Professional Turnover Intention in Indonesia: Perceived Effects of Organizational Support, Burnout, and Organizational Justice

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Abstract

The importance of this research, which is sourced from several relevant references, states that the turnover rate from all sectors, both public and private, (Mercer, 2019) especially the banking sector experienced high turnover or resignation. Therefore, the researcher proposes the factors that become the main consideration of employees acting on the intention to move or leave. Indicated these factors are perceived organizational support or supervisor support, burnout (high stress, emotional stress, depersonalization, reduced personal achievement, procedural justice, distributive justice, and interpersonal justice). Perceptions of organizational support, burnout, and organizational justice on professional turnover intention in Indonesia. The design of this study uses a quantitative approach. The method of determining the sample uses professionals working in the Indonesia area using the purposive sampling technique which will be analyzed using the SEM-PLS method. The findings of this research model are that the perception of negative support has a negative effect on the intention to move, saturation has a positive effect on the intention to move, and organizational justice has an effect on the intention to move.

Keywords: burnout, organizational justice, perceived organizational support, turnover intention.

1. INTRODUCTION

Hiring trends in 2020 are expected to slow by 36 percent and the company plans to add 43 percent from 2019. Considering the turnover and expansion rates there will be 52,000 employees moving in and out of the company. The industry with the highest increase in the workforce is the financial services and technology industry (Mercer, 2019). The turnover rate in the life insurance industry is quite high and it continues to seek recruitment to meet company demands (Dewi, 2020). Since the pandemic, the turnover phenomenon has occurred in the public and private sectors. Data from the Salary Survey published (Warta Ekonomi.co.id, 2019) states that the highest turnover is in the technology sector with 31 percent of employees remaining, Sales and Marketing sector, with 28 percent of employees remaining, Accounting and Finance, 17 percent, Banking, and Financial Services 33 percent of employees want to move, the Human Resources sector 25 percent of employees stay or want to move, and the Legal sector 40 percent want to move with career path motivation. The average employee staying or wanting to change jobs from all of these sectors is less than 2 years.

These phenomena are proven based on the results of a survey of a consumer goods company in Indonesia from 326 respondents, that 54.29 percent of workers will remain, while 45.70 percent of other workers have the potential to resign (Rostiana & Kristanti, 2020). The phenomenon of turnover is a natural thing that occurs in every company, but high turnover rates will certainly reduce company performance, especially requiring high training and development costs for recruiting new employees (Perreyer et al., 2010). To improve performance and reduce high recruitment costs, it is important for companies to be able to control turnover rates because in the last few decades, turnover has become an important issue for business continuity (Thanacoody et al., 2014). Turnover occurs because employees leave at the company's request, and employees leave on their own initiative (Jeffry, 2015). Intention to leave or resign because of their desire and willingness to cut off their membership relationship (Radebe & Dhurup, 2015), because employees who feel there is a disturbance in every activity will reduce work productivity and are willing to leave (Cascio, 2010).

Previous studies have studied turnover intention, such as: (Affini & Surip, 2018; Avanzi et al., 2014; De Clercq & Belausteguigoitia, 2017; Hakim & Sugiharjo, 2018; Hartono & Sutanto, 2014; Kim et al., 2017; Mosadeghrad, 2013; Nasution Irfan, 2017; Soelton & Atnani, 2018), there are many other studies that discuss the intention to resign or move from one company to another. In addition, there are factors that influence turnover intention, such

as research (Tnay et al., 2013) which reveals that turnover intention is affected by job satisfaction. Meanwhile, the research developed (Srivastava & Agrawal, 2020) found that burnout and tenure affect employees' intention to leave, and conversely perceptions of organizational support reduce employees' intentions to leave the company. Hussain & Khan, (2019) when a company is able to create procedural justice (Abu Elanain, 2010; George & Wallio, 2017), distributive justice (Abu Elanain, 2010; George & Wallio, 2017), informational justice, and interpersonal justice (Nadiri & Tanova, 2010) and (Meisler, 2013) emotional intelligence can control the intention of employees to keep working and not intend to change jobs. Mosadeghrad, (2013) employees who experience job stress will increase the desire to act to leave the company, and (Avanzi et al., 2014) even then occurs when employees feel high emotional exhaustion, (Kaur & Randhawa, 2020) but it is different when employees get support from the supervisor will form a positive attitude of employees to keep working and survive.

Although from the many studies that have been discussed, finding turnover intention can be controlled so as to improve company performance. However, several other studies have found different things, such (Kim et al., 2017) that organizational culture and job dissatisfaction (Kashif et al., 2017) lead to employee intention to resign from the company. In addition, (Rawashdeh & Tamimi, 2019) the availability of training and organizational support cannot prevent employees' desire to leave the company. Meanwhile (Hofstetter & Cohen, 2014) the company in carrying out career development supported by colleagues does not make the employee persist in carrying out his duties and responsibilities in his current workplace (Lu & Gursoy, 2016) and of course also influenced by a decrease in professional effectiveness. Companies are considered to be interpersonally and distributively unfair when employees feel less cared for, respected, and underappreciated and resulting in high intentions to leave the company (George & Wallio, 2017; Hussain & Khan, 2019). This is confirmed by (Meisler, 2013) perceived organizational justice does not always make employees stay at work and have a strong desire to change jobs.

