

## Turnover Intention : Effects of LMX, Career Development, and Employee Engagement In Case of Banking

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### ABSTRACT

Turnover intention has become primary challenge to the banking sector in the competitive business environment, while employee as gold asset strongly have to be retain due to availability of job vacancy today. This study aims to determine the effects of leader-member exchange, career development, and employee engagement in helping company to retain their employees by mitigates the level of turnover intention. In the quantitative approach, the sampling technique have used stratified proportionate random sampling, and questionnaires distributed physically as information. We received 152 feedbacks, then the data were analyzed by assisting PLS 3.0.9 Software through the technique of SEM. We found that three hypothesis are in line with expectation, and two of them are rejected.

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## 1. Introduction

Layoffs of employees carried out in various banking companies during COVID 19 has encouraged persons employed to fully dedicate themselves (Hidayat et al., 2021), because the company who didn't choose to sack their employees in this situation realized that it is difficult to find new potential employees as replacement in the normal situation due to large amount of money will spending on it (Shen et al., 2020). According to Westover (2014), usually employee turnover will cost around USD 9,999 and it doesn't guarantee the company have recruited persons who able to adapt quickly, and work as expectations (Maaitah, 2018). In the banking company that we were observed, we earn several information includes lack of communication among leaders and their subordinates because of traumatic COVID 19, so that it was triggers misunderstanding and conflicts at work. Further, it also created high sensitivity to the transparency of career development, because most of them felt unprioritized at this time.

Intention of employees to out often triggered by the quality of relationship among leaders and subordinates, as bad as the relationship thus as high that risks (Yuliani et al., 2021). In this context, leaders play an important role in encouraging and motivating employees met organizational expectations (Lebrón et al., 2018). The quality of relationship among leaders and subordinates in the concept of leadership is termed of Leader Member Exchange (LMX). Liden and Maslyn (1998) defines LMX as the quality of the relationship that does not generalize all its members, where the leader distinguishes certain groups on the basis of each individual's ability, so that some are prioritized (*in-group*) and other not prioritized (*out-group*). Poor relationship quality among leaders and subordinates risks to reducing productivity, harmonization of the work environment, and even career discrimination (Eisenberger et al., 2010).

Huang et al (2021) found that LMX has a negative and significant effect on employee turnover intention amid COVID 19, while that effect also found by Hashmi et al (2019) in the pre-COVID 19 situation. Both results meant that the higher quality of relationship between leader and subordinates will mitigates intention to exit, it is due to employee will instill a sense of attachment and enthusiasm for the success of the organization (Hashmi et al., 2019; Huang et al., 2021). In the other side, LMX found has a positive and significant effect to strengthen employee engagement (Jin & Mcdonald, 2021), These results also support the previous finding of Stresow (2020). Both result indicates that the leader will instill confidence to subordinates, which make they become enthusiastically dedicate themselves to the company as a result of the high quality of relationships, as well as the openness of career development opportunities provided by leaders

and management in general (Jin & Mcdonald, 2021; Stresow, 2020). On the other hand, the intention of employees to leave voluntarily is also due to prospects and openness opportunities for employee career development (Zahari et al., 2020), in which employees are really taking care with it as self-recognizing (Dassanayake, 2022). H1: LMX has a negative and significant effect on turnover intention, H2: LMX has a positive and significant effect on employee engagement

Career development is one of the key factors that employees consider, because openness and clarity of career paths will motivating employees' to be enthusiasm to show their best abilities (Stresow, 2020). Career development is defined as an effort or program made by the company to improving the quality and capabilities of employees in order to provide opportunities for higher functions and roles in company future (Kim, 2002). Study of Bawono and Lo (2020) found that career development significantly influences turnover intention. Meaning that when employees get the opportunity for self-development, they will be loyal and focused on helping the organization to attaining vision. Employees will also feel fully attached, and to be enthusiasm in answering challenges. Truss et al (2017) stated that employees who feel challenged to prove themselves, will be more likely to stay for a long time and feel engage, has a strong emotional attachment, and responsible for the company's success (Bawono & Lo, 2020; Zahari et al., 2020). H3: Career development has a negative and significant effect on turnover intention, H4: Career development has a positive and significant effect on employee engagement

