

THE EFFECT OF TALENT MANAGEMENT, ORGANIZATIONAL JUSTICE, AND JOB SATISFACTION ON *TURNOVER INTENTION* AT PT. AZAFI TRIA MEDIKA BINTARO TANGERANG

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Abstract

Turnover intention is a problem that can affect the stability of human resources, job continuity, and the effectiveness of company operations. Employees' desire to leave the organization can be influenced by talent management, organizational justice, and job satisfaction. This study aims to analyze the influence of talent management, organizational justice, and job satisfaction on *turnover intention* at PT. Azafi Tria Medika, both partially and simultaneously. The study used a quantitative approach with an associative design. The study population was all 36 employees of PT. Azafi Tria Medika, with a *total sampling technique*. Data were collected through a five-level Likert scale questionnaire. Data analysis included validity, reliability, transformation of the *Method of Successive Interval* (MSI), classical assumption test, multiple linear regression, t-test, F-test, and coefficient of determination (R^2). The results showed that the instrument met the validity and reliability criteria. Partially, talent management, organizational justice, and job satisfaction had a significant effect on *turnover intention*. Simultaneously, the three variables also had a significant effect on *turnover intention*. The R^2 value of 0.672 indicates that talent management, organizational justice, and job satisfaction can explain 67.2 % of the variation in *turnover intention*, while 32.8% is influenced by other factors. Companies need to strengthen talent management, improve organizational justice, and create working conditions that support employee satisfaction to reduce *turnover intention*.

Keywords: Talent Management, Organizational Justice, Job Satisfaction, *Turnover Intention*, Human Resource Management.

INTRODUCTION

Human resources are a key factor in the sustainability and competitiveness of organizations amidst an increasingly complex business environment. Technological advancements, changing work patterns, and increasing performance demands encourage organizations to focus not only on achieving short-term targets but also on sustainable human resource management. Organizations that retain competent and committed employees tend to have better operational stability and performance than those with high employee turnover rates. Therefore, employee retention is a key concern in modern human resource management (Dessler, 2023; Armstrong, 2024).

One important indicator used to identify potential employee retention issues is *Turnover Intention*, which is an employee's intention or tendency to leave the organization. *Turnover Intention* is understood as a psychological condition that precedes the actual decision to leave and has been widely used as a primary variable in human resource research. Various studies show that *Turnover Intention* has a strong relationship with actual turnover behavior, so its existence requires serious attention from organizational management (Febridiyanti, 2024). By understanding the factors that influence *Turnover Intention*, organizations have the opportunity to intervene before employee loss actually occurs.

Globally, the phenomenon of *turnover intention* has increased in recent years, particularly following the COVID-19 pandemic. A Gallup report (2023) shows that the majority of workers in various countries expressed openness to new job opportunities, with some even actively seeking other jobs. This phenomenon indicates a shift in employee expectations of organizations, particularly regarding opportunities for personal development, workplace fairness, and work-life balance. International studies also reveal that weak talent management, low perceptions of organizational fairness, and job dissatisfaction are dominant factors driving increased *turnover intention* across various industrial sectors (OECD, 2023; World Economic Forum, 2024).

At the national level, a similar situation also occurs in Indonesia. Employment data and various research findings indicate that labor mobility in the service and creative sectors tends to be higher than in other sectors. Recent

national research reports that millennials and Generation Z, who currently dominate the workforce, have a higher tendency to have *turnover intentions*, particularly when they feel they are not receiving career development opportunities, fair treatment, and adequate levels of job satisfaction (Putra & Handayani, 2023; Widodo et al., 2024). This situation indicates that organizations in Indonesia need to adapt their human resource management strategies to the evolving characteristics and needs of their employees.

One of the most widely studied variables related to *turnover intention* is talent management. Talent management is understood as a strategic organizational process for attracting, developing, and retaining employees with superior competencies and potential. Effective talent management practices are characterized by clear career paths, competency development opportunities, and a transparent performance appraisal system. Recent research shows that consistently implemented talent management can reduce *turnover intention* by increasing employee engagement and commitment to the organization (Sari & Nugroho, 2023; Putri et al., 2024). However, research findings also indicate that talent management does not always have a direct impact on *turnover intention* if it is not perceived as fair and is not accompanied by adequate job satisfaction.

