THE EFFECT OF WORK RELATIONSHIP ON TURNOVER INTENTION: THE ROLE OF ORGANIZATIONAL TRUST AS MODERATOR

David Hutabarat[1] & Rostiana[2]

[1]Departement of Psychology, Tarumanagara University, Jakarta
Email: davidradihaposanh@yahoo.co.id
[2]Faculty of Psychology, Tarumanagara University, Jakarta
Email: rostiana@fpsi.untar.ac.id

ABSTRACT

The background of this research is the increasing turnover of barista employees at company X and focus on the influence of work relationships on turnover intentions in company X. The work relationships referred to coworker relationships and superior-subordinate relationships. Continual turnover leads to organizational expenses and reduced performance. The workplace is not just a place where employees can earn money by performing their duties and responsibilities. The workplace should also be seen as an opportunity for fellow employees to interact and build social relationships. This research uses a quantitative method. The sample size in this study is 150 participants. The results of this study found a significant influence of work relationships on turnover intentions (p < .05), the influence of peer relationships on turnover intentions (p < .05), and the moderating role of organizational trust when it is in the low category in the peer relationship model on turnover intentions (p < .05). The conclusion of this research is that relationships with coworkers can help employees choose to stay in their jobs. This study also shows that there is no role of organizational trust in the model of the influence of peer relationships on turnover intentions. Vertical trust conflict (trust between employees and the company) with horizontal trust (trust among employees) can occur. If some employees feel distrustful of their company, they will be more cohesive and trust each other.

Keywords: Coworker relationship, superior-subordinate relationships, turnover intention, organizational trust

1. PREFACE

High and sustainable levels of job turnover pose a significant challenge for companies as they can impact the company's expenses and performance, especially in an era that demands innovation and development. Company X, a provider of food and beverage products that focuses on coffee and toast, has been in operation for four years and has more than 1,000 outlets throughout Indonesia. Since January 2021 until 2022, Company X has faced an increasing problem of high job turnover that could impede business growth. The company's report shows that the turnover rate for barista employees in January 2021 was 3.56%, but it increased dramatically to 25.95% in June 2021, which means an increase of 22.39% in five months. A significantly increased turnover rate can have a negative impact on the company's development.

The workplace is not only a place to earn a living by completing tasks and responsibilities but also an opportunity for employees to interact and build positive social relationships (Peeters et al., 2014). The quality of interpersonal relationships in the workplace is believed to affect job turnover intentions. In Company X, interpersonal relationships can be divided into two types: relationships between coworkers (fellow outlet crew) and relationships between superiors and subordinates (store managers with outlet crew).

The quality of relationships between coworkers and relationships with superiors can affect job turnover intentions. Symptoms observed in the company include employees requesting to be transferred to another outlet because they feel uncomfortable with other employees. Other symptoms include employees telling HRD about their discomfort with their superiors and feeling like they no longer want to work in the same outlet. Through this research, the researcher hopes

to determine whether the relationships between coworkers and relationships with superiors in this company affect job turnover intentions in employees. Previous research on work relationships has shown that poor work relationships can indeed affect job turnover intentions, but there is little research that examines the relationship with coworkers and relationships with superiors simultaneously. Therefore, this research is expected to provide a clearer understanding of how work relationships can affect job turnover intentions when viewed from the relationships with coworkers and relationships with superiors.

Building good-quality work relationships is a significant challenge for companies and cannot be built in a short time. Even if the quality of work relationships is still poor, increased job turnover intentions may not occur. The researcher sees an important component that is believed to play a role in job turnover intentions, namely organizational trust. In this research, the researcher wants to determine whether trust in the organization can moderate the relationship between work relationships and turnover intentions. Having a work environment that trusts the company can provide many positive benefits, employees who trust their company will make their work more optimal, especially for jobs that require cooperation (Molines et al., 2017). Uncomfortable situations will not make employees emotionally exhausted because trust in the company makes employees have positive expectations for the company, including their work relationships. So that employees see that even if the quality of work relationships is poor, it will not last long because the company will definitely do something about it (Molines et al., 2017).