Kahn (1990) is the first person that introduced the concept of employee engagement, and it was became an important part of the company's success in maintaining its gold assets. Employee engagement is different from organizational commitment, where organizational commitment is simply the desire of an employee to maintain membership for a long time, while employee engagement is more than that (Kahn, 1990), employee engagement relates to their enthusiasm, level of morale, and their appreciation of the company's orders, where employees who has feeling strong engage to the company will be more easily motivated and directed (Eisenberger et al., 2010; Kahn, 1990; Truss et al., 2017). Employee engagement also give a lot of benefit to the organization in terms of morale which motivates them to reduce or even eliminate the desire to leave in the near future (Zahari et al., 2020), but will creating innovativeness (Faisal et al., 2021). Bawono and Lo (2020) in their research stated employee engagement has a significant and negative effect on turnover intention. Several studies also support that finding, in which keeping employees engaged with the organization is an accurate way to mitigate the level of turnover intention (Ekel et al., 2019; Wayan & Ni Putu, 2020; Zahari et al., 2020). H5: Employee engagement has a negative and significant effect on turnover intention

## 2. Methods

The study design is explanatory research throughout quantitative approach (Sekaran & Bougie, 2016), and stratified proportionate random sampling technique was used to accumulate population generally, in which fourteen division are includes. In establishing sample size, table of Krejcie and Morgan (1970) used as references, and as many as 152 samples established are expected to generalize population. Participants directed to the permanent employees of regional banking.

In terms of measurement scales, *leader-member exchange* (LMX) is measured with ten items was developed by Liden and Maslyn (1998) then Maslyn and Uhl-Bien (2001). *Career development* was measured through twelve items originally developed by Kim (2002) then it revised by Dassanayake (2022). In the variable of *employee engagement*, the study use four items that revised by Jin and Mcdonald (2021). While, *turnover intention* is also measured through four items that revised by Lakshani and Weerasinghe (2020). Further, *Likert* scale (1= strongly disagree to 5=strongly agree) will adopting on each item to ease participants give their responses. Regarding questionnaire feedbacks, this study received as many as 136 completes data, then analyzed by assisting Smart PLS 3.4 to find out descriptive items and structural equations model (SEM) (Hair et al., 2014).

## 3. Results And Discussion

In this study, 100% participants are Muslim, with the details 59,55% of them are man, and 40,45% are woman, with married status recorded 85,30%, 12,50% are single, and 2,20% widow/widower. Most of them ages ranging 31-40 years as many as 51,47%, while 16,92% ranging 21-30 years, and 31,62% up to 40 years.

The majority of participants earn monthly up to IDR 8 million recorded as many as 55,14%, 33,82% ranging IDR 5\* to 8 million, 10,29% ranging IDR 3 to 5 million, and 0,65% have an income less than IDR 3 million. Our participants education background dominated by bachelor degree as many as 83,70%, 8,06% completed master, and 8,87% are diploma III, in which 65,44% have worked as long as 10 years above, 24,26% have worked ranging 5 to 10 years, 9,55% are 1 to 5 years, and 0,65 less than a year. The majority of participants state their work placement match with an expectation and recorded 95,58% were on it, then only 4,42% were stated unmatched. Related work promotions argument, as many as 44,11% were stated ever, 29,42% are never, and 26,47% were stated ongoing.

**3.1 Descriptive Results**

In terms of descriptive results, all participant responses were calculated properly with frequency distribution by mean value chosen as reference scores, then it summarized variably based on each item. Table 1 below explains,

**Table 1.**  
Descriptive

	Mean Average
Turnover Intention	2,455
Career Development	3,741
Employee Engagement	3,876
LMX	3,726

According the table 1, the highest score of mean average was employee engagement by 3,876, it indicates that the indicators proposed have represented what employees recognizing related engagement power. Meanwhile, The LMX score 3,726 indicates that the quality of relationship among leaders and members classified high and can be stated no problem. Next, turnover intentions responses 2,455 indicates the employee in doubt situations and classified high, there are some parts in employee psychology took strong role to the employee intentions today. Further, career development score is 3,741 and meaning company efforts has a quite good to the employee development, but we found there are more than 50% employees in sequences to the actual promotions. We assume, COVID 19 situations made the company strategies change to the healthy cashflow and balance, so that promotion have to be hold for a while until all can stated clear.