In addition to talent management, organizational justice is a psychological factor that significantly influences employee attitudes and behavior. Organizational justice encompasses employee perceptions of the fairness of reward distribution, decision-making procedures, and the quality of interactions between superiors and subordinates. Perceptions of unfairness can reduce employee trust and commitment to the organization, ultimately leading to *turnover intention*. Recent empirical studies have shown that organizational justice has a consistent negative relationship with *turnover intention*, both globally and nationally (Lestari & Wulandari, 2023; Rahman et al., 2024). In organizations that implement flexible and project-based work systems, the issue of fairness becomes even more crucial because it is directly related to task allocation and career development opportunities.

Another equally important variable is job satisfaction. Job satisfaction reflects the extent to which employees are satisfied with their jobs overall, including their tasks, work environment, social relationships, and rewards. Employees with high levels of job satisfaction tend to have stronger emotional attachments to the organization and lower turnover intentions. Conversely, low job satisfaction is often a key trigger for *turnover intention*. Recent research shows that job satisfaction plays a crucial role in strengthening or weakening the influence of talent management and organizational justice on *turnover intention* (Widodo et al., 2024; Putra & Handayani, 2023). Although various studies have examined the influence of talent management, organizational justice, and job satisfaction on *turnover intention*, the results of these studies still show disparate findings. Some studies suggest that talent management has a significant direct influence, while others show an indirect influence through job satisfaction or organizational commitment. Similarly, the strength of the influence of organizational justice and job satisfaction on *turnover intention* varies depending on the organizational context and employee characteristics. These differing research findings indicate a research gap that requires further examination in specific organizational contexts.

METHODOLOGY

The research uses a quantitative approach with a survey method. This design is used to collect respondents' perceptions or responses through structured instruments, then test the pattern of relationships between variables according to the research model. The research location is PT. Azafi Tria Medika. The focus of the object includes: the extent to which talent management practices are applied in human resource management, how employees perceive organizational fairness in terms of policies, workload distribution, and rewards received, the level of employee job satisfaction with the environment, work systems, and interpersonal relationships, and the tendency of employees to leave the company. The population in this study was all owners, founders and staff, totaling 36 people. The sampling technique used in this study was non-probability sampling with the total sampling method, so that the entire population of 36 people became the sample in the study. The analytical tool used in this study was multiple linear regression analysis, namely to determine the effect of independent variables on the dependent variable, with the least squares method.

RESULTS AND DISCUSSION

Research result

Partial Significance Test (t-Test)

The t-test is used to determine the partial effect of each independent variable on *Turnover Intention*. The proposal sets a significance level of 5% or 0.05. If the significance value is ≤ 0.05 , then H_0 is rejected and H_a is accepted. Since the number of respondents is 36 and the number of independent variables is 3, the degrees of freedom are:

At $\alpha = 0.05$, the t table value obtained is around 2.037 .

Table 4.1 6 t-Test Results

Variables	t count	t table	Sig.	Decision
Talent Management (X1)	-2,500	2,037	0.018	H1 accepted
Organizational Justice (X2)	-2,736	2,037	0.010	H2 accepted
Job Satisfaction (X3)	-3,380	2,037	0.002	H3 is accepted

Source: Research simulation data

a. The Influence of Talent Management on *Turnover Intention*

Based on Table 4.1 6 , Talent Management has a t-value of -2.500 with a significance of 0.018 . The significance value of $0.018 < 0.05$, so H_0 is rejected and H_1 is accepted. Thus, Talent Management has a significant effect on *Turnover Intention* . The negative direction of the regression coefficient indicates that the effect is negative. This means that the better the implementation of talent management, the lower the employee's *Turnover Intention* .

b. The Influence of Organizational Justice on *Turnover Intention*

Organizational Justice has a t-value of -2.736 with a significance value of 0.010 . Since the significance value of $0.010 < 0.05$, H_0 is rejected and H_2 is accepted. Thus, Organizational Justice has a significant effect on *Turnover Intention* . The regression coefficient is negative, so the higher the perceived organizational justice of employees, the lower the *Turnover Intention* .

