A Review of Employee Turnover from the Perspective of the Philosophy of Science

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Abstract: Turnover is a phenomenon that commonly occurs in an organization, especially companies. The research results show that from the perspective of philosophical knowledge, turnover can be explained in three dimensions: ontology, epistemology, and axiology. In the ontological dimension, turnover includes the true meaning of turnover science, which can be proven to exist in every organization. The epistemological dimension of turnover science is related to the basis of knowledge, sources, characteristics, the truth of knowledge, and how to obtain turnover knowledge. Finally, in the axiological dimension, the discussion of turnover includes the relationship between knowledge and values, namely the feasibility of turnover science to be developed and the function and usefulness of turnover science. In the end, turnover science needs to be developed so that its benefits can be felt more, especially in anticipating how to ensure that the turnover phenomenon only occurs occasionally in companies, even though this is inevitable due to various situations and conditions in the organization.

Keywords: turnover, philosophical knowledge, ontology, epistemology, axiology.

INTRODUCTION

Turnover refers to workers who leave a company during a specific period, whether voluntary or involuntary and permanently withdraw from an organization (Pongoh, 2013). Turnover is related to a condition where a person decides to leave an organization (company) and is replaced by another person (Purba et al., 2020). Turnover can be interpreted as an employee's departure from his workplace (Dessler et al., 2015). A study stated that one of the triggers for teacher turnover is unfulfilled expectations, which ultimately result in resignation (Rosalina et al., 2018). Therefore, discussions about turnover intentions need to be of concern to various parties because a high turnover rate will have an impact on the sustainability of an organization (Purba et al., 2020), and for educational organizations such as schools, the turnover phenomenon will threaten student academic achievement (Jensen, 2021).

Shaw et al. (1998) stated that organizations with a history of high turnover rates also tend to cause old employees to leave. Turnover employees become part of an entity's growth and learning dimensions (Bahri & Al Faruqy, 2023). When employees who leave the organization achieve success in their new jobs, this will increasingly influence other existing employees to leave the organization (Richardson & Antonello, 2022). Therefore, it is essential to understand the meaning of turnover by studying it from a philosophical perspective to gain in-depth knowledge about turnover so that you can take the necessary steps and bring more significant benefits to the sustainability of an organization.

Philosophy is related to science and discusses how to overcome problems that occur in society (Azzahra & Ihwanudin, 2021). Furthermore, turnover, in the review of the philosophical science perspective, is related to the discussion of turnover in the dimensions of ontology, epistemology and axiology (Utama & Harsono, 2023). First, the ontology dimension explains what turnover science is. Then the epistemological dimension discusses how science deals with turnover. Next, the axiological dimension discusses the use of turnover knowledge. So, the philosophy of knowledge about turnover is related to the dimensions of ontology, epistemology and axiology.

However, the definition of turnover from a philosophical perspective is still limited and cannot be explained comprehensively. A review of the philosophical science perspective is needed to developPathways to Success in Teaching Turnovers: The Role of the Philosophy of Science
knowledge about turnover globally. It can contribute to developing turnover knowledge to become part of the solution to various problems in organizational society. Therefore, describing turnover from the perspective of philosophical knowledge is very necessary. Apart from that, the findings obtained can be used as a basis for research to develop solutions to the problem of turnover in an organization. These results can also be utilized by the government and related stakeholders who want to optimize their role in addressing various dimensions of problems in society, especially in overcoming turnover problems in both government and private organizations. Therefore, this research will provide an overview of turnover from the perspective of philosophical knowledge.

METHOD

This research uses qualitative methods. Qualitative research can be carried out by examining documents related to the issue or problem being studied (Creswell & Creswell, 2018). The approach used is descriptive and literature studies (Imamudroyah et al., 2024). This descriptive approach explains turnover from a philosophical science perspective in three dimensions: ontology, epistemology, and axiology (Nuryati & Bahri, 2022; Utama & Harsono, 2023). A literature study approach was used to obtain turnover-related references in a review of philosophical science knowledge perspectives. References were obtained from the Google Scholar database based on suitability to the research theme.

