

Review Article

Employee Development and Turnover Intention: A Meta-Analytical Review

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

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1. Introduction

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

Organizations try to improve development programs to increase efficiency and effectiveness. Employee development can be necessary when organizations cannot find employees with the preferred qualifications. But there might be some other reasons. For example, 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 employees^[1]. Competence development is the effort of improving a characteristic of the

employee^[2]. Professional development is the contribution of a job to the professional knowledge or skills of an employee^[3].

Development opportunities and career development are some other variables regarding employee development. Development opportunities are opportunities to gain more skills and knowledge or some other opportunities contributing to the employee. Career development is the possibility of promotion opportunities^[4].

This study aimed to survey the effects of variables regarding the development of 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 with 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. 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 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^[5]. The Scopus, Web of Science, and Proquest databases were used to find suitable studies.

The chosen keywords for the search were “development” and “turnover intention.” The studies were evaluated according to the criteria of ^[6]. Twenty-three 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 was analyzed and shown in Table 1, together with the heterogeneity analysis results. The number of studies forming each data set and the number of 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.

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

Table 1. The Antecedents of Turnover Intention/Analysis Results

*Heterogeneous at a 0.01 level of significance

** Heterogeneous at a 0.05 level of significance

The effect sizes of each data set are *medium*^[7]. 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 a missing part that is not included in 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, which is the threshold, as shown in Table 2^[8].

Concept	Test Result
Training&development	0.021
Career development	0.013

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

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.

	Sample size	Correlation	Confirming Study	Sector	Country
Training&development contract	553	-0.19	[9]	Insurance	Taiwan
Development value	380	-0.29	[10]	Various	India
Professional ability development	372	-0.51	[11]	Tourism & Hospitality	Nigeria
Work-life development	650	-0.21	[12]	CRM	USA
Lack of personal development	336	0.57	[13]	Various	Belgium
Managerial support for development	5088	-0.70	[14]	IT	India
Organizational support for development	5088	-0.69	[14]	IT	India

Table 3. Other Antecedents of Turnover Intention

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 they are wasting time with their current job.

The employees can be convinced that 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 for the lack of personal development, all the other

variables have a negative significant effect on turnover intention. This indicates that an increase in these variables reduces 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 have a significant effect on their turnover intention. Managers can provide employees with 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^[7].

The review results also supported this finding partly, as the effect of managerial support for development and organizational support for development on turnover intention is the highest among the others. 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 these results, 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 employees.

The results provided by this study can contribute to the management policy of an organization. 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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The author(s) have not received any financial support for this study.

Data Availability

The data supporting the conclusions of this meta-analysis are derived from the published studies listed in the references section. The search strategy, study selection criteria, and data extraction forms are available from the corresponding author upon reasonable request. The final dataset generated and analysed during the current study is available from the corresponding author upon reasonable request.

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Declarations

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