Coworkers are individuals who work together and can provide knowledge and expertise to one another, especially when an individual encounters difficulties in their work (Jacobs et al., 2013). Positive coworker relationships can be identified by a high level of support and helpfulness when encountering daily work problems. According to the theory of coworker relationships, not all coworker can become friends (Hain, 2005). Intensive interaction due to work demands does not always create friendships. However, non-friendship interactions among coworkers can also have good and positive work relationships. This study focuses on coworker relationships from the informational and collegial perspectives, rather than the friendship aspect (Trussell, 2015). Informational means examining the quality of coworker relationships in terms of how much beneficial information is exchanged and how it improves work performance. Collegial means examining the quality of coworker relationships in terms of the emotional support provided and feedback given.

The definition of the relationship between subordinates and superiors is a workplace relation in which an individual who plays the role of a superiors has direct authority over another individual who plays the role of an employee (Sias, 2009). The working relationship with a supervisor can shape an employee's perspective towards the company. A supportive superiors who provides positive feedback, pays attention to the needs and feelings of employees, and encourages them to voice their opinions can improve the relationship and provide employees with a sense of psychological safety (May et al., 2004). Factors that affect the relationship between subordinates and superiors can come from both employees and superiors. From the employee's perspective, employees who have trust in their superiors and have an open personality will perform better in improving the relationship. Meanwhile, superiors who provide support, positive feedback, and pay attention to employees' needs will play a significant role in enhancing the working relationship (Sias, 2009).

Turnover intentions is a conscious desire of employees to leave the organization through a cognitive process of actively planning to quit and seeking better employment opportunities

(Khalida & Safitri, 2016). The main reason for employee quit is due to the company's failure to meet the basic needs of its employees (Khalida & Safitri, 2016). In other words, turnover intentions can be considered as the primary predictor to measure actual turnover behavior. Increasing factors in turnover intention are individual factors such as job dissatisfaction, which can lead to thoughts of quitting and actively seeking other job opportunities (Khalida & Safitri, 2016). Furthermore, organizational justice, including equality in salaries, performance appraisals, promotion opportunities, and others, also influences turnover intention (Hussain & Xian, 2019). Employees' perception of organizational justice affects their satisfaction and decision to stay in the company (Hussain & Xian, 2019).

A good corporate reputation can also influence the level of turnover intention (Hendriks, 2016). This is because a good reputation can indicate the value of the company, so employees feel proud to work for the company. The company's reputation can also reflect a positive assessment of the company's management. Therefore, employees who are proud of their company are less likely to leave. High turnover rates can affect many aspects of the company, including declining performance, service quality, stability, and revenue (Astuti & Helmi, 2021). The more frequent employee turnover is in a company, the less stable it becomes because new employees need to adapt, and the company needs to invest time and money in training (Al-Suraihi et al., 2021).

Organizational trust can be defined as employees' belief in their company (Ozmen, 2019). Individuals who trust their organization believe that the company's goals can be achieved. Organizational trust means having confidence in organizational leaders to commit to advancing the organization and its employees, and trusting that the organization's actions can benefit its employees even in uncertain situations (Çiftçioğlu, 2015).

Organizational trust is essentially a result of interpersonal relationships, or dyadic nature, meaning employees can trust each other due to social factors that occur between two individuals. For example, employees may trust their coworkers because they see them as helpful in solving work problems. However, organizational trust that is directed towards top management is not a result of interpersonal relationships due to the infrequent communication that occurs (Ozmen, 2019). Essentially, employees will trust top management by looking at the big picture of what's happening in the company, such as management policies, performance evaluation systems, and so on.

Organizational trust can be conceptualized into two aspects: belief and behavior. Trust can be defined as an individual's belief in their organization that it will maintain its commitments, negotiate honestly, and not take advantage of its employees by disregarding their needs. This belief is formed due to social factors in the work environment, subjective evaluation, and optimism in employees (Cummings & Bromiley, 1996). The second concept is that trust can be defined as intended behavior, meaning employees will tend to behave according to the dimensions mentioned above. In this study, the concept of organizational trust is seen more from the perspective of cognition and thinking.

