

The Effect of Career Development Practices and Organizational Justice on Perceived Organizational Support and Employee Retention

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ABSTRACT

In the current era of globalization, the role of humans in an organization is still dominant, although for certain types of work it has been widely replaced by an information technology-based system. Given the important role of humans (employees/employees) in an organization, management must be able to manage it appropriately, so that experienced and professional human resources do not move or turnover to other organizations. This article reviews Career Development Practices and Organizational Justice on Perceived Organizational Support and Employee Retention. A Study of Human Resource Management Literature. The results of this research library are that: 1) Career Development Practices have an effect on Perceived Organizational Support; 2) Organizational Justice has an effect on Perceived Organizational Support; 3) Career Development Practices affect Employee Retention; 4) Organizational Justice has an effect on Employee Retention; and 5) Perceived Organizational Support has an effect on Employee Retention.

Keywords: Career Development Practices, Organizational Justice, Perceived Organizational Support, and Employee Retention.

INTRODUCTION

In the current era of globalization, the role of humans in an organization is still dominant, although for certain types of work it has been widely replaced by an information technology-based system. Given the importance of the role of humans in an organization, management must manage human resources (employees) appropriately, so that experienced and professional employees do not move or turnover to other organizations.

Employee turnover is an ongoing issue in developing countries. In line with that, employee retention becomes an important topic of how an organization's strategy is in controlling and retaining competent, experienced, and professional employees, so that there is no transfer to another organization (turnover). Organizational growth and development depends on humans as human capital to make the organization bigger. Therefore, the issue of employee turnover becomes a big challenge for organizational leaders.

Many previous studies have stated that the employee retention factor is very important to achieve the organization's vision and mission and to achieve sustainability in the future such as (Martha et al., 2013; Christopher et al., 2019; Pamela et al., 2017). As research

(James & Purba, 2017) reveals that an important factor in retaining and empowering employees is to provide career development. In addition to career development factors, several important and relevant factors that affect employee retention and have been studied by many previous studies include: organizational justice (Pamela et al., 2017; Martha et al., 2013; Ammaria & Bilgihan 2017) and organizational support (Iqbal & Hashmi, 2015; Shah & Muzaffar, 2018; Wijayanti et al., 2015; and Christopher et al., 2019).

Referring to the background of the problem and the limitation of the problem above, the formulation of the problem that will be studied through this research is as follows: 1) Does Career Development Practices affect Perceived Organizational Support?; 2) Does Organizational Justice affect Perceived Organizational Support?; 3) Do Career Development Practices affect Employee Retention?; 4) Does Organizational Justice affect Employee Retention?; and 5) Does Perceived Organizational Support affect Employee Retention?

LITERATURE REVIEW

Employee Retention

Employee retention and employee turnover are two things that should happen in the company and the two things that are opposite to each other, namely how companies retain skilled and qualified employees, and what if skilled and qualified employees leave the company Employee turnover can have a positive impact as well as a negative impact. According to Phillips & Connell, (2004) retention is the percentage of employees who are in the organization and is the opposite of the percentage of employees who leave the company (turnover). A high retention rate is desired in most workflows. the opposite of retention, refers to the percentage of employees leaving the organization for any reason.

Employee retention is a skill created by the company in order to keep employees having the skills to remain loyal to the company (Sumarni, 2011). Meanwhile, according to Neog & Barua (2015), employee retention is said to be a policy and practice used by companies to keep quality employees from leaving their jobs. Winterton (2011), defines employee retention as the key to retaining employees is to create an environment that employees choose to work in and will still be provided with the availability of other job opportunities.

Career Development Practices

Career development is a series of activities throughout life that contribute to the exploration, establishment, success, and achievement of one's career (Dessler, 2015). Through the career development process, employees progress through a sequence of stages, each of which is categorized based on a different set of activities, development responsibilities, and relationships (Greenhaus & Callanan, 2010). There are many career development models. The life cycle model suggests that employees face developmental tasks through their careers and move through career stages. The organization-based model suggests that a career continues through a series of stages. Both of these models show that career development includes employee learning to perform certain activities. Each stage has different activities and relationships both with colleagues and with managers. According to Marwansyah (2012: 208) career development is a series of self-development activities taken by a person to realize his personal career plan. It appears that the concept of career development suggests that employees should make decisions about how fast they want to

progress through the current career stage or at what point they should return to an earlier stage.

Rivai and Sagala (2010) career development is crucial, therefore management can increase productivity, improve employee attitudes towards work and build higher job loyalty. While Mobley (2011) and emphasized by Price (2011) stated that organizations need to provide accurate information about career patterns, opportunities to conduct valid self-assessments, programs and career development opportunities. Career planning is a process through which individual employees identify and take steps to achieve their career goals (Sunnyoto, 2012).

