



## Job Satisfaction and Employee Turnover: Analysis Recruitment, Career Development, Organizational Culture

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**Abstract:** The purpose of the study is to see the relationship between variables and provide answers from the perspective of researchers' methods use qualitative techniques in ways related to literature, and review literature which is a way or method of scientific writing in the form of library research. The results of the research on the variables in this study according to the review literature that between variables there is a direct and positive influence even though there are variables as independent variables, intervening variables, and dependent variables. Dozens of review literature displayed in this study were analyzed using variables in this study.

**Keywords:** Job Satisfaction, Employee Turnover, Recruitment, Career Development, Organization Culture.

### INTRODUCTION

Organizations in running a company have human resources as assets that help run the organization, employees as human resources have hidden skills, abilities, competencies, and talents so that in the process of screening or recruiting employees through a process that must be carried out in an organization. The recruitment process can be through consultants or Institutions that hold the process, Recruitment agencies can use alternative business models that aim to increase candidate engagement by having agents answer questions through face-to-face interaction (Upadhyay & Khandelwal, 2018), effective recruitment is needed in an organization according to the opinion (Lawong et al., 2019) states that In general, recruitment is the most important thing for the organization, and to recruit effectively, you need to hire effectively. Recruitment theory suggests that the effectiveness of recruitment within an organization depends, at least in part, on the characteristics of the recruiter and organization (Breaugh & Starke, 2000). Employees who have become part of the organization after being recruited will release the abilities needed in the field of work, besides that employees will also blend in with old employees, leaders become a part of the organization in creating organizational culture.

According to (Chatman & O'Reilly, 2016) that organizational culture as the norm of a group or organization. When widely shared and firmly held, it functions as a system of social control, shaping the attitudes and behaviors of its members, along with the above opinion from (Maamari & Saheb, 2018) said that organizational culture is manifested both as an organizational strength and as an obstacle to development, organizational culture is related to performance and also its leaders (Tan, 2019). The sustainability of an organization, especially in bringing profits from the results of selling goods or services, always thinks about sustainable development and has an organizational culture (Grayson et al., 2018). Culture is created in an organization to employees so that employees can position themselves with various other employees from various countries, regions, or different tribes and races but can unite to build the organization. Employees who have mingled will begin to think about how they build a career in the organization, whether there is a career for them or not.

Organizations should host quarterly events that support the organization's commitment to career development, starting with recruitment and selection, and being developed by line managers. These career development activities demonstrate our true commitment to the careers of our employees. Activities should be in line with the organization's strategic objectives related to career development and employee retention. Activities must be official and marked on the calendar. They must be published on time and their value must be verified upon completion (Davis, 2015). Employee careers are certainly not easy to take, there are considerations by the organization that make employees deserve from the organization, siring with statements (D'Abate et al., 2003) Career advancement was once synonymous with vertical movement in an organization. Employees enjoy work, career, organizational culture can be followed, the organization recruits employees accordingly then employees will feel satisfaction at work.

Work satisfaction is felt differently from one employee to another, and cannot be generalized, the source of good employee recruitment will create job satisfaction (Alrhaimi & Alhumshry, 2015), according to the grand theory of (Oldham et al., 1978) states that job satisfaction is influenced by five job characteristics: skill variability, task identity, importance of tasks, autonomy, and feedback. People are satisfied with their work if they possess these five qualities. In another report on job satisfaction with his report on how employees feel about their jobs and what factors affect job satisfaction (*Employee Well-Being Report Employee Happiness at Work*, 2021). There is satisfaction there is dissatisfaction for employees that makes them leave the organization. Dissatisfied employees have many things that cause them to leave the organization.

Some workplace challenges have a significant impact on employees' careers (Savickas & Porfeli, 2012), The consequences of employee turnover relate to financial effects such as recruitment and training costs, talent loss and decreased productivity (Loi et al., 2006). The intention to go out shows the actual turnover. Rather than controlling employee turnover after the fact, especially in labor-intensive industries, it is important to invest in proactive measures to retain employees (Santhanam et al., 2017). Employee exit intentions there is a sense of dissatisfaction with management, income and wanting to try new things with the same field. The purpose of this study is to see the relationship between variables and provide answers from the perspective of researchers.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Job satisfaction is the feeling that an employee supports or does not support his work or space (Mangkunegara, 2015), according to (Lumley et al., 2011) Job satisfaction is an employee's attitude towards his job, Job satisfaction has nine dimensions: Salary, promotion,

benefits, potential bonuses, procedures, supervision, co-workers, nature of work and communication.

**Employee Turnover**

Employee turnover according to (Mathis, 2012) is a change in the number of employees in the organization. This is because the employee leaves the company or is fired and a new employee is hired to replace him, then according to (Dessler, 2015) employee turnover is the number of employees who leave the company during a certain period, both resigned and resigned.

