will be worse, on the contrary, if the organizational climate is getting worse, the turnover intention will be better too. Social support has a negative and significant effect on employee turnover intention. This means that if the social support is getting better, the turnover intention will be worse, on the contrary, if the social support is getting worse, the turnover intention will be even better.

In optimizing organizational justice, organizational climate and employee social support can be implemented by

adjusting employee activities to provide comfort for employees to increase their desire to side with the organization and maintain membership, so that the impact on turnover intention will decrease. Adjusting employee working hours to the applicable rules so that employees do not feel their working hours are excessive, because of the impact on employee turnover intention which is decreasing. Adjusting the work for employees to match their abilities, skills, and staff requirements so that employees feel comfortable while working, refers to the declining turnover intention of employees.

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