In the concept of career development, there are several aspects that can be assessed, such as the opportunity to achieve something valuable, the opportunity to achieve new things, the opportunity to make employees feel happy and the opportunity to develop skills and abilities. According to Saksono, (2003) career development can be assessed from 4 (four) assessment aspects, namely: 1) Opportunity to achieve something valuable; 2) Opportunity to achieve new things; 3) Opportunity to make employees feel happy; and 4) Opportunity to develop skills and abilities.

Organizational Justice

Organizational justice refers to employees' perceptions of fairness and the impact of these perceptions of justice on what they think, feel, and do at work (Brockner, et al, 2015). Organizational justice describes an employee's individual perception of the treatment received from an organization and behavioral reactions to that perception. Organizational justice can also be defined as a study of equality in the workplace (Fatimah, et al, 2011). The organizational framework refers to fairness and ethical behavior in an organization. In addition (Rineer, et al, 2017) says that organizational justice refers to employees' perceptions of fairness in the organization along with associated behavioral, cognitive, and emotional reactions. The perception of fairness is important because it indicates that employees believe that their treatment in the workplace is not only fair but also ethical and moral (Cropanzano, et al, 2007).

Greenberg & Baron (2010), argue that organizational justice is a person's view of fairness in an organization, including perceptions of how to decide something related to the distribution of expenditures and the perceived fairness of these results. According to Cropanzano, et al (2007) organizational justice is something that moves a person to work effectively, and vice versa if there is injustice in the organization then it can weaken the community, hurt individuals and endanger the organization. There are several dimensions used to measure organizational justice, but in general this research on organizational justice focuses on three main things, namely results, processes, and interpersonal interactions (Cropanzano, et al, 2009).

The benchmark dimensions of the Organizational Justice variable are based on the references put forward by (Colquitt, et al, 2011); Abubakar & Kura (2018); and Robbin & Judge (2015) which consists of 4 (four) benchmark items, namely: 1) Distributive Justice; 2) Procedural Justice (Procedural Justice); 3) Interpersonal Justice (Interpersonal Justice); and 4) Informational Justice.

Perceived Organizational Support

Perceived organizational support (POS) is an employee's perception of the organization about the extent to which the organization values contributions and cares about their well-being (Rhoades & Eisenberger, 2002). According to Benlioglu & Baskan (2014), the perception of organizational support arises for reasons of working conditions and some human resource practices, resulting in the creation of positive employee attitudes and behaviors. Fair treatment, supervisory support, and rewards and comfortable working conditions show a strong relationship with perceived organizational support. If a company wants to maintain and increase employee retention, then the company needs to increase perceived organizational support (Cahyana, 2013). Organizational support theory assumes that organizations should provide rewards for improving employee performance and meeting employees' socio-emotional needs for the organization, developing a belief that the organization values contributions and cares about their welfare. Perceived organizational support comes from one of the traditional theories related to the relationship between employers and employees based on mutual expectations and obligations (Farasat, 2013).

Perceived Organizational Support (POS) is a key concept of organizational support theory which is defined as employees' perceptions of the extent to which organizations care about their well-being and value employee contributions (Rhoades & Eisenberger, 2002). Perceived Organizational Support identifies two types of practice for higher POS development, namely discretionary practices that involve organizational concerns but are not mandated by company policies or union contracts; and human resource practices that symbolize the organization's recognition of employee contributions.

There are several factors that cause the perception of employees to judge favorably on organizational support, namely about fairness, superior support, rewards and working conditions. According to Farasat (2013), there are four factors that can predict organizational support for employees. The four factors are: 1) Fairness; 2) Support from superiors; 3) organizational rewards; and 4) Working conditions.

Based on the study of theory and the relationship between variables, the model or Conceptual Framework of this article in order to build a hypothesis is as follows:

- a. Career Development Research on Perceived Organization Support is based on research conducted by: James, A., & Purba, S. D (2017), and Khan (2017).
- b. Organizational Justice research on Perceived Organization Support is based on research conducted by: Mitchell, J. I., Gagné, M., Beaudry, A., & Dyer, L. (2012), Cheung, M. F. (2013), and Khan (2017).
- c. Career Development Research on Employee Retention is based on research conducted by: Melinde Coetzee.et.al (2015), Jen-Te Yanga.et.al (2012), Joanie Caron.et.al (2020), Sharma.et.al. (2019), Hong.et.al (2012), and Shaheeb Abdul Azeez (2017).
- d. Organizational Justice research on Employee Retention is based on research conducted by: Martha Andrews.et.al (2013), Tarja Heponiemia et.al (2017), Pamela, A, et.al. (2017), and Joohee Lee .et.al (2017).
- e. Perceived Organization Support research on Employee Retention is based on research conducted by: Park, et al (2016), Sugiarto (2018), Prafidya, H. (2017), Praduvoice et al (2017), and Sehresh Iqbal, Maryam Saeed Hashmi (2015).