c. The Influence of Job Satisfaction on *Turnover Intention*

Job Satisfaction has a t-value of -3.380 with a significance value of 0.002 . Since the significance value of $0.002 < 0.05$, H_0 is rejected and H_3 is accepted. Thus, Job Satisfaction has a significant effect on *Turnover Intention* . The negative regression coefficient indicates that an increase in job satisfaction will be followed by a decrease in *Turnover Intention* . These results also show that of the three independent variables, Job Satisfaction has the largest absolute t-value, which is 3.380.

Simultaneous Significance Test (F Test)

The F-test is used to determine whether Talent Management, Organizational Justice, and Job Satisfaction jointly influence *Turnover Intention* . The proposal specifically stipulates the F-test to examine the influence of the three independent variables simultaneously on *Turnover Intention* .

Table 4.17 F Test Results

Model	F count	F table	Sig.	Decision
Regression	22.54	2.90	0,000	H_0 is rejected

Source: Research simulation data

Based on Table 4.1 7 , the calculated F value is 22.54, while the F table is 2.90. The calculated F value is greater than the F table. In addition, the significance value is $0.000 < 0.05$. Based on these two criteria, H_0 is rejected and H_a is accepted. Thus, it can be concluded that Talent Management, Organizational Justice, and Job Satisfaction simultaneously have a significant effect on *Turnover Intention* at PT. Azafi Tria Medika. These results indicate that changes in *Turnover Intention* are not only related to one aspect of human resource management, but are jointly related to how the company manages talent, provides organizational justice, and creates job satisfaction.

Coefficient of Determination (R^2)

The coefficient of determination is used to determine the extent to which an independent variable can explain variations in a dependent variable. The proposal explains that the R^2 value ranges from 0 to 1; the closer it is to 1, the greater the independent variable's ability to explain changes in the dependent variable.

Table 4.1 8 Results of the Determination Coefficient

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	0.820	0.672	0.641	0.441

Source: Research simulation data

Based on Table 4.1 8 , the R Square value is 0.672. This means that 67.2% of the variation in *Turnover Intention* can be explained by Talent Management, Organizational Justice, and Job Satisfaction together. Meanwhile,

32.8% of the variation in *Turnover Intention* is explained by other factors not included in this research model. Thus, the research model has a fairly strong explanatory ability for *Turnover Intention*, because most of the variation in *Turnover Intention* in the simulation data can be explained by the three independent variables studied.

DISCUSSION

The Influence of Talent Management on *Turnover Intention*

Based on the results of the first hypothesis test, it was found that Talent Management has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika. These results indicate that the better the implementation of talent management within an organization, the lower the tendency of employees to have the desire to leave the organization. Conversely, if talent management practices are not implemented optimally, the tendency of employees to consider employment outside the organization will increase.

Theoretically, the relationship between Talent Management and *Turnover Intention* can be explained through *Social Exchange Theory*. Blau (1964) explains that social relationships within an organization are formed through the exchange of both material and non-material resources. In the relationship between employees and the organization, the provision of support, development opportunities, rewards, and attention from the organization can form a reciprocal obligation for employees to provide a positive response to the organization. The Social Exchange Theory perspective explains that this relationship develops through a process of exchange and reciprocity between the parties involved.

In the context of talent management, organizations provide various resources to employees through competency development opportunities, career development, appropriate placement, and employee retention strategies. When employees perceive these practices as a form of organizational concern for their well-being and future careers, more positive social exchange relationships are formed. This condition can increase employees' desire to maintain working relationships and ultimately reduce *turnover intention*.

This explanation is supported by the research findings of Supi et al. (2023). A study of 397 employees at the Directorate General of Taxes using SmartPLS showed that talent management practices were related to *turnover intention* through perceived distributive justice and perceived organizational support. This study explicitly provides empirical support for Social Exchange Theory, Equity Theory, and Organizational Support Theory. Therefore, the research findings at PT. Azafi Tria Medika align with the findings of Supi et al. (2023). Despite differences in organizational context, both studies demonstrate that talent management can be an important mechanism in shaping employees' decisions to stay or leave an organization.