Work relationships can be said to play a crucial role in determining whether employees decide to stay or leave a company. For example, a meta-analysis conducted by Humphrey et al. in Jo and Ellingson (2019) found that social support had the most significant correlation with turnover intentions compared to job-related aspects such as job autonomy or job type. Other studies also show that both superior-subordinate relationships and coworker relationships play a role in reducing turnover intentions.

The impact of work relationships on turnover intentions is complex, but Mossholder et al. in Jo and Ellingson (2019) identified three key elements that need to be evaluated to understand the dynamics of work relationships: behavioral, structural, and psychological. Behavioral refers to what actually happens during interactions, whether between coworkers or between superiors and subordinates. Structural refers to the pattern of the relationship and the nature of the relationship. Psychological refers to how individuals think and feel during interactions (Jo & Ellingson, 2019). These three essential elements provide a clearer understanding of how work relationships affect turnover intentions. The nature of work relationships is influenced by how individuals behave and how they think and feel during interactions (Jo & Ellingson, 2019). Hinde in Jo and Ellingson (2019) also emphasizes the importance of the structural element, in which every work relationship naturally approaches what is called a social group. Work relationships can reduce turnover intentions because of kinship responsibilities, which is a feeling of responsibility towards other members and leads to choosing to stay (2019). This sense of responsibility encourages employees to remain silent because they feel they can no longer support their coworkers if they leave.

However, work relationships may not always be positive. Lee and Mitchell in Jo and Ellingson (2019) argue that there are times when employees experience shock in their relationships due to something unpleasant, causing the employee's cognitive aspect to pause momentarily and rethink whether the work relationship is worth staying for. When employees no longer feel valued, the level of intention to leave the company will increase. Therefore, this is where the role of moderators comes in, as a buffer for the negative effects of the relationship so that the intention to leave the job does not increase.

This study also examines organizational trust as an important role in controlling the negative influence of poor relationships on the intention to leave the job. Employees who have organizational trust and belief will certainly care about the future and success of the company. Therefore, employees will understand their role and responsibility in achieving that success (Nurhayati et al., 2020). When employees believe in their company, they will also try their best to work and fight for their job (Nurhayati et al., 2020). In other words, even if the work environment is not good, such as having a bad work relationship, the employee will not think about leaving because they believe that the company will solve workplace problems and they have a higher motivation to stay and fight in the company. Previous research conducted by Trussell (2015) has shown the role of organizational trust as a moderator in the relationship between burnout and the intention to leave the job. This study argues that high workplace stress can cause burnout in employees, but with organizational trust, the negative impact of burnout on the intention to leave the job is not significant.

The work relationships between coworker and also the relationships between subordinates and superiors are important to be seen together. Research in Indonesia that examines both relationships in one study is still very limited. The latest research that examined both relationships was conducted by Ariani (2015). The study explains the relationship between work relationships among coworkers and relationships between subordinates and superiors on work engagement mediated by psychological conditions. This study will focus more on the relationship between work relationships and the intention to quit. However, this study also wants to see if there are helping factors such as trust in the company that can reduce the level of intention to quit even if work relationships are not good. This study is expected to add wider literacy and insight into the variable of intention to quit.

2.   RESEARCH METHOD

This research uses a quantitative method as it involves the use of numbers and statistical calculations to examine existing dynamics with the aim of proving the research hypothesis that has been formulated (Periantolo, 2016). The research design used is non-experimental, where the researcher does not manipulate the research variables (Sugiyono, 2018). One way to obtain quantitative research data is by distributing cross-sectional questionnaires, which involves collecting data at one time in accordance with the specified period to explain the influence of one variable with another variable on the population being studied (Sugiyono, 2018). Data processing is performed using SPSS 23.00 and PROCESS for iOs. The researcher conducted residual normality tests, item validity tests, reliability tests, classical assumption tests (linearity, multicollinearity, autocorrelation, and heteroskedasticity), and examined the influence of both variables using multiple regression techniques and moderated regression analysis. Data was collected through an online google form.