Conceptual Framework

From the formulation of the problem in writing this article and the study of literature reviews from both relevant books and articles, the framework for this article is obtained as below.

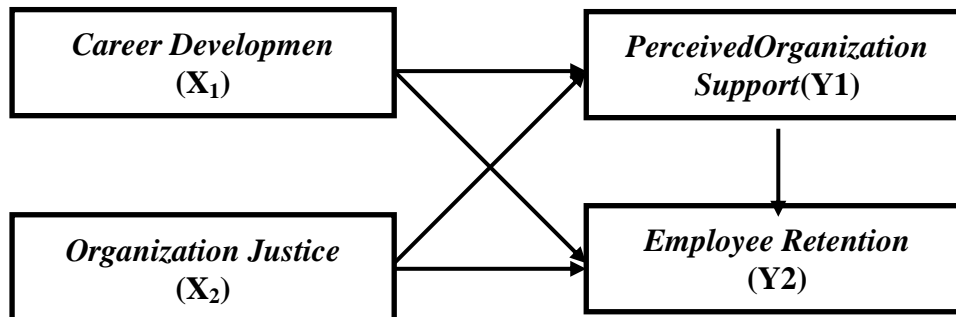


FIGURE1
CONCEPTUAL FRAMEWORK

METHODS

This type of research is library research, which is a series of studies related to library data collection methods, or research whose research objects are explored through various library information (books, encyclopedias, scientific journals, newspapers, magazines, and documents) (Arikunto, 2014). Literature review, literature research is research that examines or critically reviews knowledge, ideas, or findings contained in the body of academic-oriented literature, and formulates theoretical and methodological contributions to certain topics. ((Hapzi Ali. Nandan Limakrisna, 2013). The focus of library research is to find various theories, laws, propositions, principles, or ideas that are used to analyze and solve formulated research questions. The nature of this research is descriptive analysis, namely the regular breakdown of the data that has been obtained, then understanding and explanation are given so that it can be understood well by the reader.

RESULT AND DISCUSSION

1. Career Development Relationship with Perceived Organizational Support

Career development is a component that can influence employee perceptions of organizational support. Employees will assume that with the career development program in the company, the company has paid attention to the future and careers of employees so that employees will be motivated to work more effectively and efficiently in accordance with the rules that have been determined by the company to improve careers in the future. Career development programs are perceived by employees as company support for the existence and future of employees. Implicitly management experts such as Mobley (2011), Mondy (2010), and Mathis and Jackson (2006), state that the existence of a career development program is a form of company support for employees or it can be said that Perceived Organization Support has an effect on employee Career Development. .

In line with the researchers above, the results of one of the research analyzes conducted by James, A., & Purba, S. D (2017), and Khan (2017) also confirm the opinion of experts that

in general Career Development can affect Perceived Organizational Support or in general In general, career development programs carried out by companies will affect employees' perceptions of company support.

2. Relationship between Organizational Justice with Perceived Organizational Support

Organizational justice is a corporate social responsibility towards its employees. Organizational justice can change employees' perceptions of the company's support for their employees. Employees' perceptions will be influenced by four factors, namely procedural justice, distributive justice, interpersonal justice, and informational justice. As stated by Brockner, et al (2015), Fatimah, et al (2011), Colquitt, JA (2011), Ivancevich, et al (2013), and Greenberg & Baron (2010) that organizational justice is closely related to employee perceptions of Organizational Support.

This is in line with what other researchers such as Mitchell, JI, Gagné, M., Beaudry, A., & Dyer, L. (2012), Cheung, MF (2013), and Khan (2017) suggest that in general, Organizational Justice either directly or indirectly affect Perceived Organizational Support.

3. Career development relationship with Employee retention

One of the factors that can affect the level of employee retention in a company is the existence of a good career development program in the company itself. Employees feel they have hope and future to stay longer in the company because the career development program provided by the company is very attractive to them. This is as stated by experts such as Mathis and Jackson (2006), and Mondy (2010).

