Determination of Employee Resign Decision: Corporate Culture and Career Development

Djoko Setyo Widodo

Lecturer of Economics and Business Faculty, Gunadarma University, Jakarta, Indonesia, email: djokosetyowidodo@gmail.com

Corresponding Author: Djoko Setyo Widodo

Abstract: This study aims to determine the factors that influence company resignation decisions, which include company culture and career development. The object of this study is previous research that is relevant to this research. The method used in this study is descriptive qualitative, sourced from previous research that is useful for further research. The results of this study are: 1) Company culture influences employee resignation decisions; 2) Career development affects employee resignation decisions; and 3) Corporate culture affects career development.

INTRODUCTION

Resigning or resigning is an act to end an employee's responsibility as an employee in an institution or organization. Resigning within the company can be caused by a variety of factors, including workload, salary, leadership style, working time and co-workers. Those who decide to resign from the company they work for will lose their various rights within the company. The employee may submit a resignation to the company as a final decision not to work at the company. Factors such as company culture and career development level are one of the reasons employees apply for job resignation. An unhealthy company culture in the sense of not respecting employee performance and their rights is a factor in employees applying for resignation. Then the low career development of employees underlies employees to resign from their companies. Training and promotion of positions in the company is very important with the intention of appreciating the performance and loyalty that employees have done for the company.

Based on the background of the problem above, the formulation of the problem in this study is as follows:
1. Does Corporate Culture affect Employee Resign Decisions?.
2. Does Career Development affect Employee Resign Decisions?.
3. Does Corporate Culture affect Career Development?.

LITERATURE REVIEW
Employee Resign
Employee resignation is a behavior shown by employees with the intention of wanting to change jobs or quit their current job in a company at the will ofsendir i (Widayati, Widjaja, & D, 2019). Employee resignation is a sense of wanting to transfer an employee's work from the previous company to another company with a specific purpose (Situmorang & Wardhani, 2022). Employee resignation is the desire of an employee to stop working at the company where they work due to certain factors such as: workplace situation, environment and workload (R. Sari, Hairul, & Wicaksono, 2021). After workers submit their resignation to the company they work for, then the company has the right to approve or not the submission (Dwiswara & Utama, 2022). If the company approves the employee's resignation application, then the employment relationship between the employee and the company has ended, all compensation will no longer be given to the employee including salary after resignation, support, and other social security (Saputro, Muhammad Havidz Aima, & Farida Elmi, 2020).

Due to voluntary resignations or at the will of the employee himself, the resigned employee does not receive severance pay but is entitled to separation money. Employee resignation indicators include: 1) Working time; 2) Workload; and 3) Salary (D. P. Sari, Mulyani, & Jaya, 2019).

Corporate Culture
Corporate culture is a value and belief in how people / employees in the organization behave and do things that are usually done (Rajab, 2021). Corporate culture is a habit that has been happening for a long time and is applied within the scope of the company (F. Saputra & Mahaputra, 2022). Corporate culture is a system that is believed by its employees in distinguishing a company from another (Putra, Yandi, & Maharani, 2020). Organizational culture is a bottom pattern accepted by a company to play a role and dismantle problems, forming employees who are able to solve every job and problem that exists (Widodo & Silitonga, 2017). Corporate culture indicators include: 1) Result orientation; 2) Team orientation; and 3) Demand to work hard (Widodo, Silitonga, & Ali, 2020).

Career Development
Career development is a staffing activity that is used in making it easier for employees to plan a career in thefuture at the company where they work (Bawono & Lo, 2020). Career development is a staffing activity that helps an employee in planning a future career in their company, so that the employee's company can develop themselves well (Irdaningsih, Parwoto, & Badawi Saluy, 2020). Career development is an effort made by an employee in improving the technical, theoretical, conceptual and moral abilities of an employee according to the needs needed while they work by means of training and other education (Widodo & Silitonga, 2017). Career development indicators include: 1) Fair treatment in careers; 2) Promotion of positions; and 3) Training (Irdaningsih et al., 2020).