From the discussion of the gap phenomenon and the research gap that has been described the factors that influence turnover intention, which are important factors that become the main consideration for employees to keep working or resign from the company, relevant research topics can be proposed in building an empirical model. These factors are perceived organizational support as important in influencing turnover intention (Alshammari et al., 2016; Kaur & Randhawa, 2020; Madden et al., 2015; Rawashdeh & Tamimi, 2019; Wong & Wong, 2017), because of the effects of the ongoing pandemic, some employees feel the company's lack of support. The organizational justice factor is also an important factor to be studied in the context of a pandemic because the lack of company support felt by employees indicates organizational injustice, both procedural justice (Abu Elanain, 2010; George & Wallio, 2017), distributive justice (Abu Elanain, 2010; George & Wallio, 2017), Informational justice (Hussain & Khan, 2019), interpersonal justice (Nadiri & Tanova, 2010). Especially the most important factor in the phenomenon of high turnover intention is the burnout factor, because it is the most crucial for mental and physical disturbances of employees such as emotional exhaustion (Avanzi et al., 2014; Campbell et al., 2013; Choi et al., 2012; Elçi et al., 2018; Kyei-Poku, 2019), stress (Chan Yin-Fah et al., 2010; Mosadeghrad, 2013; Soelton et al., 2020), reduced achievement (Campbell et al., 2013; Choi et al., 2012), depersonalization (Campbell et al., 2013; Choi et al., 2012; Elçi et al., 2018), decreased professional effectiveness (Lu & Gursoy, 2016).

2. LITERATURE, FRAMEWORK, AND HYPOTHESES

2.1. Perceived Organizational Support and Turnover Intention

TRA (Ajzen & Fishbein, 1975) and TPB (Ajzen, 1985, 1987) are conceptual models closely related to the intention to leave a company. (Ajzen, 2011) defines intention as the best predictor between attitudes and behavior for the desired action. Mathis & Jackson (2011) intention to leave is the intensity of an individual's desire to leave the company for various reasons that lead to the intention to leave (get a better job). Robbins and Judge, (2015) intention to leave is the tendency of employees to have the possibility of leaving the company either voluntarily or involuntarily. Mobley (2011) intention to leave is defined as the result of an individual's evaluation of his relationship with the company but has not yet been realized in concrete actions.

Mobley (2011) builds dimensions to form a turnover intention, namely: 1) the desire to leave (high absenteeism and absenteeism behavior before determining the attitude to leave); 2) job search (the desire to find another job, generally to earn additional income); and 3) thoughts of leaving (think before taking an exit stance, deciding to leave or stay). Elçi et al., (2018) used 3 aspects to measure turnover intention, namely: 1) leaving the company at the first opportunity; 2) often thinking about leaving; and 3) actively looking for another job. Choi et al., (2012) used 4 aspects in measuring intention to quit work, including 1) currently looking for a new job; 2) is considering another job; 3) may be able to find a new job; 4) must change the purpose of life for the better.

Meanwhile, the perception of organizational support is measured using the following aspects: 1) supervisors help to do their job well; 2) supervisors help to handle work smoothly; 3) supervisors help achieve high work performance; and 4) supervisors are interested in CSR welfare (Choi et al., 2012). Mathis & Jackson, (2011) define

organizational support as support received from the organization in the form of training, equipment, expectations, and a productive work team. Likewise (Robbins & Judge, 2015) also defines organizational support as when the organization faces a dynamic and changing environment so that the organization adapts. Turnover intention is predicted to have a strong relationship with perceived organizational support (Avanzi et al., 2014; Kaur & Randhawa, 2020; Newman et al., 2011; Srivastava & Agrawal, 2020). As well as the research model developed by (Alshammari et al., 2016; Elçi et al., 2018; Hofstetter & Cohen, 2014; Madden et al., 2015; Wong & Wong, 2017) found a negative influence on perceptions of organizational support on turnover intentions. On this basis as a reference in building a research model, it can be indicated that:

H1: Perceived organizational support has a negative effect on turnover intention.

2.2. Burnout and Turnover Intention

Burnout is a feeling that is more than sad or having a bad day, where this situation occurs for years related to a job, and can lead to very crisis situations in life (Maslach, 2005). Burnout is a psychological process caused by work stress that cannot be released, causing emotional exhaustion, changes in personality and feelings as well as decreased achievement (Gibson et al, 2011). Too much work or frequent frustration at work can lead to physical and emotional exhaustion syndrome. This syndrome is called burnout. Burnout is a work condition that causes a negative stress reaction with psychological and behavioral components (Elliott et al., 2004). Burnout is a negative psychological response to stress that has characteristics: of emotional exhaustion reduced ability to complete tasks, and depersonalization (Cordes & Dougherty, 1993; Choi et al., 2012; Campbell et al., 2013; Elci et al., 2018).

