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# Employee Development and Turnover Intention: A Meta-Analytical Review

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## Abstract

This meta-analysis study aimed to survey the antecedents of turnover intention regarding employee development. In this perspective, developmental feedback, competence development, professional development, training and development, development opportunities, and career development variables were added into meta-analysis. Moreover, some other antecedents were listed in the review part of this study. 23 suitable studies were brought together for this meta-analytical review. The findings of this study are useful for the managers striving to improve their strategies and policies to reduce turnover intention.

**Keywords:** Employee development, turnover intention, meta-analysis.

**JEL:** D23, M10, M19.

## 1. Introduction

Employee development is a significant subject for the management practice. Increasing experience will be more useful with the true employee development policies. Turnover intention is the biggest threat on employee development.

The organizations try to improve development programs to increase the efficiency and effectivity. Employee development can be necessary when the organizations cannot find the employees with the preferred qualifications. But there might be some other reasons. For example, the organizations may have a very specific structure and operations and this may cause some additional development requirements.

Developmental feedback, competence development, professional development and training are some variables regarding employee development. Developmental feedback refers to the constructive feedback received by the employees (Joo et al., 2015). Competence development is efforts of improving a characteristic of the employee (Pare & Tremblay, 2007). Professional development is the contribution of a job to the professional knowledge or skills of an employee (Acker, 2018).

Development opportunities and career development some other variables regarding the employee development.

Development opportunities are opportunities to gain more skill and knowledge or some other opportunities contributing to the employee (Hughebaert et al., 2019). Career development is the the possibility of promotion opportunities (Kraak et al., 2017).

This study aimed to survey the effects of variables regarding development of the employees on turnover intention by using a meta-analytical review. The effect sizes of the surveyed relationships will be computed by integrating the collected studies to each other. Other significant antecedents of turnover intention will also be listed.

## 2. Concepts of This Study and Turnover Intention

Developmental feedback, competence development, professional development, training, development opportunities and career development are significant antecedents of turnover intention. The employees prefer to stay in an organization if they feel like this organization improves their skills and knowledge. Opportunities, promotion chances, and contributions of the organization are related to the development of an employee and they affect the turnover intention of the employees.

According to these, the research question of this study can be prepared as below:

Research question: *Do variables related to employee development affect turnover intention significantly?*

## 3. Methodology

The design of this meta-analysis was arranged according to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines are followed (Moher et al., 2009). The Scopus, Web of Science, and Proquest databases were used to find the suitable studies.

The chosen keywords for the search were “development” and “turnover intention. The studies were evaluated according to the criteria of Zangaro and Soeken (2007). 23 studies were suitable for this meta-analytical review and none of them was eliminated due to low quality scores.

## 4. Findings

The effect of the surveyed variables on turnover intention were analyzed and shown in table 1 together with the heterogeneity analysis results. The number of the studies forming each data and the number of the included subjects are also indicated. The results showed that each data set is heterogeneous. The data set regarding development opportunities has the lowest heterogeneity, it is the only data set that is heterogeneous at a 0.05 level of significance.

**Table 1.** The Antecedents of Turnover Intention/Analysis Results

The concepts	$I^2$	k	N	r
Developmental feedback	96.72*	2	532	-0.20
Competence development	95.59*	2	494	-0.41
Professional development	89.02*	3	1152	-0.39
Training&development	94.26*	5	1186	-0.38
Development opportunities	63.18**	2	1084	-0.49
Career development	90.44*	4	3565	-0.37

\*Heterogeneous at a 0.01 level of significance

\*\* Heterogeneous at a 0.05 level of significance

The effect sizes of each data set is *medium* (Cohen, 1988). The effect size of development opportunities on turnover intention is the highest and the effect size of developmental feedback on turnover intention is the lowest. The direction of each effect size is negative.

The publication bias of data sets including more than 4 studies should be tested. Publication bias is the assumed inconsistency regarding the quantitative accuracy of the data set affecting the reliability. It is accepted as a sign of missing part that is not included into the data. Duval and Tweedie's trim and fill test is used to test the publication bias of two data sets regarding the effects of training and development and career development on turnover intention. This test did not detect any publication bias. The results were also tested by using Egger's regression test. The analysis results did not exceed 0.033 that is threshold as shown in table 2 (Egger et al., 1997).