Table 1. Previous Research

No	Author (Year)	Research Results	Similarities with this study	Differences with the study	Basis of the hypothesis
1	(Dhyan Parashakti, Septiani Juniarti, & Khotimah, 2019)	Workload, work environment, career development affect employee satisfaction at PT Sari Coffee Indonesia	Career development affects job satisfaction	The work environment affects employee satisfaction	H2
2	(Sumardi, Ali,	Career Development and	Career	Organizational	H2

	& Buchdadi, 2022)	Organizational fairness affect perceptions of organizational support and employee retention	development affects employee resignation decisions	fairness affects the perception of organizational support	
3	(Suryadi & Aima, 2019)	The Influence of Organizational Culture and Training on Organizational Commitment and Its Implications for the Performance of Health Workers in the Johar Baru District Health Center	Organizational culture influences employee resignation decisions	Training affects organizational commitment	H1
4	(D. P. Sari et al., 2019)	Organizational culture, organizational commitment and job satisfaction affect the turnover intention of PT Suka Fajar Solok	Organizational culture affects turnover intention	Organizational commitment affects turnover intention	H1
5	(Fauziyah, Pongtuluran, & Aziz, 2016)	Organizational Culture and Self Efficacy affect Career Development and Employee Performance	Organizational culture affects career development	Self Efficacy affects employee performance	H3
6	(Triatmanto, 2017)	Leadership, Organizational Culture and Work Achievement affect Career Development	Organizational culture affects career development	Leadership and work achievements affect career development	H3

RESEARCH

This research uses descriptive qualitative methods, sourced from previous research that is relevant to this research. Sourced to google scholar, mendeley and other online media. Qualitative research is research with the aim of knowing the phenomena that are happening in the research subject, such as behavior, perception, motivation and other actions. Qualitative research is a method that relies on philosophy, where a researcher as an instrument, as well as in data collection and analysis qualitative research focuses more on the meaning of research. In qualitative research, researchers require a detailed discussion of a certain object (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Based on the background of the problem, problem formulation and literature review, the discussion in this study is determined as follows:

1. The Influence of Company Culture on Employee Resign Decisions

Corporate culture affects employee resignation decisions, so companies must be able to form and create a healthy and good company culture (Widodo & Silitonga, 2017). This means that the company gives the same workload to each of its employees and provides a salary that matches the workload. So that a healthy company culture will be created. Companies must be able to work with results-oriented, team-oriented and require employees to work hard (Widodo, 2017).

If the company is able to create a healthy corporate culture includes: 1) Result orientation; 2) Team orientation; and 3) Demanding to work hard, it will affect the employee's resignation decision which includes: 1) Working time; 2) Workload; and 3) Salary (Brahmasari & Suprayetno, 2016). A result-oriented company will provide excessive working time and workload to its employees, because it focuses on results without attaching importance to its employees (R. F. A. Saputra, Pranoto, & Ali, 2021). While companies that

are team-oriented, they are more concerned with teamwork in achieving goals such as marketing, one of them. Companies that require their employees to work hard will give rise to employee resignation decisions (Syarief, 2017).

2. The Effect of Career Development on Employee Resign Decisions

Career development affects employee resignation decisions, so what the company must do is: 1) Fair treatment in careers; 2) Promotion of positions; and 3) Training (Purnamasari & Sintaasih, 2019). This means that a company that does justice in the careers of its employees will undo the employee's intention to resign. In addition, promotion of positions within a company will affect the employee's resignation decision. And the training provided by the company will increase employee loyalty so as to undo the employee's intention to resign. The training that companies always provide to their employees aims to improve the work ability of their employees (Bawono & Lo, 2020).

If career development is not realized and carried out, it will affect employee resignation decisions which include: 1) Working time: employees will work not according to their working hours; 2) Workload: it means that the workload given is too much, it will cause employee resignation decisions; and 3) Salary: where the salary given is not proportional to the workload and working time, it will affect the employee's resignation decision (Dhyan Parashakti et al., 2019).

3. The Influence of Corporate Culture on Career Development

Corporate culture affects career development, so what the company must do is create a good and healthy company culture so that career development in employees will be implemented properly. A corporate culture that includes: 1) Results orientation; 2) Result orientation; and 3) Demanding to work hard will affect the career development of employees (Widodo & Silitonga, 2017).

If the corporate culture in an organization is healthy and positive, then the level of career development will be carried out and can be applied within the company. One of the dimensions in company culture is to pay attention to each problem in detail, if employees are able to solve problems well, it will affect career development (Sumardi et al., 2022).