Herda & Lavelle, (2012) in their study of burnout uses 3 dimensions including emotional exhaustion, decreased personal achievement, and depersonalization, and there are 3 aspects to measure burnout (feeling emotionally drained, feeling tired at the end of the week, and feeling tired with work). Choi et al., (2012) also used these 3 dimensions in their study (emotional fatigue, depersonalization, and reduced personal achievement). Several studies have found that there is a positive influence between burnout on turnover intention (Avanzi et al., 2014; Campbell et al., 2013; Choi et al., 2012; Elçi et al., 2018; Kyei-Poku, 2019; Mosadeghrad, 2013; Santhanam & Srinivas, 2019; Srivastava & Agrawal, 2020; Willard-Grace et al., 2019). On this basis as a reference in building a research model, it can be indicated that:

H2: Burnout has a positive effect on turnover intention

2.3. Organizational Justice and Turnover Intention

Organizational justice is organizational science research focused on employees' perceptions and judgments about the fairness of organizational procedures, principles, and decisions. The essence of fairness is that employees compare effort and rewards received with other colleagues in the same work situation (Gibson et al., 2011). Robbins & Judge, (2015) organizational justice is the overall perception of what is fair in the workplace, with the extent to which individuals believe in the results received and the way individuals are treated within the company fairly, equally, and in accordance with expected moral and ethical standards, which has been applied to investigate various organizationally relevant behaviors and behaviors.

Greenberg (2010) defines organizational justice as employees' perceptions of organizational justice, consisting of perceptions of how decisions are made regarding distributive justice, procedural justice, and the fairness that people perceive from the outcomes themselves. Meanwhile, (Brockner et al., 2015) state that 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. Salehi et al., (2014) organizational justice is the extent to which the design of organizational arrangements offers the same level of equality and fairness. Hussain & Khan, (2019) in their study of organizational justice uses the dimensions: of procedural justice, distributive justice, and informational justice, (Nadiri & Tanova, 2010) as well as interpersonal justice. Previous studies have conducted many studies on organizational justice and turnover intention (Abu Elanain, 2010; Bal et al., 2011; George & Wallio, 2017; Hussain & Khan, 2019; Kim et al., 2017; Meisler, 2013; Nadiri & Tanova, 2010; Poon, 2012) stated that organizational justice has a negative effect on turnover intention. On this basis as a reference in building a research model, it can be indicated that:

H3: Organizational justice has a negative effect on turnover intention.

3. RESEARCH METHODS

3.1 Research Design

This study uses a descriptive and quantitative approach. Shields & Rangarajan (2013) descriptive research is a description of a population or phenomenon, (Sekaran & Bougie, 2013) by describing the profile, characteristics, or relevant aspects of the variables observed in research, whether related to humans, organizations, industrial, or otherwise. The description of the population or phenomenon is measured using a quantitative approach (Cooper

& Schindler, 2014) which measures behavior, opinions, or attitudes, in response to questions related to how much, how often, when, or who.

3.2 Population and Research Sample

The population of this research is employees or professionals who work in Jakarta, where this type of research has characteristics that have not been described with certainty. So using the assumption (Hair et al., 2013) that to determine the number of samples using SEM-PLS requires a minimum of 5 times the number of formative/reflective indicators forming constructs. On this basis the minimum sample is 100 samples and the maximum is 200 samples. Determination of the sample using purposive sampling technique, namely the selection of respondents intentionally based on their ability to explain certain themes, concepts, or phenomena (Robinson, 2014). The sample criteria are employees or professionals who are working for at least 6 months. Primary data collection using google form (questionnaire), the researcher will submit a control statement to obtain a proper research sample and in accordance with the sample criteria.

4. RESULTS AND DISCUSSION

This research model is about Perceived Organizational Support, Burnout, and Organizational Justice on Professional Turnover Intention in Indonesia. After distributing the questionnaires in accordance with the criteria and the number of samples that have been determined. The results of the distribution of questionnaires that are acceptable and feasible for testing using the SEM-PLS approach with the SmartPLS program are 137 respondents. The description of respondents based on their characteristics and the results of their responses will be described in the explanation.

4.1. Descriptive Analysis Results

Descriptive analysis of respondents describes a description of the characteristics of respondents in accordance with the criteria of the population and the selected sample. The description of respondents include: gender, age, occupation, position, and last education.

Table 1 Characteristics of Respondents by Gender

Characteristics	Amount
Male	65
Female	71
Total	137

Source: Data processing results (2022)

Based on Table 1 above, of the 137 respondents as Indonesia professionals who were sampled in this study, it can be seen that the number of respondents was 65 men and 71 women. This means that professionals in Indonesia are dominated by women, due to changing trends in women's behavior in carrying out their profession.

Table 2 Characteristics of Respondents Based on Length of Work

Characteristics	Amount
From 6 to 12 months	37
From 13 to 24 months	24
From 25 to 63 months	30
Above 64 months	46
Total	137

Source: Data processing results (2022)

Based on table 2 above, of the 137 respondents as Indonesia professionals who were sampled in this study, it can be seen that the number of respondents based on years of service is respondents based on tenure from 6 to 12 months as many as 37 people, the working period from 13 to 24 months as many as 24 people, 30 people worked from 25 to 63 months, and 46 people worked more than 64 months.