The measurement of coworker relationships uses two measurement tools. First, the researcher used a measurement tool created by Hain and Francis in 2004 called the Coworker Relationship Scale to examine the relationship between coworkers. The number of items in this measurement tool is eleven with a unidimensional scale of one to five. Second, the researcher used a measurement tool created by May in 2003 called Supportive Supervisor Relations to examine the relationship between employees and their superiors. The number of items in this measurement tool is ten with a unidimensional scale of one to five. The researcher conducted validity and reliability tests with a reliability value of α=.895 and a validity value range of .309 to .802 for the coworker relationship measurement tool and a reliability value of α=.941 and a validity value range of .566 to .840 for the supervisor-employee relationship measurement tool. Both variables have good reliability values because they exceed .600 and have good validity values because all items have values above .200 (Sugiyono, 2018).

The measurement of turnover intention will use the Turnover Intention Questionnaire created by Mobley et al. and widely used by researchers (Skelton & Dwyer, 2018). This measurement tool is unidimensional and consists of three items with a scale of one to five. The turnover intention measurement tool has undergone validity and reliability tests and shows a reliability value of α=.917 and a validity value range of .798 to .815. The turnover intention variable has a good reliability value because it exceeds .600 and has a good validity value because all items have values above .200 (Sugiyono, 2018).

The measurement of organizational trust will use The Organizational Trust Inventory (OTI) proposed by Cummings and Bromiley in 1996. The version of OTI used is the short form with 12 items and three dimensions. It is measured using a Likert scale ranging from one to seven (1 = strongly disagree to 7 = strongly agree). After conducting validity and reliability tests on this measurement tool, the reliability value is α=.886 and the validity value range is from -.024 to .873. Item number four has a validity value below .200, which is - .024. Therefore, the researcher deleted this item, resulting in a reliability value of α=.893 and a validity value range of .379 to .823.

3.   RESULT AND DISCUSSION

Prior to conducting hypothesis testing, the researcher forst examined the description of the research variables. After conducting SPSS analysis, the following results were obtained:

Table 1

The Description of Research Variables

Variables	Number of Items	N	Mean	Minimum	Maximum	SD	Midpoint
Work relationships	11	98	4.29	2.91	5.00	0.56	3
Superior-Subordinate Relationships	10	98	4.03	2.20	5.00	0.70	3
Turnover Intention	3	98	1.72	1.00	3.67	0.75	3
Organizational trust	11	98	5.51	3.45	7.00	0.91	4

Furthermore, the researcher also examined the dimension of the organizational trust variable. Organizational trust has three dimensions, namely keeps commitments, negotiates honestly, and avoids taking excessive advantages. After being tested in SPSS, the results of the dimension description are as follows:

Table 2
The Description of Organizational Trust Dimensions

Variables	Number of Items	N	Mean	Minimum	Maximum	SD
Keeps Commitments	4	98	5.63	2.50	7.00	1.01
Negotiates Honestly	4	98	5.43	2.75	7.00	1.10
Avoids Taking Excessive Advantages	3	98	5.47	2.67	7.00	1.12

The researcher conducted a test of residual normality. The test of residual normality was conducted because this type of research is a linear regression where the data must meet the normality test of the residual variable that will be regressed and not the normality of each variable (Sujarweni & Utami, 2019). The researcher first examined the normality of the relationship between coworkers and turnover intention. Based on the residual normality test using a normal probability plot, it can be stated that the data is normally distributed because the points are close to a straight line. After that, the researcher tested the normality for the model of the relationship between superiors and subordinates and turnover intention. Based on the residual normality test using a normal probability plot, it can be stated that the data is normally distributed because the points are close to a straight line.

Before conducting a hypothesis test, researchers are required to conduct classical assumption tests consisting of tests for linearity, multicollinearity, autocorrelation, and heteroscedasticity. Classical assumption tests are necessary for linear regression research (Sujarweni & Utami, 2019). Multicollinearity tests are necessary to determine if there are similarities between independent variables. If there are similarities, it will result in a very strong correlation (Sujarweni & Utami, 2019). The absence of multicollinearity can be seen from the VIF value, where the value must be between 1-10. After testing using SPSS, the VIF values for coworker relationships toward turnover intention is 1.000, superior-subordinate relationships toward turnover intention is 1.000, and both coworker relationships and superior-subordinate relationships toward turnover intention is 1.332. From these three relationships, it can be said that there is no multicollinearity.