RESULT AND DISCUSSION

The Meaning of Philosophical Knowledge

Philosophy discusses how to solve problems that occur in society (Azzahra & Ihwanudin, 2021). Miller (2011) explains that philosophical science is related to six aspects, including: the ultimate goal of science, namely its trajectory, limitations, scientific reliability of theories, scientific relationships, and truth. Wahidi et al. (2021) explains that the philosophy of science aims to break down the boundaries of the human mind. In detail, various definitions of philosophy can be seen in Table 1.

<table>
<thead>
<tr>
<th>Authors</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Idris &amp; Ramly (2016)</td>
<td>Philosophical science is a philosophical reflection that has never experienced a stopping point in examining the nature of science whose goal is to be achieved, namely what is called reality and truth. This goal will never be truly thought out or fully explained. Philosophical knowledge is also defined as a combined study of several different types of studies aimed at establishing firm boundaries regarding a particular science.</td>
</tr>
<tr>
<td>Rokhmah (2021)</td>
<td>Philosophical science is all thinking that is reflective of everything related to the basis of knowledge and the relationship between science and all aspects of human life.</td>
</tr>
<tr>
<td>Rokhmah (2021)</td>
<td>Philosophical science discusses and evaluates the methods of scientific thinking and tries to find the value and importance of scientific efforts as a whole and provides strength for the development and progress of science both at the level of ontology, epistemology and axiology.</td>
</tr>
<tr>
<td>Wahidi et al. (2021)</td>
<td>Philosophy is a science that studies all phenomena of life and humans think critically and explain basic concepts.</td>
</tr>
<tr>
<td>Azzahra &amp; Ihwanudin (2021)</td>
<td>Philosophy is a branch of science that can solve problems that occur in society and is studied through science</td>
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</table>

Table 1 explains the various definitions of knowledge regarding philosophical science. Idris & Ramly (2016) interpret the philosophy of science as a philosophical science, which is a philosophical reflection that has never found a stopping point in examining the nature of science to achieve its goals, namely what is called reality and truth. This goal will never be realized, and there will be no completion in
explaining it. He is supported by Rokhmah’s opinion (2021), who views knowledge of philosophy as reflective thinking on problems of concern regarding all matters relating to the foundations of science and the relationship between science and all aspects of human life.

Furthermore, Idris & Ramly (2016) interpret philosophy as a combined study of several studies of various types to define the boundaries of a particular science. Philosophical knowledge, as a branch of science, aims to solve society's problems through science (Azzahra & Ihwanudin, 2021). Rokhmah (2021) interprets philosophy from scientific thinking methods to find something with scientific value. In the end, Rokhmah (2021) explains that the science of philosophy is divided into three dimensions: ontology, epistemology, and axiology. This idea is supported by Wahidi et al. (2021) in their latest research version, which states that the scope of philosophy includes ontology, epistemology and axiology. Therefore, this study explains the science of philosophy using ontology, epistemology and axiology approaches.

**Ontological Dimensions of Turnover**

Organizations and companies face many obstacles in achieving organizational goals (Shimizu & Hitt, 2004). One of these obstacles is employee turnover (Yasin et al., 2023). In some literature, it is found that there is a synonym for the term turnover, meaning leaving, moving, and quitting (Hur & Abner, 2024; Liu et al., 2024; Setiawati & Thomas, 2024). All of these have the same meaning in explaining the possibility that someone will resign from their job relatively soon. Turnover behaviour could not be better for an organization because it will lose valuable human resources (Davras & Manap Davras, 2024). It shows that turnover is a sign that an employee is more likely to resign from the organization than to remain in the organization (Holtom et al., 2008).

The following briefly describes turnover from a philosophical science perspective related to the ontological dimension. The ontological dimension in philosophy is related to the nature of "what exists", which seeks to prove and study knowledge whose existence can be proven (Rokhmah, 2021). Therefore, there are several definitions of turnover. Turnover can be interpreted as an employee's departure from the company where he works (Dessler et al., 2015). Turnover is a deliberate or unintentional desire to leave a company, or it is the subjective possibility that an individual will change jobs within a certain period (Ngo-Henha, 2018). Rony (2016) defines turnover as the desire or desire to get better alternative job opportunities in other organizations or companies.