While the characteristics of the respondents based on the type of work include Retailer, Hospitality, Human Resources, Own Business, Trainer, Firefighter, Librarian, Remuneration, Construction, Back Office, Car lamp assembly, IT Support, Account Payable, Policy management, Financial staff, Babysitter, Fashion stylist & Graphic designer, Telecommunication, Genesys engineer, Audit, Educational Services, Environmental & Safety SHE Dept., Services, Education staff, Secretary, Private Employee, Warehouse, Banking, Administration, Sales, Private employee, and Marketing.

In addition, the respondent's positions according to the type of work are lecturer, sales administrator, staff, head of the division, shift marketing, chairman of MBKM, owner of catering business, director, clerk, general affairs and marketing, manager, sales counter, head of the bureau, flight permit officer, supervisor, junior backend

developer, head of sub-section, environmental administration, flight attendant, customer care, and finance.

4.2. SEM-PLS Results

The results of the SEM-PLS analysis will be explained based on the procedures of the underlying data analysis method and will be interpreted according to the assumptions. The approach using the SEM-PLS data analysis method with the SmartPLS program, the procedures that must be carried out with each stage in the test referring to (Hair et al., 2014) are the Outer Model, testing convergent validity, discriminant validity, and reliability, and the Inner Model, which will test the VIF, R2, Q2, and Path Coefficient. The procedure or stages in the SEM-PLS will be described in the explanation.

a. Outer Model

The measurement model or outer model is carried out to assess the validity, discriminant, and reliability of the model. The outer model with reflexive indicators is evaluated through the convergent and discriminant validity of the latent construct forming indicators and composite reliability and Cronbach alpha for the indicator block (Ghozali, 2015).
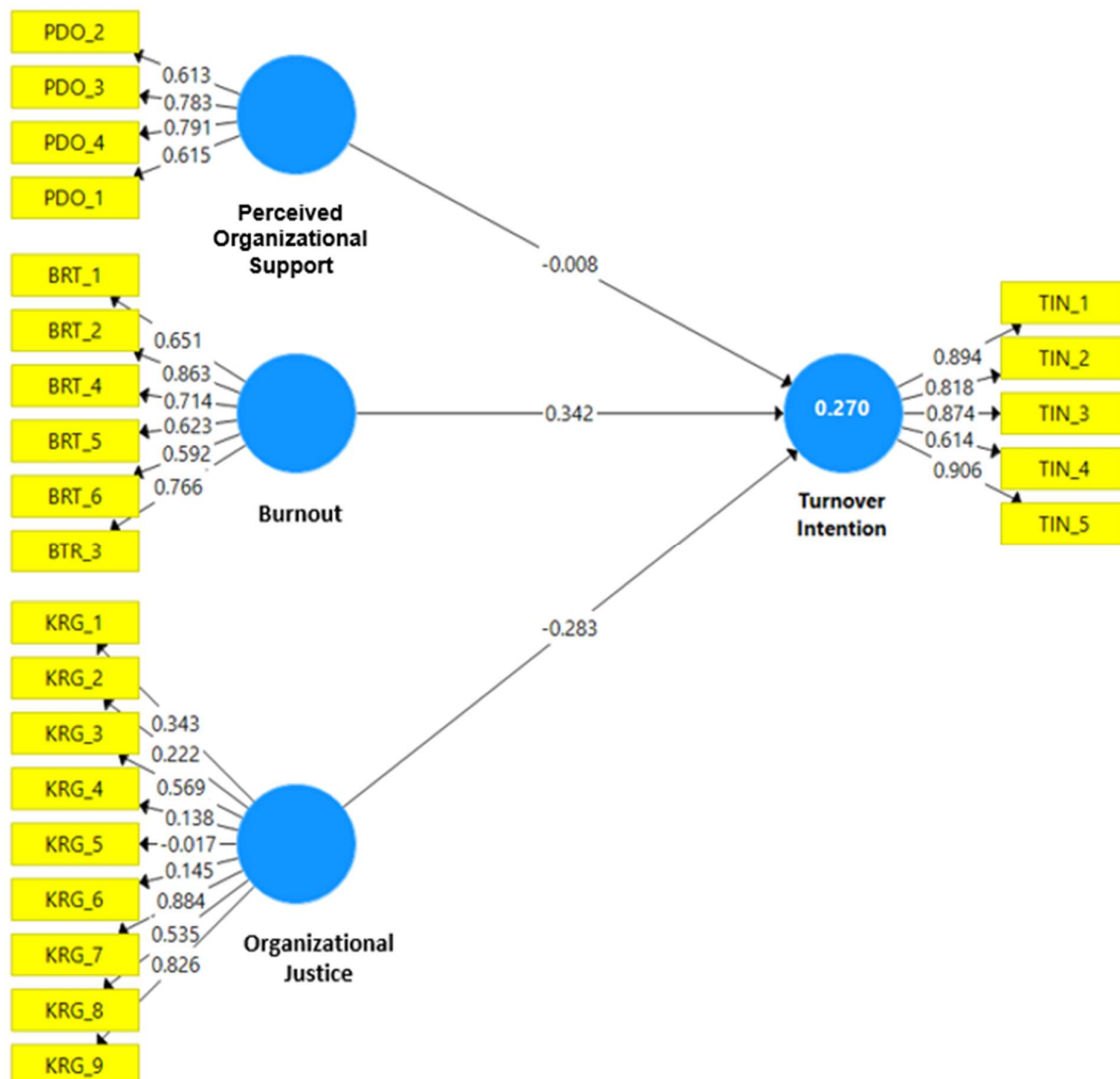