Autocorrelation tests are used to determine if there is a correlation between the disturbance variable at a certain period with the previous variable (Sujarweni & Utami, 2019). Autocorrelation can be detected by looking at the Durbin Watson value, if the Durbin Watson value is between -2 to 2 then there is no autocorrelation. After testing the data using SPSS, the Durbin Watson values for coworker relationships toward turnover intention is 1.676,

superior-subordinate relationships toward turnover intention is 1.698, and coworker relationships and superior-subordinate relationships toward turnover intention is 1.684. From these three relationships, it can be said that there is no autocorrelation.

Heteroscedasticity tests are used to determine if there is a difference in residual variance between one observation period and another (Sujarweni & Utami, 2019). Heteroscedasticity can be analyzed by looking at the scatterplot graph between standardized predict value (ZPRED) and studentized residual (SRESID). Criteria for scatterplot graphs that do not indicate heteroscedasticity include data points scattered above and below or around zero, data points are not just clustered above or below, data point distribution should not form a wave pattern of widening and narrowing, and finally data distribution should not have a pattern. After testing using SPSS, the graph meets all criteria, meaning that the data does not show heteroscedasticity.

Linearity tests are used to determine if the relationship between independent and dependent variables is linear or straight (Sujarweni & Utami, 2019). The sig. value should be greater than 0.05 to be considered linear. After testing using SPSS, the sig value for coworker relationships toward turnover intention is 0.236 and superior-subordinate relationships toward turnover intention is 0.563. From these two relationships, it can be said that they are linear.

Before conducting hypothesis testing, the researcher first tested the correlation among all variables, namely coworker relationships, superior-subordinate relationships, turnover intention, and organizational trust. After being tested using SPSS with the Pearson Correlation technique, the correlation results are as follows:

Table 3
Correlation Test

	1	2	3	4	5	6	7
Coworker Relationships							
Superior-Subordinate Relationships	.499**						
Turnover Intention	-.319**	-.137					
Organizational Trust	.203**	.264**	-.317**				
Keeps Commitment Dimension	.204*	.190	-.327**	.891**			
Negotiates Honestly Dimension	.231*	.296**	-.262**	.898**	.742**		
Avoids Taking Excessive Advantages Dimensions	.056	.172	-.210*	.743**	.489**	.483**	

After conducting multiple linear regression analysis, it was found that there is a significant negative influence between coworker relationships and supervisor-subordinate relationships together on turnover intention ($R^2 = .102$, $\beta 1 = -.333$, $\beta 2 = .029$, $p < .05$). Based on the regression coefficients, the multiple linear regression equation between coworker relationships, supervisor-subordinate relationships, and turnover intention is *Y (Turnover Intention) = -.121X$_1$ (Coworker Relationships) + .009X$_2$ (Supervisor-Subordinate Relationships) + 5.413.*

The results of the regression analysis also showed that 10.2% of the variation in turnover intention is explained by coworker relationships and supervisor-subordinate relationships, while the remaining 89.8% is caused by other factors outside of these relationships. Based on the explanation above, it can be concluded that there is a significant influence between coworker relationships and supervisor-subordinate relationships on turnover intention. After conducting moderated regression analysis, it was found that work relationships contributed 10.2% ($R^2 = .102$) in reducing turnover intention. After incorporating organizational trust as a moderator, the contribution of work relationships increased to 15.4% ($R^2 = .154$). However, the non-significant

interaction coefficient (β = .030, s.e. = .016, *p* = .068) suggests that organizational trust did not act as a moderator (*p* > .05) in the relationship between work relationships and turnover intention.