**3.2 SEM-Results**

In the SEM process, the data were returned been calculated through dual technique including PLS algorithm and bootstrapping. In regard to calculation of algorithm which aims to ensure the model accuracy, we refers to the prerequisites by Hair et al (2010), to the CA, CR, AVE, and R<sup>2</sup>. Table 2 explains that the value of R<sup>2</sup> to the employee engagement (0,613) indicates the conceptual model categorized moderate, which is simultaneously career development and LMX affects employee engagement as many as 61,3%, meaning that if the company want to mitigates turnover intention, the first important elements should be checked is the quality of leader and followers, then company efforts to the employee careers.

**Table 2.**  
Model Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	R Square
Career Development	0,909	0,926	0,581	
Employee Engagement	0,904	0,926	0,675	0,613
LMX	0,921	0,936	0,646	
Turnover Intention	0,890	0,924	0,753	0,342

Further, as simultaneously LMX, career development, and employee engagement affects turnover intention as many as 34,2%, which mean if the company want to mitigates turnover intention, those variable need to considering seriously due to the amounts of affection quite large and categorized moderate model. Regarding validity and reliability of the variables, it can conclude that there is no problem related Cronbach alpha, composite reliability, and average variance extracted by the score of each variable greater than prerequisites. Further, to answering hypothesis of the research, the requirement as references is two-tail test, in which t-value should greater than 1,96 and p-value ≤ 0,05, while original sample score used to state the



directions of relationship. When all requirements are fulfilled that the hypothesis declared supported, and vice versa (Hair et al., 2010). Below table 3 explains.

**Tabel 3.**  
Path Results

	Original Sample	Sample Mean	Standard Deviation	T Value	P Value
LMX -> Turnover Intention	-0,125	-0,120	0,110	1,138	0,256*
Career Development -> Turnover Intention	-0,010	-0,011	0,113	0,086	0,931*
LMX -> Employee Engagement	0,215	0,207	0,070	3,100	0,002
Career Development -> Employee Engagement	0,613	0,618	0,062	9,938	0,000
Employee Engagement -> Turnover Intention	-0,487	-0,486	0,107	4,535	0,000

Note: \* = not significant

Table 3 shows the direct effects among variables in this study. LMX found didn't significant effect on turnover intention with t-value of 1.138 and p-value of 0.256, thus stated H1 rejected. In terms of research findings and analysis, the quality of the relationship among leaders and subordinates stated quite high and good, but it still doesn't affect the employee's intention to exit. The author argues that the employees who have worked for more than 10 years and have a bachelor's degree are considered as well-established and professional employees, in which their intention sometimes depending on their desire to find a bank with a higher reputation. Meanwhile, it is also indicated that the leader words and promises to employees may not be fully realized.

The justification for these findings is reinforced by the opinion of Zhang et al (2014) which states that most leaders motivate employees through promises of achievement bonuses, and career paths when they are able to achieve or even exceed the expectations of the leaders, and when those promises cannot be realized, employee will do contrary action such as intention to quit. The findings of Burns (2016) also support the justification, in which employees who feel their professionalism and dedication are higher than their leaders, they tend toward sensitive to the company situation. Westover (2014) also states that most employees who leave the organization are well-established employees and are able to meet all their expectations. This result is not in line with the research findings of Alhashmi et al (2018) and Huang et al (2021), these two results confirm that the high quality of the relationship between subordinates and leaders contributes greatly to the mitigation of turnover intention.

Career development found didn't significant effect on turnover intention with t-value of 0.086 and p-value of 0.931, meaning that H2 rejected. The result indicates that develop or not employee career will not affect employee intention to quit, even employee who stuck in their career' will be stay at the company. We argue that today conditions there are no choices and limited job opportunities. Then, we also argue that career development program standing still doesn't meet employee expectations, in which there are still 40 employees recorded who have not been promoted at all to date, while they are classified established.

The findings of this study are not in line with the findings of Dassanayake (2022) and Ramli (2019) which stated that career development directly affects and contributes greatly to mitigating turnover intention. To support this finding, the authors refer to the research of Karatepe and Olugbade (2017) which states that the seriousness of career development programs provided by the company doesn't guarantee employee career satisfaction, and that career satisfaction has a big impact on employees' intentions to seeking for a new job. Furthermore, the findings of Horton et al (2017) state that a good banking career development program does not guarantee employees who feel established to survive, because of their desire to choose a bank that has a high reputation.