Figure 2 Loadings Factor (Before Modification)
Source: Data processing results (2022)

Convergent Validity. Convergent validity aims to assess the accuracy of the research instrument. Convergent validity has the principle that indicators of a construct should be highly correlated. Hair et al (2017), the convergent validity test is assessed based on the loading factor (correlation between item scores or component scores with

construct scores) indicators that measure these constructs. The rule of thumb used to test the validity of the data is to standardize the value of the estimated loading that must be at least more than or equal to 0.4, and the loadings value of more than or equal to 0.7 is considered better (Hair et al., 2017).

On the basis of assumptions (Hair et al., 2017), this research model uses a loading factor >0.5. After making modifications to items that are invalid and must be removed from the model according to the assumptions (Figure 3), namely the items (KRG_1; KRG_2; KRG_3; KRG_4; KRG_5; and KRG_6) according to the assumptions as the basis for decision making. Furthermore, the estimation of the model shown in (Figure 5.2) shows that all items have a good validity value (>0.5). After the loadings factor value meets the assumption of convergent validity, then the AVE assessment is carried out. Hair et al. (2017) in assessing convergent validity is to consider the value of Average Variance Extracted (AVE). The rule of thumb used to test convergent validity through the AVE value is to standardize the AVE value which is estimated to be at least more than 0.5.
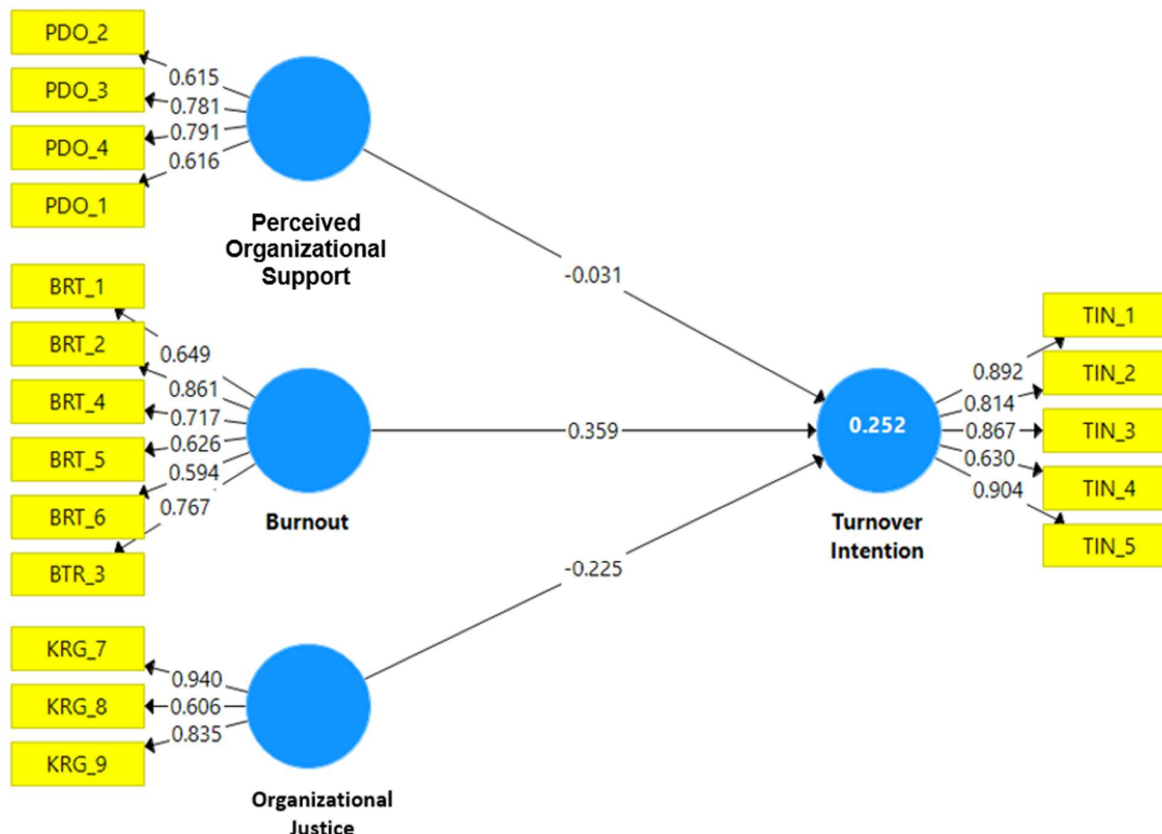

Figure 3 Loadings Factor (After Modification)
Source: Data processing results

Based on Table 3 shows that the results of data processing on all constructs resulted in an AVE value of more than 0.5, with the exception of AVE (perception of organizational support, but still tolerable because it approached the rule of thumb (> 0.5). of thumb based on the assumption of convergent validity. After the convergent validity is met, the next step in the measurement model (outer model) is discriminant validity testing.