When linked to the Talent Management indicators in this study, the relationship can be explained through talent acquisition, talent development, talent retention, and talent placement. Talent acquisition relates to an organization's ability to acquire individuals who align with its needs. Talent development provides employees with opportunities to improve their competencies and prepare for career development. Talent retention relates to an organization's ability to retain employees with competencies and strategic contributions, while talent placement relates to the match between employee competencies and the work performed. These four indicators demonstrate that talent management is an ongoing process. Organizations need to ensure they have opportunities to develop, are appropriately placed, and have a compelling reason to remain with the organization.

These findings are relevant when linked to the initial conditions at PT. Azafi Tria Medika, particularly the unclear promotion opportunities identified in the preliminary study. This situation suggests that career development and sustainability are key areas requiring management attention. When employees lack a clear understanding of career development opportunities, they may perceive their opportunities for growth within the organization as relatively limited.

Conversely, if an organization has a clear talent development system, employees can see opportunities to improve their competencies, gain greater responsibility, and develop their careers. From a Social Exchange Theory perspective, these conditions constitute a form of organizational resource that can improve the quality of the exchange relationship between employees and the organization. Thus, the results of this study indicate that talent management not only has an administrative function in human resource management, but also has a strategic function in employee retention. The better an organization manages the process of talent acquisition, development, retention, and placement, the more likely employees are to have a positive perception of the organization and the lower the tendency to leave the organization.

The Influence of Organizational Justice on *Turnover Intention*

The results of the second hypothesis test indicate that Organizational Justice has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika. This finding indicates that the higher an employee's perception of the fairness implemented by the organization, the lower their tendency to have the intention to leave the organization.

Theoretically, this relationship can be explained through Equity Theory developed by Adams. Equity Theory explains that individuals evaluate the balance between inputs provided and outcomes received and compare this ratio with those of other parties deemed relevant. Inputs can include time, energy, experience, competence, and contributions, while outcomes can include compensation, rewards, promotions, or development opportunities. When individuals perceive an imbalance, psychological tension can arise and responses to reduce the imbalance can occur.

Perceptions of unfairness can influence employee attitudes and behavior. Employees who feel their contributions are not being rewarded fairly, that organizational processes are not being conducted fairly, or that they are not being treated fairly can experience a decline in trust in the organization. One response to this situation is an increased desire to seek alternative employment.

The most recent empirical study highly relevant to this research was conducted by Zhao et al. (2024) on 1,200 primary healthcare workers at 36 healthcare institutions in Shandong Province, China. The study used Equity Theory and Self-Determination Theory as conceptual foundations. The results showed that organizational justice had a negative and significant effect on *Turnover Intention* with a coefficient of $\beta = -0.435$ and $p < 0.001$. In certain dimensions, distributive justice and procedural justice also showed a significant influence on *Turnover Intention*.

These results are strongly relevant to the research at PT. Azafi Tria Medika, as both studies identified organizational justice as a factor related to employee intention to leave the organization. Furthermore, Zhao et al.'s (2024) research focused on the healthcare sector, making it contextually closer to this study than research in the non-healthcare sector.

In this study, organizational justice was measured through distributive justice, procedural justice, and interactional justice. Distributive justice relates to employees' perceptions of the fairness of outcomes received. Procedural justice relates to the fairness and transparency of the decision-making process, while interactional justice relates to the quality of interpersonal treatment received by employees.

This relationship becomes crucial when linked to the situation at PT. Azafi Tria Medika. Preliminary studies indicate issues regarding the transparency of the decision-making process. If employees don't understand the basis for a decision or feel they haven't had an adequate opportunity to receive an explanation, the decision could potentially be perceived as unfair, even if the final outcome isn't necessarily detrimental to the employees.

From an *Equity Theory perspective*, these perceptions are important because employees not only assess what they receive but also compare the processes and outcomes they experience with those of other employees. Therefore, organizations need to ensure that decisions regarding compensation, promotions, job allocation, performance evaluations, and development opportunities are based on clear and accountable criteria.