Meanwhile, Long et al. (2012) define turnover as the estimated level that employees will resign from the company shortly. Saraih et al. (2017) said turnover reflects a person's tendency to stop all forms of service in the organization now and shortly. Turnover is the proportion of organizational members who voluntarily and involuntarily leave the company within a certain period (Arda & Jaelani, 2021). Turnover is related to a condition where a person decides to leave a company and is replaced by another person (Purba et al., 2020). Based on the definition from Harnoto in Halimah et al. (2016), turnover is the level or intensity of an employee's desire to move from their current job to another, either the same or a different type of job. Turnover is the voluntary resignation of an employee from their place of work or moving from one workplace to another (Zeffane & Gul, 1995).

In his book entitled Employee Engagement: A Long Road Map for Creating Profits, Optimizing Performance, and Increasing Loyalty, Federman (2009) states that to control employee turnover rates, companies must be able to fulfill the desires of each employee. However, conditions like this also will not guarantee that even though the organization has used all these methods, they are not specific and cannot ensure that everyone will stay or not move to another organization. According to Long et al., the turnover practice is divided into two reasons that trigger it. Firstly, it arises from the dissatisfaction of a group of people who feel that management cannot use their abilities optimally. Second, their limited expertise and skills make them feel uncomfortable when working in the organization.
Alkahtani (2015) states that various reasons will be put forward by someone who has made a turnover. This becomes the basis for the person to make a turnover. According to Ardan & Jaelani (2021) in their book Human Resource Management, there are 4 (four) types of turnover, which are explained in Table 2.

Table 2. Types of Turnover

<table>
<thead>
<tr>
<th>Type of Turnover</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on illness</td>
<td>Turnover of his own accord. Turnover due to layoffs due to organizational demands and regulations.</td>
</tr>
<tr>
<td>Based on functional Level</td>
<td>Turnover for someone who is lower performing, less reliable, or ineffective. Turnover because someone who has high performance leaves the company.</td>
</tr>
<tr>
<td>Based on the Form of Control</td>
<td>Turnover due to reasons outside the influence and control of the organization, such as a person's domicile.</td>
</tr>
<tr>
<td>Uncontrollable</td>
<td>Turnover due to organizational influence and control for organizational effectiveness and efficiency.</td>
</tr>
<tr>
<td>Can be controlled</td>
<td>Turnover because someone who has high performance leaves the company.</td>
</tr>
</tbody>
</table>

Source: proceed (2024).

Epistemological Dimensions of Turnover

All organizations hope to have employees with skilled insight and expertise. Therefore, each organization will perform the best recruitment, selection, training and development processes. However, despite the organization's best efforts, we will always find some members who still have plans for turnover from the organization. This is an employee's thinking and planning to leave a job and organization for various reasons (Belete, 2018). Turnover is a big scourge for any organization, especially in the industrial world Summer, 2012). Therefore, early identifying employees who intend to make a turnover is better than doing it after (Saraih et al., 2017).

Turnover intention is seeking alternative work opportunities in other, better organizations (Roni, 2016). Teacher turnover intentions are a powerful predictor and alternative measure of turnover behaviour (Cho & Lewis, 2012; Qin, 2019). Teachers with a high quality of work life will have low turnover intention (Izzati & Mulyana, 2020). One of the triggers for teacher turnover is unfulfilled expectations who resign (Rosalina et al., 2018). However, before the member decides to leave the company or quit, the employee will go through three stages of moving, namely (i) first they think they will leave the organization; (ii) then they will look for another job, and after that (iii) they will stop (Ngo-Henha, 2018).

References in estimating an employee's intention in a company to turnover (turnover intention) can be found in various aspects concerning employee behaviour that provide indications for turnover (Halimah et al., 2016). Sumarto (2012) describes five indicators that influence turnover: age, length of service, level of intelligence and education, attachment and satisfaction at work. Mandu Sibiya et al. said that turnover intention is a strong predictor of actual quit behaviour. The idea that switching is the best predictor of actual turnover follows research on the direct determinants of actual turnover behaviour (Sibiya et al., 2014).