Table 3 AVE Results

Constructs	AVE
Perceived Organizational Support	0,498
Burnout	0,502
Organizational Justice	0,649
Turnover Intention	0,685

Source: Data processing results (2022)

Discriminant Validity. Discriminant validity is assessed based on three approaches (Hair et al., 2017) namely, cross-loading, the approach is based on the principle that the cross loading values of different constructs should not correlate higher than the cross-loading values of the constructs themselves. The results of cross-loadings are presented in the following table.

Table 4 Cross Loadings Results

Constructs	Burnout	Organizational Justice	Perceived Organizational Support	Turnover Intention
BRT_1	**0,649**	-0,272	-0,228	0,306
BRT_2	**0,861**	-0,365	-0,320	0,501
BTR_3	**0,767**	-0,367	-0,327	0,326
BRT_4	**0,717**	-0,203	-0,226	0,241
BRT_5	**0,626**	0,078	-0,037	0,141
BRT_6	**0,594**	-0,005	-0,158	0,129
KRG_7	-0,414	**0,940**	0,515	-0,417
KRG_8	-0,050	**0,606**	0,324	-0,077

Source: Data processing results (2022)

Table 4 Cross Loadings Results (continuation)

Constructs	Burnout	Organizational Justice	Perceived Organizational Support	Turnover Intention
KRG_9	-0,186	**0,835**	0,482	-0,224
PDO_1	-0,107	0,194	**0,616**	-0,121
PDO_2	-0,149	0,352	**0,615**	-0,016
PDO_3	-0,364	0,394	**0,781**	-0,206
PDO_4	-0,248	0,539	**0,791**	-0,263
TIN_1	0,294	-0,223	-0,199	**0,892**
TIN_2	0,380	-0,259	-0,198	**0,814**
TIN_3	0,350	-0,315	-0,198	**0,867**
TIN_4	0,365	-0,283	-0,217	**0,630**
TIN_5	0,424	-0,394	-0,311	**0,904**

Source: Data processing results (2022)

Based on the data in Table 4, the value of the cross-loading items of perceptions of organizational support, burnout, organizational justice, and turnover intention with each construct obtained higher results compared to the cross-loading value with other construct blocks. Thus, there is no problem in the discriminant validity test through a cross-loading approach.

Furthermore, the assessment using the Fornell-Larcker Criterion approach is an alternative approach to assessing discriminant validity. This approach assesses discriminant validity by comparing the square root of the Average Variance Extracted (AVE) value for each construct with the correlation between one construct and another in the model.

Table 5 Fornell-Larcker Criterion Results

Constructs	Burnout	Organizational Justice	Perceived Organizational Support	Turnover Intention
Burnout	0,708			
Organizational Justice	-0,348	0,806		
Perceived Organizational Support	-0,342	0,556	0,706	
Turnover Intention	0,448	-0,367	-0,279	0,828

Source: Data processing results (2022)

Based on Table 5, all the Average Variance Extracted (AVE) values for each construct are stated to be higher than the correlation between one construct and another construct in the model. Based on the test results, it can be concluded that there are no problems in the discriminant validity test through the Fornell-Larcker approach.

And the last assessment of discriminant validity is the Heterotrait-Monotrait Ratio (HTMT), which is considered a more reliable approach when compared to other discriminant validity approaches. Hair et al. (2017), a good HTMT value is to use 0.90 as the limit level for detecting discriminant validity problems. HTMT results are presented in the following table.

Table 6 HTMT Result

Constructs	Burnout	Organizational Justice	Perceived Organizational Support
Burnout			
Organizational Justice	0,369		
Perceived Organizational Support	0,392	0,632	
Turnover Intention	0,440	0,353	0,255

Source: Data processing results (2022)

Table 6 shows the HTMT values of all constructs of the connectedness of all variables below 0.90. That is, it can be said that the model built has met the assumption of discriminant validity, and has been at the level of good test criteria.

Reliability. Reliability testing aims to review the value of Cronbach's alpha and composite reliability to determine which items can be categorized as reliable items. Cronbach's alpha and composite reliability values can indicate the respondent's consistency with the research instrument. An indicator or item can be said to be reliable if it has a Cronbach's alpha value and minimum composite reliability of 0.7 (Hair et al., 2017). The reliability results are presented in the following table.

Table 7 Reliability Results

Constructs	Cronbach's Alpha	Composite Reliability
Burnout	0,815	0,856
Organizational Justice	0,772	0,843
Perceived Organizational Support	0,728	0,797
Turnover Intention	0,880	0,915

Source: Data processing results (2022)

Based on the data in Table 7, the constructs of perceptions of organizational support, burnout, organizational justice, and turnover intention show Cronbach's alpha and composite reliability values are above 0.7, meaning that the instrument used to measure the research model built is reliable and consistent.

b. Inner Model

After doing the measurement model (outer model), the next step is to do the structural model (inner model). The structural model aims to determine whether or not there is collinearity (VIF) between constructs as the ability to predict the model. Then measure the predictive ability of the model using the coefficient of determination (R^2), cross-validated redundancy (Q^2), and path coefficients (Sarstedt et al., 2017). All these tests will be described in his understanding as follows.