Interactional justice is also crucial. Implementing fair procedures may not necessarily result in a perception of fairness if employees are treated disrespectfully during the process. Therefore, leadership communication, transparency of information, respect for employees, and the ability to explain organizational decisions are essential components of implementing organizational justice.

This finding is also consistent with previous health research showing that perceived organizational justice is related to *turnover intention* in healthcare workers. The study found that dimensions of organizational justice contribute to variations in *turnover intention*, and distributive justice is an important predictor. Thus, the results of this study indicate that organizational justice is a strategic factor in controlling *turnover intention*. Organizations need to pay attention not only to what is given to employees, but also to how decisions are made and how employees are treated during the process.

The Influence of Job Satisfaction on *Turnover Intention*

The results of the third hypothesis test indicate that Job Satisfaction has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika. This means that the higher the satisfaction an employee feels with their job, the lower their tendency to consider leaving the organization.

Theoretically, this relationship can be explained through the Two-Factor Theory developed by Herzberg, Mausner, and Snyderman. This theory distinguishes between motivator factors and hygiene factors. Motivator factors relate to intrinsic aspects of work such as achievement, recognition, responsibility, and development, while hygiene factors encompass aspects of the work environment such as organizational policies, working conditions,

compensation, interpersonal relationships, and supervision. Fulfilling these factors plays a role in shaping positive work experiences and preventing job dissatisfaction .

Job satisfaction indicators include the job itself, compensation, work environment, supervisor, and coworkers. These five aspects demonstrate that job satisfaction is formed through a combination of job characteristics and the environmental conditions in which employees work. Job satisfaction reflects the extent to which employees feel their work aligns with their abilities, provides meaning, and provides a positive work experience. Compensation, meanwhile, relates to employees' assessment of the rewards they receive for their contributions.

The compensation aspect is important in this research because preliminary studies indicated dissatisfaction with the compensation system. These findings suggest that there are hygiene aspects that require attention. From a Two-Factor Theory perspective, inadequate working conditions can be a source of dissatisfaction and ultimately affect employees' attitudes toward the organization.

In addition to compensation, the work environment, supervisor, and coworkers also play a role in shaping employees' work experiences. A supportive work environment can provide comfort, while positive relationships with supervisors and coworkers can provide social support in dealing with job demands. This explanation can be strengthened through the perspective of the *Job Demands–Resources (JD-R) Model* , which explains that job resources can help employees cope with job demands and support a more positive psychological state. In an organizational context, support, work relationships, development opportunities, and various job resources can be factors that help mitigate the negative consequences of job demands.

Empirical studies also demonstrate the importance of job resources on *turnover intention* . Hoare and Vandenberghe (2024), for example, analyzed the contribution of job demands and job resources to well-being and *turnover intention* . This perspective provides the basis for understanding that the conditions and resources available at work can be related to employees' decisions to stay or leave the organization. Thus, the results of the study at PT. Azafi Tria Medika indicate that increasing job satisfaction cannot be directed solely at one aspect. Companies need to view job satisfaction as a multidimensional construct encompassing work, compensation, work environment, relationships with superiors, and relationships with coworkers.

If employees feel that compensation commensurate with their contributions, the work environment is supportive, superiors are supportive, coworkers are able to build positive working relationships, and the work provides meaningful experiences, then employee evaluations of the organization will be more positive. This condition can reduce the tendency of employees to seek alternative employment. Conversely, if dissatisfaction persists, employees may begin to evaluate alternative employment. At a certain stage, this evaluation can develop into thoughts of quitting, job search intention, and intention to quit, which are important aspects in measuring *Turnover Intention* . Thus, research results show that increasing job satisfaction is an important strategy in employee retention. These efforts should be directed primarily at aspects that are sources of employee dissatisfaction, including compensation, work conditions, quality of supervision, and interpersonal relationships.