Turnover is an employee's plan to leave and leave their current workplace for various reasons, which are characterized by indicators including absenteeism, being lazy at work, daring to violate rules, planning to move workplace (turnover intention), and planning to stop working (Halimah et al., 2016; Sibiya et al., 2014). Employees who will turn over can be seen from increased absenteeism because they rarely show up for work. Likewise, the level of employee laziness at work is an indication of turnover. In other research, it is stated that turnover can be seen from employee behaviour, which tends to be negative. Employees often violate work regulations; they protest against company policies, which they think will harm their interests. They are ready for the risks because they usually have a backup for a new workplace. Employees who have always behaved positively will change to employees who behave negatively as a form of protest because they want to leave the company.
Their research by Sarah et al. (2017) found that turnover is associated with several consequences, such as poor work performance and decreased productivity resulting from employee tardiness and absenteeism. Absence is a synonym for the words absent, absent, or absent. This condition shows a situation where someone does not come or is not there when it is time to work—not coming or being absent from work due to something or unknown reasons or because of illness. At least, this is the definition contained in the Indonesian dictionary (Nasional, 2008).

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It was further stated that turnover is said to be a negative state of mind, not feeling satisfied, and related to work, which is characterized by a lack of enthusiasm for work, no dedication to work, and no complete absorption in work or the organization (Sibiya et al., 2014). Sibiya et al. said that mental resilience, low energy levels when working, and lack of dedication, which refers to weak involvement in work, are two of several signs of someone who lacks enthusiasm at work. Meanwhile, needing to be entirely focused on someone doing their work and feeling bored with the work they are doing is a sign of non-absorption that can be recognized. Conditions like this show how time passes very slowly, and workers will have difficulty adjusting to work. From this, it can be concluded that someone who tends to quit their job tends to feel lazy, lacks enthusiasm, and is bored carrying out every organizational activity (Sibiya et al., 2014).

The rationale obtained from the corrective action process can help identify the root causes of turnover. Apart from that, it will also indirectly function as a proactive approach in overcoming all factors related to turnover in an organization. On the other hand, turnover has been proven to also be able to be predicted by its antecedents, namely organizational citizenship behavior, organizational justice and organizational commitment (Saraih et al., 2017). Factors that encourage employee turnover can vary. This could be due to the employee's internal or external problems, such as mental and health conditions, company management, and the work environment. Based on this, there are 3 types of turnover in an organization, namely employee requests, company policies and applicable laws and regulations.

<table>
<thead>
<tr>
<th>Table 3. Type of Turnover</th>
<th>Turnover Consideration Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own request</td>
<td>• Compensation levels considered low.</td>
</tr>
<tr>
<td></td>
<td>• No career experience.</td>
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<tr>
<td></td>
<td>• Uncomfortable work environment.</td>
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<tr>
<td></td>
<td>• Family problem.</td>
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<td></td>
<td>• Incompatible health problems.</td>
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<td></td>
<td>• Feeling that the job does not match your interests and talents.</td>
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<td></td>
<td>• Treatment that is felt to be unfair,</td>
</tr>
<tr>
<td></td>
<td>• Continue studies.</td>
</tr>
<tr>
<td>Organizational Policy</td>
<td>• Employees are not disciplined</td>
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<tr>
<td></td>
<td>• Employees are less capable and unproductive</td>
</tr>
<tr>
<td></td>
<td>• Employees commit immoral acts</td>
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<tr>
<td></td>
<td>• Employees cannot cooperate</td>
</tr>
<tr>
<td></td>
<td>• Simplification of organization.</td>
</tr>
<tr>
<td>Applicable laws and</td>
<td>• Died or disappeared</td>
</tr>
<tr>
<td>regulations (Pabisa &amp;</td>
<td>• Has reached the age limit for layoffs (retirement)</td>
</tr>
<tr>
<td>Sitabuana, 2021)</td>
<td>• Violate applicable regulations.</td>
</tr>
<tr>
<td></td>
<td>• End of contract with the company.</td>
</tr>
<tr>
<td></td>
<td>• Engage in activities that oppose the government</td>
</tr>
<tr>
<td></td>
<td>• Own request.</td>
</tr>
</tbody>
</table>
There is organizational simplification.

Physically or spiritually incompetent.

Not reporting after leaving leave outside the responsibility of the company/state.

Reporting after leave outside the state but there are no vacancies (Law No. 8 of 1974 Article 23 concerning Personnel Principles).