VIF test. A multicollinearity test was conducted to assess whether there is collinearity between exogenous variables. Hair et al. (2017), the criteria that apply in the VIF test is that the VIF value must be higher than 0.20 and lower than 5. However, in contrast to the assumption from (Sarstedt et al., 2017) that the VIF value used must be <5, if VIF > 5 means that there is a correlation between constructs. The following table presents the VIF value.

Table 8 VIF Results

Constructs	Turnover Intention
Burnout	1,181
Organizational Justice	1,509
Perceived Organizational Support	1,502

Source: Data processing results (2022)

Based on the VIF value in Table 8, it can be interpreted that the VIF value in each construct has met the criteria at the good test level because it is below 5 according to the assumptions (Sarstedt et al., 2017) and the research model can be continued with further testing.

R-Square test (R^2). Uji Structural models assess how the strength of endogenous or dependent variables can be explained by exogenous or independent variables. The measure or proportion used in this measurement is a percentage or rather, the value of R-Square is between 0-1. The larger the R-Square value indicates the prediction model of the research model used the better (Hair et al., 2017). Selain itu, (Sarstedt et al., 2017) nilai R2 (0.75 = kuat), (0.50 = sedang), dan 0.25 = lemah).

Table 9 R^2 Results

Construct	R Square
Turnover Intention	0,252

Source: Data processing results (2022)

Based on Table 9, the R-Square turnover intention value is 0.252. This result refers to the assumption (Sarstedt et al., 2017), that the result of R^2 is between 0.25 to 0.50 which means it is weak. It can be stated that the turnover intention which is explained by the perception of organizational support, burnout, and organizational justice is in the weak criteria. This means that 74.8% of other variables will more strongly explain the turnover intention variable.

Predictive relevance test(Q^2). The next stage is testing the model whether it has relevant predictions between the constructs built by considering the predictive-relevance (Q^2) value. Sarstedt et al., (2017) the value of Q^2 is obtained through the Blindfolding procedure, with the criteria if the value of $Q^2 > 0$ indicates that the research model has predictive relevance, and if the value of $Q^2 > 0$ indicates a lack of predictive relevance to the model built (Hair et al., 2017).

Table 10 Q^2 Results

Construct	Q^2 (=1-SSE/SSO)
Turnover Intention	0,152

Source: Data processing results (2022)

Table 10, shows the results of the Q^2 turnover intention test is 0.152. Based on these assumptions, it can be stated that the model built has relevant predictions, because the obtained Q^2 value is higher than 0. This means that this model is acceptable and feasible to be developed in the next model.

Path coefficient test. Path coefficient or hypothesis testing, this model uses a bootstrapping procedure to determine the effect between variables using coefficient values. However, this study still presents t-statistics and p-values as a reference for further research. Because the focus of this research is to analyze the positive influence. The error rate used in this study is 5% (0.05), the hypothesis can be accepted if the t-statistic value is greater than 1.96 and the p-value is less than 0.05. Vice versa, if the t-statistic is less than 1.96 and the p-value is greater than 0.05, then the hypothesis is rejected (Hair et al., 2017). In addition, the coefficient value (β) is seen from -1 to +1, the closer to +1 the construct relationship, the stronger and vice versa (Sarstedt et al., 2017).

Table 11 Path Coefficient Results

Relationships	β	p	Results
Perceived Organizational Support→Turnover Intention	-0.031	0.731	H1: accepted
Burnout→Turnover Intention	0.359	0.000	H2: accepted
Organizational Justice→Turnover Intention	-0.225	0.001	H3: accepted

Source: Data processing results

Based on the hypotheses built in the model, the focus of this research is the positive influence according to the formulation, objectives, and hypothetical models built. It can be seen in Tabel 11, that the perceived influence of organizational support has a negative effect (β = -0.031) on turnover intention, meaning that the first hypothesis (H1: accepted). Burnout has a positive effect on turnover intention (β = 0.359), meaning the second hypothesis (H2: accepted). And the negative effect (β = -0.225) between organizational justice and turnover intention, meaning the third hypothesis (H3: accepted).

4.3. Discussion

This model is about "Perceived Organizational Support, Burnout, and Organizational Justice towards Professional Turnover Intention in Indonesia. The discussion of the empirical model obtained is a) the perception of organizational support has a negative effect on turnover intention; b) burnout has a positive effect on turnover intention; 3) organizational justice has a negative effect on turnover intention. The results of the hypothetical model that are built will be explained in their understanding as an empirical model.

a. Perceived Organizational Support has a Negative Effect on Turnover Intention

The results of the structural model of the effect of perceived organizational support on turnover intention are negative (β = -0.031), so it can be stated that the first hypothesis (H1) that is built is acceptable. The findings of this model are in line with the model developed by (Alshammari et al., 2016; Elçi et al., 2018; Hofstetter & Cohen, 2014; Madden et al., 2015; Wong & Wong, 2017) which found a negative influence between perceived support organization on turnover intention. The findings of this empirical model conceptually define organizational support that employees feel has met their expectations so that it does not cause the desire to leave or resign from the organization.