The influence relationship between career development variables and retention in the company was also confirmed by the results of research conducted by Joanie Caron, et.al (2020), Sharma, et.al (2019), Hong, et.al (2012), and Shaheeb Abdul Azeez (2017), Hira Fatima (2017), Marjorie Armstrong, et.al (2015), Sikawa, Gideon Yona, (2020), Daisy Ofosuhene Kwenin, (2017), and Ravi, et.al (2018). The factors that affect retention continue to be analyzed by researchers from various dimensions such as rewards, career development opportunities, supervisor support and work environment have a positive relationship with employee retention and organizational competency development with employee retention, resulting in a conclusion that Career Development has a significant effect on Employee Retention.

4. Organizational justice relationship with Employee retention

Employees' perceptions of fairness in the organization will affect employee retention in the company. The perceived fairness of employees such as salary or promotions received by employees from the organization, existing regulations in the organization, punishment, behavior of company leaders in carrying out their decisions and fairness of information obtained by employees. If the employee's perception of the practice of fairness in the organization is perceived as good, it will naturally affect the level of employee retention in the company. This is as stated by experts such as Brockner et al. (2015), Fatimah et al (2011), Farahbod (2013), Colquitt, JA (2011), Rineer et al., (2017), Ivancevich, et.al (2013), Greenberg & Baron (2010), and Mathis and Jackson (2006). Experts generally say that

Organizational Justice is one of the factors that can affect the level of Employee retention and Turnover Intention of employees in the company.

The significant effect of organization justice on employee retention is also analyzed by Pamela, et.al (2017) with a research focus examining various individual and organizational factors that distinguish graduates from living in child welfare using a prospective design and data from the Kentucky Cabinet for Health and Family Services (CHFS). And by Joohee Lee, et.al (2017) with an analysis focus to find out how professional organizational culture and coping strategies (control coping and avoidance coping) are related to workers' intentions to remain employed in child welfare. The results of these two different studies further confirm that organizational justice has a significant effect on employee retention.

5. Relationship between Perceived organizational support and Employee retention

Perception of organizational support is an employee's perception of the organization where he lives. Fair treatment, supervisory support, rewards and favorable working conditions show a strong relationship with employee perceived organizational support. Perceived organization support is closely related to employee retention and employee turnover intention in a company. This is as stated by experts such as Rhoades & Eisenberger (2002), Cahyana (2013), Farasat (2013), Robbins and Judge (2015), and Mathis and Jackson (2006), that according to them in general either directly or indirectly Perceived Organization Support directly affects employee retention and employee turnover intention.

The opinion of the experts above is confirmed by the results of the same study conducted by researchers such as Sehresh Iqbal, Maryam Saeed Hashmi (2015), where this study aims to study the effect of perceived organizational support on employee retention by mediating psychological empowerment. Research conducted by Mahpara Shah, Muzaffar As (2018), with the main analysis to determine the effect of intrinsic and extrinsic motivation on employee retention. Simultaneously, this study also examines the mediating role of perceived organizational support on the motivation-retention relationship. Research conducted by Wijayanti, et.al (2015) with the aim of knowing the relationship between perceived organizational support (POS) and retention of PKWT employees of the Petikemas Pier Project of PT. PP (Persero) Jakarta. The three studies yield a mutually reinforcing conclusion that there is a positive relationship between perceived organizational support (POS) and employee retention.

This article discusses the effect of Career Development Practices and Organizational Justice on Perceived Organizational Support and Employee Retention. Apart from Career Development Practices and Organizational Justice which affect Perceived Organizational Support and Employee Retention, there are many other factors including:

- Work quality:(Elmi & Ali, 2017),(Agussalim et al., 2016), (Prayetno & Ali, 2020b).
- Knowledge:(Desfiandi et al., 2017), (Prayetno & Ali, 2020a), (Mukhtar et al., 2016),
- Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Ali et al., 2016), (Elmi et al., 2016).
- Supply Chain / Supply Chain Management: (Harini et al., 2020), (Desfiandi et al., 2019), (Sulaeman et al., 2019), (Mappesona et al., 2020).

- Work Motivation: (Riyanto et al., 2017), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Aima et al., 2017),

CONCLUSSION AND SUGGESTION

Based on the formulation of the article, the results and discussion that are reviewed and discussed in this article, it can be concluded that to build a hypothesis for further research, namely: a) There is an influence of Career Development on Perceived Organizational Support; b) There is an influence of Organizational Justice on Perceived Organizational Support; c) There is an effect of Career Development on Employee retention; d) There is an influence of Organizational Justice on Employee retention; e) There is an effect of Perceived Organizational Support on Employee retention.

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect employee retention at all types and levels of the organization, therefore further studies are needed to complement what other factors can affect employee retention. .

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