Conceptual Framework
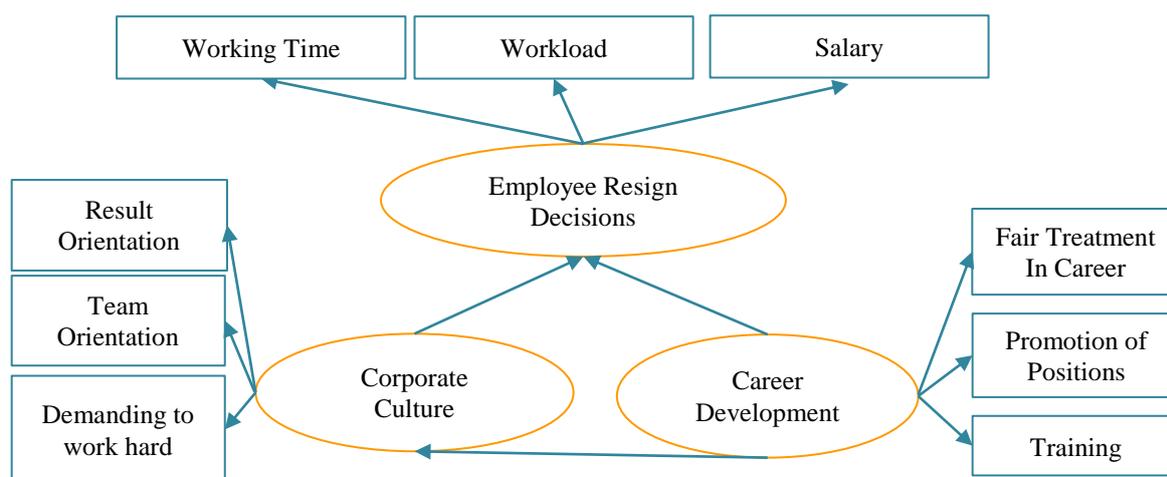
Source: Picture of Research
Picture 1. Conceptual Framework

CONCLUSION

Based on the formulation of the problem, literature review and discussion above, the conclusions in this study are as follows:

1. Company culture influences employee resignation decisions, where each employee has their own way of choosing a workplace that suits their personality and character. So that if the company culture is deemed inappropriate, the employee decides to resign from the company.
2. Career development affects employee resignation decisions, where if the company does not carry out career development for its employees such as providing training, promotion to those who are loyal and working well and the company's inability to be fair, then career development affects the resign of employees in the company.
3. Company culture affects career development, meaning that a good company culture will pay attention to the career development of its employees.

REFERENCES

Ali, H., & Limakrisna, N. (2013). Research Methodology (Practical Instructions for Solving Business Problems, Preparation of Thesis (Doctoral dissertation, Thesis, and Dissertation. In *In Deeppublish: Yogyakarta*.

Bawono, W., & Lo, S. J. (2020). EMPLOYEE ENGAGEMENT AS A MEDIATOR INFLUENCES OF WORK STRESS AND CAREER DEVELOPMENT TO TURNOVER INTENTION IN EMPLOYEE OFFICE OF PT PKSS CENTRAL OFFICE. *Dynasty International Journal of Management Science*, *1*(5), 695–705. https://doi.org/10.31933/DIJMS

Brahmasari, I. A., & Suprayetno, A. (2016). The Effect of Work Motivation, Leadership and Organizational Culture on Employee Job Satisfaction and Its Impact on Company Performance (Case study in PT. Concord New Zealand). *Journal of Management & Creative Business*, *2*(1), 124–135. https://doi.org/10.36805/manajemen.v2i1.181

Dhyan Parashakti, R., Septiani Juniarti, & Khotimah, N. (2019). THE EFFECT OF WORKLOAD, WORK ENVIRONMENT, CARERR DEVELOPMENT ON EMPLOYEE JOB SATISFACTION ON PT. SARI COFFEE INDONESIA, Tbk. *Dynasty International Journal of Education Management And Social Science*, 1(1), 44–54. https://doi.org/10.31933/dijemss.v1i1.35

Dwiswara, M. G. M., & Main, A. P. (2022). the Influence of Transformational Leadership Style, Job Satisfaction and Work Engagement on Turnover Intention (Studies on Employees of PT OLAM Indonesia, Jakarta). *Dynasty International Journal of Management Science*, *3*(4), 682–693. https://doi.org/10.31933/dijms.v3i3.1092

Fauziyah, J., Pongtuluran, J., & Aziz, M. (2016). The influence of organizational culture, career development and self-efficacy on employee performance. *Journal of Management*, *8*(1), 43–54.

Irdaningsih, H., Parwoto, P., & Badawi Saluy, A. (2020). Influence of Leadership, Compensation & Commitment To Employee Performance in Kemayoran Management (Ppmk) Car Market. *Dynasty International Journal of Education Management And Social Science*, *1*(6), 856–866. https://doi.org/10.31933/dijemss.v1i6.464

Purnamasari, N. P. D., & Sintaasih, D. K. (2019). THE EFFECT OF CAREER DEVELOPMENT, COMPENSATION AND ORGANIZATIONAL CLIMATE ON EMPLOYEE LOYALTY. *E-Journal of Management Udayana University*, *8*(9). https://doi.org/10.24843/ejmunud.2019.v08.i09.p20

Putra, M. R., Yandi, A., & Maharani, A. (2020). DETERMINATION OF EMPLOYEE MOTIVATION AND PERFORMANCE: WORKING ENVIRONMENT, ORGANIZATIONAL CULTURE, AND COMPENSATION (A Study .... *Dynasty*

International Journal of Education Management And Social Science, *1*(3), 419–436. https://doi.org/10.31933/DIJEMS

Rajab, M. (2021). INDIVIDUAL BEHAVIOR MEASUREMENT MODEL: INDIVIDUAL CHARACTERISTICS, WORK CULTURE AND WORKLOAD (LITERATURE REVIEW MSDM). *Dynasty International Journal of Management Science*, *2*(4), 703–712.