**Table 2.** Publication Bias Test/Egger's Regression Test Results

Concept	Test Result
Training&development	0.021
Career development	0.013

This study also determined some other antecedents of turnover intention regarding development. But they are not added into the meta-analysis. The reviewed variables are shown in table 3. The sample size and Pearson correlation value provided by the study are shown together with the study confirming that this variable is a significant antecedent of turnover intention. Moreover, the sector and country are shown as some other characteristics of the surveyed study. Training and development contract had the smallest effect size on turnover intention and organizational support for development had the highest effect size on turnover intention.

**Table 3.** Other Antecedents of Turnover Intention

	Sample size	Correlation	Confirming Study	Sector	Country
<b>Training&amp;development contract</b>	553	-0.19	Chin&Hung, 2019	Insurance	Taiwan
<b>Development value</b>	380	-0.29	Kashyap&Verma, 2018	Various	India
<b>Professional ability development</b>	372	-0.51	Ohunakin et al., 2018	Tourism & Hospitality	Nigeria
<b>Work-life development</b>	650	-0.21	Jiang&Shen, 2018	CRM	USA
<b>Lack of personal development</b>	336	0.57	Arnoux-Nicolas et al., 2016	Various	Belgium
<b>Managerial support for development</b>	5088	-0.70	Kumar et al., 2018	IT	India
<b>Organizational support for development</b>	5088	-0.69	Kumar et al., 2018	IT	India

## 5. Discussion

The development itself and the opportunities related to development are important for the employees. The meta-analysis results and review results showed that such variables have a significant effect on the turnover intention of the employees.

The employees prefer to feel like they are getting better. Moreover, they prefer to have more hope about their future. Development opportunities increase their hope about getting a better job in the future. Otherwise, they may think like they waste time with their current job.

The employees can be convinced like they are getting improved. They do not need clear opportunities or contributions. Organizational prestige or the work itself can affect their development perceptions. Development perceptions have significant connections with the turnover intention of the employees.

This study is the first meta-analysis surveying the relationship between the variables regarding employee development and turnover intention. Except lack of personal development, all the other variables have a negative significant effect on turnover intention. This indicates that an increase on these variables reduce turnover intention.

## 6. Conclusion and Implications

The effect size of development opportunities is the highest and it is almost *large*. This shows that the expectations of the employees about their job regarding their capability and future has a significant effect on their turnover intention. The managers can provide the employees more opportunities to develop themselves to decrease their turnover intention. All the other variables taking place in the meta-analysis have a *medium* effect size (Cohen, 1988).

The review results also supported this finding partly as the effect of managerial support for development and organizational support for development on turnover intention are the highest among the others. The organizations and their managers can support the development of their employees to keep turnover intention under control.

The effect size of developmental feedback on turnover intention is the lowest compared to the other variables. According to this results, the managers can provide feedback to their employees for their development without fearing that they will tend to quit. Moreover, the results showed that the direction of the relationship between developmental feedback and turnover intention is negative. In other words, developmental feedback decreases the turnover intention of the employees.

The results provided by this study can contribute to the management policy of an organization. The managers can improve and adjust such policies by using the information provided by this study. Furthermore, they can also arrange their attitudes by reviewing the knowledge provided by this article.

## Statements and Declarations

### Author Contribution

CONTRIBUTION RATE	EXPLANATION	CONTRIBUTORS
Idea or Notion	Form the research idea or hypothesis	Author 1
Literature Review	Review the literature required for the study	Author 2
Research Design	Designing method, scale, and pattern for the study	Author 1 & Author 2
Data Collecting and Processing	Collecting, organizing, and reporting data	Author 1 & Author 2
Discussion and Interpretation	Taking responsibility in evaluating and finalizing the findings	Author 1 & Author 2

### Conflict of Interest

No conflict of interest was reported by the authors.

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