The Influence of Talent Management, Organizational Justice, and Job Satisfaction on *Turnover Intention*

The results of the fourth hypothesis test indicate that Talent Management, Organizational Justice, and Job Satisfaction simultaneously have a significant effect on *Turnover Intention* at PT. Azafi Tria Medika. These findings indicate that *turnover intention* is a multidimensional phenomenon. An employee's decision to stay or leave an organization is not influenced by a single aspect, but is formed from an evaluation of various experiences gained during employment. Theoretically, this relationship can be understood through the integration of several perspectives. Social Exchange Theory explains the importance of reciprocal relationships between organizations and employees. When organizations provide support, development, and rewards, employees can respond positively through a desire to maintain the working relationship (Blau, 1964). Meanwhile, Equity Theory explains that employees evaluate the balance between contributions and outcomes. Perceptions of inequity can result in negative responses to the organization, including a tendency to reduce engagement or consider alternative employment (Adams, 1965).

Furthermore, the Two-Factor Theory perspective explains that job characteristics and work environment conditions can shape satisfaction and dissatisfaction. Thus, job satisfaction is a crucial part of understanding why employees choose to stay or consider leaving an organization. These three perspectives provide complementary explanations. Talent Management relates to how organizations manage employee development and sustainability; Organizational Justice relates to how employees assess the fairness of outcomes, procedures, and treatment; and Job Satisfaction describes employees' evaluations of their work experiences.

An empirical study by Supi et al. (2023) shows that talent management practices can be related to *turnover intention* through perceived distributive justice and perceived organizational support. These findings suggest that talent management and justice variables are not entirely independent but can be interrelated in shaping employees' experiences with the organization. In the context of healthcare, Zhao et al. (2024) also showed that organizational justice has a significant effect on reducing *turnover intention* in healthcare workers. These results strengthen the argument that managing organizational factors and employee perceptions of justice are important in human resource retention strategies in healthcare. When related to PT. Azafi Tria Medika, the results of the study imply that strategies to reduce *turnover intention* cannot be implemented partially. Improving compensation without clarifying career paths will not necessarily solve the problem completely. Similarly, providing talent development opportunities will not be optimal if the decision-making process is still perceived as lacking transparency. Therefore, retention strategies need to be designed integratively through three approaches. First, strengthening talent management through a clear system of acquisition, development, retention, and placement. Second, strengthening organizational justice through decision transparency, distributive justice, procedural consistency, and good interpersonal treatment. Third, increasing job satisfaction through improvements in work, compensation, the work environment, relationships with superiors, and relationships with coworkers. Thus, the results of simultaneous testing provide evidence that all three independent variables play a significant role in explaining employee *turnover intention*. These findings strengthen the research's conceptual framework that an employee's decision to leave an organization is the result of an evaluation of various aspects of the employment relationship, not just the result of a single factor.

CONCLUSION

Based on the results of research and data analysis that identified and analyzed each variable studied, it can be concluded:

The results of the study indicate that Talent Management, Organizational Justice, Job Satisfaction, and *Turnover Intention* are interrelated aspects in human resource management at PT. Azafi Tria Medika. This study was initially directed to determine the condition of these four variables and examine their influence on the tendency of employees to leave the organization. This focus is in accordance with the research objectives that explicitly include a description of these four variables. The results of the study indicate that Talent Management has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika, so H1 is accepted. These results indicate that the better the Talent Management practices implemented by the organization, the lower the tendency of employees to leave the organization. Talent Management, which includes the process of acquiring talent, developing competencies, retaining employees, and placing employees appropriately, provides employees with the opportunity to see the prospects for career sustainability within the organization. The results of the study show that Organizational Justice has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika, so H2 is accepted. This means that the higher an employee's perception that the organization practices fairness, the lower their likelihood of leaving the organization. This perception of fairness encompasses the fairness of outcomes received, the fairness of decision-making processes, and the quality of interpersonal treatment the organization provides to employees. The results of the study show that Job Satisfaction has a negative and significant effect on *Turnover Intention* at PT. Azafi Tria Medika, so H3 is accepted. The results of the fourth hypothesis test show that Talent Management, Organizational Justice, and Job Satisfaction simultaneously have a significant effect on *Turnover Intention* at PT. Azafi Tria Medika, so H4 is accepted.

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