The researcher conducted a simple linear regression analysis to test the influence of coworker relationships on turnover intention. The results of the simple linear regression analysis showed a significant negative effect of coworker relationships on turnover intention (R^2 = .102, β = -.319, *p* < .05). Based on the regression coefficient, the simple linear regression equation between coworker relationships and turnover intention is *Y (Turnover Intention) = -.116X (Coworker Relationships) + 10.865*. The results of the regression analysis also showed that 10.2% of the coworker relationship variable influenced turnover intention, while 89.8% were caused by other factors outside of coworker relationships. Based on the explanation above, it can be concluded that there is a significant influence of coworker relationships on turnover intention.

After conducting a moderated regression analysis, it was found that coworker relationships contribute 10.2% (R^2 = .102) to turnover intention. After introducing organizational trust as a moderator, the contribution of coworker relationships increased to 22.3% (R^2 = .223). Looking at the interaction value (β = .008, s.e. = .003, *p* = .012), it indicates that organizational trust plays a role as a moderator (*p* < .05) in the model of coworker relationships on turnover intention. To determine the criteria for the moderator in this model, the researcher conducted a regression of the moderator variable on the dependent variable and obtained significant results (R^2 = .100, β = -.317, *p* < .05). Then the researcher conducted a regression of the interaction variable between the multiplication of the independent variable with the moderator variable on the dependent variable. The regression results showed significance (R^2 = .223, β = 2.348, *p* < .05). From both regression tests, it can be concluded that the criteria for this moderator is quasi moderation, which means that organizational trust can act as a moderator between coworker relationships and turnover intention but also acts as an independent variable. After that, the researcher divided organizational trust into three categories (low, moderate, high) based on the value of -1SD (low), Mean (moderate), and +1SD (high). From each category, the researcher observed the interaction value of coworker relationships on turnover intention using a scatter plot and conditional effect. The scatter plot results are as follows:

Figure 1
Scatter Plot Moderator of Organizational Trust on The Relationship Between Coworker Relations and Turnover Intention
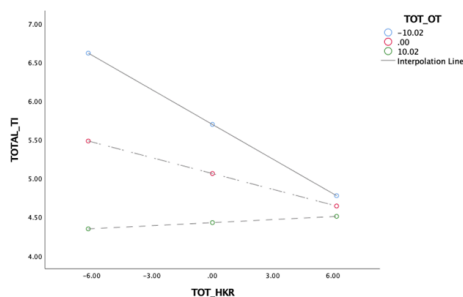
Based on the results of the SPSS analysis, only the low organizational trust category is significant (p < .05), meaning that coworker relationships can significantly decrease the intention to leave when employees have low organizational trust. Coworker relationships are not significant in decreasing the intention to leave when organizational trust is high or moderate (p > .05).

The results of simple linear regression test showed that there was no significant effect of the relationship between superiors and subordinates on turnover intention (R^2 = .019, β = -.137, p > .05). Based on the regression coefficient, the simple linear regression equation between the relationship between superiors and subordinates and turnover intention is *Y (Turnover Intention) = -.044X (Relationship between Superiors and Subordinates) + 1.848*. The regression test also showed that only 1.9% of the variable of the relationship between superiors and subordinates influenced turnover intention. Meanwhile, 98.1% were caused by other factors outside of the coworker relationship. Based on the explanation above, it can be concluded that there is no significant effect of the relationship between superiors and subordinates on turnover intention. Since there is no significant effect of the relationship between superiors and subordinates on turnover intention, the moderation test of organizational trust between the influence of superiors and subordinates and turnover intention was not carried out.

Work relationships have been proven to play an important role in determining whether employees decide to stay or leave the company. A meta-analysis study conducted by Humphrey, Nahrgang, and Morgeson in Jo and Ellingson (2019) states that social support has the most significant correlation with job turnover intention compared to job aspects such as job autonomy or job type. Another study also shows that the relationships between superiors and subordinates, as well as coworker relationships, both contribute to reducing job turnover intention (Jo & Ellingson, 2019). There is a significant influence between coworker relationships and job turnover intention according to previous studies, where good relationships with coworkers can help employees choose to stay in their jobs. A study by Park and Min (2020) suggests that good relationships with coworkers can significantly reduce job burnout. In a collective culture, coworker support is more effective in reducing stress, so job turnover intention is not high. Looking at the job context, working as a barista in an outlet is always done together. If employees experience stressors, the quickest way to reduce that stress is to get support from their coworkers.