Ajzen, (2011) defines intention as the best predictor between attitudes and behavior for the desired action. Mathis & Jackson (2011) intention to leave is the intensity of an individual's desire to leave the company for various reasons that lead to the intention to leave (get a better job). Robbins and Judge, (2015) intention to leave is the tendency of employees to have the possibility of leaving the company either voluntarily or involuntarily. Mobley (2011) intention to leave is defined as the result of an individual's evaluation of his relationship with the company but has not been realized in concrete actions.

b. Burnout has a Positive Effect on Turnover Intention

The results of the structural model of the influence of burnout on turnover intention are positive (β = 0.359), so it can be stated that the second hypothesis model (H2) that was built is acceptable. The findings of this model are supported by (Avanzi et al., 2014; Campbell et al., 2013; Choi et al., 2012; Elçi et al., 2018; Kyei-Poku, 2019; Mosadeghrad, 2013; Santhanam & Srinivas, 2019; Srivastava & Agrawal, 2020; Willard-Grace et al., 2019) found that there is a positive influence between burnout on turnover intention. These results provide an understanding that when employees feel work stress that is not excessive or emotional fatigue will make employees feel calm and understand the environmental conditions of the organization, both physical and non-physical so that they do not intend to leave the organization or company.

Burnout is a psychological process caused by work stress that cannot be released, causing emotional exhaustion, changes in personality and feelings as well as decreased achievement (Gibson et al, 2011). Too much work or frequent frustration at work can lead to physical and emotional exhaustion syndrome. This syndrome is called burnout. Burnout is a work condition that causes a negative stress reaction with psychological and behavioral components (Elliott et al., 2004). Burnout is a negative psychological response to stress that has characteristics: of emotional exhaustion reduced ability to complete tasks, and depersonalization (Cordes & Dougherty, 1993; Choi et al., 2012; Campbell et al., 2013; Elci et al., 2018).

c. Organizational Justice has a Negative Effect on Turnover Intention

The results of the structural model of the influence of organizational justice on turnover intention are negative (β = -0.225), so it can be stated that the third hypothesis model (H3) built is acceptable. The findings of this model are in line with the model developed by (Abu Elanain, 2010; Bal et al., 2011; George & Wallio, 2017; Hussain & Khan, 2019; Kim et al., 2017; Meisler, 2013; Nadiri & Tanova, 2010). ; Poon, 2012) states that organizational justice has a negative effect on turnover intention. This can be interpreted that employees will feel organizational justice in the form of procedural justice, distributive justice, and informational justice as a form of organizational remuneration for employee performance, so as not to cause employees to change places of work or leave the company or organization.

Greenberg (2010) defines organizational justice as employees' perceptions of organizational justice, consisting of perceptions of how decisions are made regarding distributive justice, procedural justice, and the fairness that people perceive from the outcomes themselves. Meanwhile, (Brockner et al., 2015) state that 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. Salehi et al., (2014) organizational justice is the extent to which the design of organizational arrangements offers the same level of equality and fairness. Hussain & Khan, (2019) in their study of organizational justice uses the dimensions: of procedural justice, distributive justice, and informational justice, (Nadiri & Tanova, 2010), and interpersonal justice.

CONCLUSION

The results of the structural model provide answers to the hypotheses built in this research model. This research is about "Perceived Organizational Support, Burnout, and Organizational Justice towards Professional Turnover Intention in Indonesia. The results of the empirical model analysis obtained provide an understanding and will be explained based on the results of the structural model of this study, namely:

a. Perceived organizational support has a negative effect on turnover intention. That is, organizational support is able to reduce the intention of professionals not to resign from their jobs.

b. Burnout has a positive effect on turnover intention. This means that the burnout felt by professionals in the

workplace does not cause their desire to leave or resign from the organization.

c. Organizational justice has a negative effect on turnover intention. That is, a professional who gets justice from an organization where he works will make a positive contribution and will never intend to leave the organization.

In addition, some suggestions are given, both managerial and theoretical suggestions. The managerial advice of this research is important as the main consideration of the organization in making strategic decisions to manage or control Human Resource Management. The first is about procedural justice, it is known that three aspects of procedural justice do not contribute to this research model, namely, professionals are still not fully able to express their views and feelings regarding procedures that they feel are not appropriate, lack of appeals against procedures that are not appropriate. implemented, and procedures that are felt to still do not meet ethical and moral standards.

The second is about interpersonal justice. There are three important aspects to be implemented, including the attitudes and behavior of superiors or co-workers who still do not treat other colleagues in a polite manner, superiors or co-workers who have not fully treated professionals with dignity, and superiors or co-workers who have not fully treated employees. professional in a respectful way.

The theoretical suggestion of this research is to contribute an empirical model as a reference for academics to build further research models. However, this research still has shortcomings that need to be further studied in the development of science. The drawback of this research is that the population used is still limited, so it needs to be expanded and explored by professionals who work in various industries, fields, or departments, due to different workplace environmental conditions. In addition, according to the researcher's observations in compiling this study, it is suggested that the latest factors that may have a high influence on the desire of employees to leave or resign from their organizations are engagement at work, work-family conflict, and employee cynicism.

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