Saputra, F., & Mahaputra, M. R. (2022). EFFECT OF JOB SATISFACTION, EMPLOYEE LOYALTY AND EMPLOYEE COMMITMENT ON LEADERSHIP STYLE (HUMAN RESOURCE LITERATURE STUDY). *Dynasty International Journal of Management Science*, *3*(4), 762–772.

Saputra, R. F. A., Pranoto, C. S., & Ali, H. (2021). PROFESSIONAL ORGANIZATIONAL DEVELOPMENT FACTORS: LEADERSHIP, CULTURE, AND ORGANIZATIONAL CLIMATE (A REVIEW OF EDUCATIONAL MANAGEMENT AND SOCIAL SCIENCE LITERATURE STUDIES). *Journal of Educational Management and Social Sciences*, 2(2), 629–639. Retrieved from https://id.wikipedia.org/wiki/Organisasi_profesional

Broom, R., Muhammad Havidz Aima, & Farida Elmi. (2020). Effect of Work Stress and Work Load on Burnout and Its Implementation in Turnover Intention Erha Clinic Branch Office (Bogor, Depok and Mangga Besar). *Dynasty International Journal of Management Science*, *1*(3), 362–379. https://doi.org/10.31933/dijms.v1i3.137

Sari, D. P., Mulyani, S. R., & Jaya, D. S. E. (2019). The influence of organizational culture, organizational commitment and job satisfaction on turnover intention at PT Suka Fajar Solok. *Journal of EKOBISTEK Faculty of Economics*, *8*(1), 117–123. https://doi.org/10.35134/ekobistek.v8i1.23

Sari, R., Hairul, & Wicaksono, T. (2021). *Analysis of factors affecting employees resigning at PT. Source Alfaria Trijaya Tbk Banjarmasin City*. 1–14. Retrieved from http://digilib.mercubuana.ac.id/manager/t!@file_artikel_abstrak/Isi_Artikel_718730528 832.pdf

Situmorang, E. D., & Wardhani, N. K. (2022). the Influence of Transformational Leadership Style, Workload and Job Satisfaction on Turnover Intention. *Dynasty International Journal of Management Science*, 3(3), 463–476. https://doi.org/10.31933/dijms.v3i3.1092

Sumardi, Ali, H., & Buchdadi, A. D. (2022). The Effect of Career Development Practices and Organizational Justice on Perceived Organizational Support and Employee Retention. *International Journal of Special Education*, *37*(2), 665–678.

Suryadi, H., & Aima, M. H. (2019). the Influence of Organizational Culture and Training on Organizational Commitment and Also Its Implications on the Performance of Health Workers in Puskesmas Johar Baru District. *Dynasty International Journal of Management Science*, *1*(2), 148–162. https://doi.org/10.31933/dijms.v1i2.51

Syarief, F. (2017). The Role of Organizational Culture in Increasing the Motivation for Higher Education Student Entrepreneurship in Jakarta, Depok and Tangerang. *National Symposium on Science and Technology*.

Triatmanto, B. (2017). Analysis of career development influenced by leadership, organizational culture, and work achievements. *Journal of Management and Entrepreneurship*, *5*(2), 72–82. https://doi.org/10.26905/jmdk.v5i2.1874

Widayati, C. C., Widjaja, P. H., & D, L. (2019). The Effect of Job Satisfaction and Job Environment on Turnover Intention Employees in Engineering and Services Construction Services. *Dynasty International Journal of Education Management And Social Science*, 1(1), 28–43. https://doi.org/10.31933/dijemss.v1i1.34

Widodo, D. S. (2017). The Influence of Leadership, Competence, and Organizational Culture

on organizational performance of the Border Region mediated by trust. *Australian Journal of Basic and Applied Sciences*, 11(11), 1–9.

Widodo, D. S., & Silitonga, P. E. S. (2017). Company Performance Analysis: Leadership Style, Corporate Culture and Human Resource Development. *International Review of Management and Marketing*, *7*(4), 34–41.

Widodo, D. S., Silitonga, P. E. S., & Ali, H. (2020). The influence of good governance, culture, and performance in increasing public satisfaction and implication to public trust: Study in Indonesian government. *Talent Development and Excellence*.