LMX found has a positive and significant effect on employee engagement with t-value of 3.100 and p-value of 0.002, thus stated H3 supported, it means that the higher relationship quality among leaders and subordinates at the company, so the higher employee engagement to becoming more professional, dedicating themselves wholeheartedly to help the progress of the company success. This finding indicates a high sense of pride in employees working at the company, this feeling of pride and pleasure driven by the competence of leaders and colleagues, appropriate work placements, and monthly income which greater than IDR 8 million which can be considered high enough for standard of living in the area.

This finding are in line with the researches of Huang et al (2021), Praduswara et al (2018) and Stresow (2020) which found that LMX significantly positively affects employee engagement, they assert that a

harmonious leadership approach will build employee admiration, and encourage to dedicate themselves to be better. The findings in our research also point it out, in which friendly leadership approach will makes almost every employee feel prioritized, comfort, and feel happy at work then lead to strong engagement. Huang et al (2021) stated most employees who feel happy at work will receive more recognition and rewards from the company, then it impact on strong emotional attachment to the company, and has an affective commitment to innovative performance (Games et al., 2022).

Career development found has a positive and significant effect on employee engagement with t-value of 9,938 and p-value of 0.000, meaning that H4 supported. This result driven by connection opportunity and work with great people provided by the company was proven encourage employee to work with full energy towards self-improvement, a sense of enthusiasm to develop, and participate in training activities and seminars to achieve their career goals. In line with that, the majority of present employee are well-established, with ages ranging 31-40 years old, completed bachelor's degree, and have worked for more than 10 years. So that openness career program and connection to great persons will push them to have a strong engagement to achieved better positions.

Steeb et al (2021) argue that education and work experience greatly affect employee expectations of company awards in terms of careers. Our result support the research of Bekmezci et al (2022), which stated that employees will be more enthusiastic to achieving their career goals when they have an opportunity to develop themselves. The findings of this study also in line with Adithya et al (2020) and McAleavy et al (2021), which confirms that dedication and enthusiasm of employees within an organization is greatly influenced by the extent to which the company provides well-being and have desire to thrive employee in life, then career in organizations.

Employee engagement found has a negative and significant effect on turnover intention with t-value of 4,535 and p-value of 0.000, thus stated H5 supported. Several reasons that drive this finding is the pride, enthusiasm, and happiness of employees when they are often involved in work have identified, in which it encourages employee to give more efforts to company success, until they are really has no intention to quit in the near future. In line with that, we also assume that the majority of employees who are married will prefer to stay due to need income to their family in COVID 19 situations (Pre-and Post), and recognize if work placement already matched.

This finding are in line with the findings of Oktavio et al (2020) and Sánchez-Cardona et al (2021) which confirm that the desire of employees to leave an organization will be low when they are often involved by the company in terms of tasks and strategic decisions. In the other side, we argue that employees who feel engaged will be seen from the extra effort they put in, so they will work beyond what they should be assigned, and automatically has a strong loyalty. Another support by Sarmawa et al (2020), which clarify that employee engagement is a strong determinant in mitigating turnover intention, in which a sense of attachment will guarantee employee commitment .

#### 4. Conclusion

Research findings that state low contribution of LMX and on turnover intention at the company indicate that there are need to increase the professionalism of leadership related to their words, because this study detects that there is a lack of leadership involvement in work assignments. Meanwhile, the current employees can be categorized as well-established, experienced, and very vulnerable. If this continues without serious handling, we stated the company will be at risk of losing their best employees. Research findings on career development on turnover intention in this study indicate that the demands of employees to be promoted are high, where there are still many job promotions that have not been realized, and many employees who have never received job promotions. If there is no anticipation related to this, it will have an impact on the growth of employees' intentions to leave the company and look for new jobs that can realize the wishes of the employee. The opportunities provided by the leadership to subordinates regarding the openness of opportunities to work with great people in the external and internal environment have a very large impact on employees' feelings of pleasure and happiness at work, and encourage them to be more enthusiastic to develop, learn, and give their best performance. Employee engagement was found to be a strong predictor in mitigating employee turnover intention, therefore it is important to maintain this by providing more challenging and inspiring work assignments, because experienced employees will be more likely to challenge



themselves to be able completing their task, and contribute greatly in strategic decision, so that they sure to achieving their desired career goals and lead them to stay.

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