Source: proceed (2024)

Axiological Dimensions of Turnover

Reviewing turnover from a philosophical perspective is also related to the axiological dimension. The axiology of turnover is also related to the issue of the function and use of turnover science, as well as the relationship between the organization and its members. Turnover is the percentage of employees leaving an organization during a specific period. This includes workers who leave their workplace voluntarily and those who are fired. Usually, companies will calculate their employee turnover rate every year or every three months. Companies can also calculate turnover for new hires to assess the effectiveness of their hiring policies. The employee turnover formula in a company can be measured by quantitatively measuring the turnover rate index to produce a percentage based on a specific period. Companies usually count the total number of employees who leave them per a specific period. So that we can get a recap of low or high employee turnover rates later, the results of this recap can be helpful for the company, such as an evaluation for management that can advance the business in the future.

Suryani et al. (2014) explained that the turnover rate consists of three categories: 10% (very high), 5%-10% (high), and less than 5% (low). As an illustration, the turnover phenomenon occurs yearly in around 10 to 12% of employees (Suryani et al., 2014). Organizations with a history of high turnover rates for various reasons tend to cause old employees to leave the organization as well. When employees who leave the organization achieve success in their new jobs, this will increasingly influence other existing employees to leave the company. A high percentage of turnover in an organization will be detrimental and hurt the organization. Adverse turnover is when employees who leave the company have good performance, expertise and much experience in their work. However, in general, turnover hurts the company or organization. One of the negative impacts of turnover in companies is on the quality and ability to replace employees who leave the company, so recruiting new employees takes time and new costs (Waspodo et al., 2013).

New costs incurred due to turnover, namely recruitment costs, training costs related to supervision time, personnel department and employees being trained, costs incurred due to new employee accidents, usually the accident rate for new employees tends to be higher, costs of lost production during employee turnover and waste other costs due to new employees (Hanif & Siswanto, 2023). Some of the negative impacts that can occur if turnover occurs frequently in an organization include: (a) a personnel vacancy exists in the organization. (b) Employees still working at the company will have a higher workload, which could result in low motivation levels. (c) The costs of getting new replacement employees will increase, and company performance will decrease.

An organization or company's most valuable machines and physical facilities are not turnovers. According to Andrew Carnegie, the most valuable turnover in an organization is its employees. We can replace or repair machine equipment and facilities so that they can function better. However, if our best employees leave the organization or turn to another, all their knowledge and expertise will be lost (Alkahtani, 2015). To obtain employees with commensurate skills and insight to replace employees who have left requires quite a lot of money. The costs that must be incurred to do this include costs for carrying out the selection and recruitment process, formal and informal training, employee development, and other activities (Alkahtani, 2015). According to Sumarto (2012), employee turnover has no positive impact even though an individual employee decides to choose. Will they continue working at another company they think is better, or will they just quit? Turnover behaviour has many negative impacts on organizations, including increasing recruitment costs and resulting in poor communication between employees and the company, which results in and has an impact on organizational performance. The company will spend at
least one year or a maximum of two years on compensation and benefits if the direct and indirect costs are equivalent to one employee's total turnover costs (Sumarto, 2012).

However, turnover does not permanently harm the company; there is also turnover that benefits the company. The company will benefit if the employees who leave are employees whose performance is below standard and do not achieve the expected targets. The positions left will be filled with other employees with better performance and skills. However, the tendency for the level of losses resulting from turnover is much higher than the profits resulting from turnover in an organization.

Conclusion

In the ontology dimension, turnover is a decision made by a person to leave the organization where he or she belongs based on various considerations and reasons, both intentional and unintentional, to move to another organization. Regarding estimation dimensions, turnover can be known through indicators that start from a person's intention to make a turnover. Then, this intention became a strong impetus for him to make a turnover from the company organization. In the Axiology dimension, turnover can harm an organization if the turnover exceeds the percentage figure of 10% and is outside reasonable tolerance. The company will benefit if the employee who leaves is an employee whose performance is below standard and does not achieve the expected targets so that another employee will fill the position left with better performance and skills. Organizations can decrease employee turnover by taking anticipatory steps to avoid turnover. In the end, the organization needs to carry out an evaluation to prevent the turnover percentage from going beyond the tolerance limit or more than 10%.

REFERENCES