This study found that organizational trust plays a moderating role in the model of the influence of coworker relationships on job turnover intention. To be clearer, the researchers divided organizational trust into three categories, namely low (-1SD), medium (M), and high (+1SD). Of the three categories, only when employees have low organizational trust does the influence of coworker relationships become significant in job turnover intention. Looking at the research by Tan and Lim (2009), vertical trust conflicts (trust between employees and the company) with horizontal trust (trust between employees) can occur. If some employees feel untrustworthy of their company, they will be more cohesive and trust each other. This is because coworkers see themselves as having the same thoughts and views towards the company. Therefore, employees who do not trust their company will see coworker relationships as job resources that can be relied upon and used to solve work problems, ultimately reducing job turnover intention.

This study also found no significant influence between supervisor-subordinate relationships and job turnover intention (R^2 = .019, β = -.137, p > .05). The insignificant relationship can be explained by the research of Park and Min (2020) that studied job turnover intention with meta-analysis. The study states that support from superiors or relationships with superiors has little influence on job turnover intention. One reason why support from superiors does not have an effect is that the job does not require much supervision. In other words, the job performed by the employee is not too complex and not too difficult to do. Looking at the job of a barista in

Company X, where baristas do not always depend on their store leader to work, Park and Min's research is consistent with the results of this study.

The study by Afzal et al. (2019) states that many previous researchers have indirectly looked at the influence of supervisor-subordinate relationships on job turnover intention. Although supervisor-subordinate relationships can have a direct influence on job turnover intention, looking at the mediation mechanism is vital in studying turnover intention. The insignificant relationship results can also be explained by the meta-analysis study conducted by Astuti and Helmi (2021). This research states that the relationship between superiors and subordinates does not directly affect turnover intention due to the presence of organizational support that must facilitate such a relationship. Support from superiors and subordinates will reduce turnover intention when there is an increase in organizational support. Superiors or superiors are seen as organizational agents and ensure that employees receive support, so superiors are seen as contributing to organizational support. Organizational support formed from support from superiors and subordinates will strengthen employee commitment, thus reducing turnover intention (Astuti & Helmi, 2021). Further explanation, research by Arici (2018) states that the relationship between superiors and subordinates can be an indicator of organizational support, as employees see superiors as a representation of the company.

4.   CONCLUSIONS AND RECOMMENDATIONS

Poor coworker relationships will determine employees to leave their job. Good relationships with coworkers can help employees choose to stay in their job. Vertical trust conflict (trust between employees and the company) with horizontal trust (trust between employees) can occur. If some employees feel distrustful of their company, they will be more united and trust each other. This is because employees see each other as having the same thoughts and views towards the company. Therefore, employees who do not trust their company will see coworker relationships as job resources that can be relied on and used to solve work problems, eventually reducing turnover intention.

Support from superiors or relationships with superiors does not have an effect on turnover intention. One reason why support from superiors does not have an effect is that the type of job does not require a supervisory role. Considering the work context that does not prioritize supervision and the role of superiors, when employees have organizational trust, that trust may not be influenced by relationships with superiors. When employees trust their organization, they may trust it based on other factors. The source of organizational trust can come from coworker relationships to top management policies.

After conducting this research, the theoretical suggestion from the researcher is to investigate what mediations can bridge the influence of the relationship between superiors and subordinates on turnover intention. Based on the above explanation, the relationship between superiors and subordinates needs to be mediated to influence turnover intention. Further research can look at job context variables when examining work relationships. This is because the lack of influence of the relationship between superiors and subordinates on turnover intention may be due to the work context (not requiring supervision). Practical advice from the researcher to companies is to improve coworker relationships in the workplace to make employees feel more comfortable and loyal. Practical ways that can be done include organizing activities together. One thing that has been done is to organize a movie night together.

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