**Recruitment**

Recruitment is Attracting the right number and quality of people at the right time and place to achieve organizational goals (Marquardt, 1996) and According to (Sondang, 2008) Recruitment is the process of finding , finding, and attracting candidates to work in an organization.

**Career Development**

According to (Robert, 1994) career development is a complex and dynamic process that involves interaction between people and their work environment, where people strive to achieve their career goals and achieve personal satisfaction. According to (Clarke, 2013) career development is a process of clarifying self-concept and lifelong personal growth.

**Organizational Culture**

(Cameron Kim & Quinn Robert, 1999) Organizational culture is a set of shared assumptions, values, and beliefs that characterize an organization and guide its practices and people. While according to (Alvesson, 2012) organizational culture can be considered as a system of meanings shared among members that distinguishes one organization from another.

**RESEARCH METHODS**

This scientific article uses qualitative techniques in a way related to literature. Literature review is a way or method of scientific writing in the form of library research. Theory analysis, analysis of the relationship between variables from books and journals both offline and online sourced from Mendeley, Google Scholar, and other online media. The journals studied are outlined in table 1.1 of the following journal metrics:

**Table Metric Journal**

Author, years, and title	Variabel Used	Findings	Differences With This Study
(Ahmet, 2016)  The Impact of Recruitment and Selection on Job Satisfaction: Evidence from Private school in Erbil	X1 : Recruitment X2 : Selection Y : Job Satisfaction	recruitment has a direct positive effect on job satisfaction; Thus, the first research hypothesis was confirmed. In selection, Beta = 0.927, which means that selection significantly predicts job satisfaction, because 0.927 is and lt;.001	Variable Y : Selection
(Alrhaimi & Alhumshry, 2015)  The Impact of Internal Recruitment on Job Satisfaction in Jordanian Mobile Companies	X1 : Recruitment Internal Y : Job Satisfaction	internal recruitment in Jordanian mobile phone companies and their significant effect on job satisfaction	

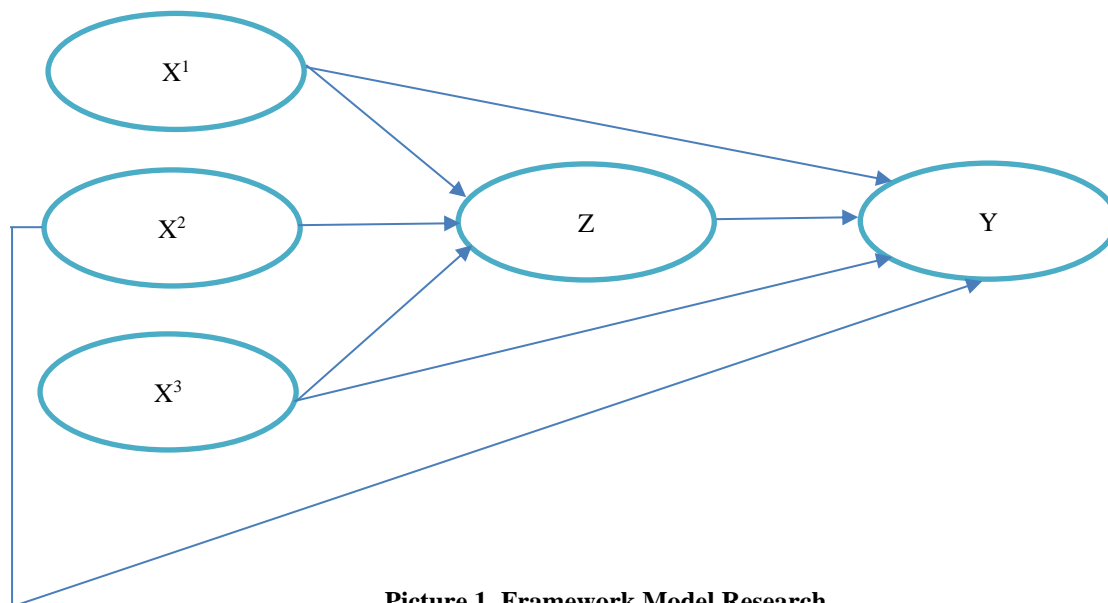
<p>(Sameen, 2016)</p> <p>Employee Hiring through Informal and Formal Sources of Recruitment an Implication for Job Satisfaction and Intension to Leave</p>	<p>X1 : employee hiring X2 : Informal and Formal Sources Y1 : Job Satisfaction Y2 : Intension To Leave</p>	<p>Promotions, contingent benefits, working conditions and nature of work have a significant effect on formal recruitment, while salary, supervision, benefits, co-worker attitudes and communication have a significant effect on informal recruitment</p>	<p>X2 : Informal and Formal Sources Y2 : Intension To Leave</p>
<p>(Hunter-Johnson et al., 2020)</p> <p>The Veteran Employees: Recruitment, Career Development, Engagement, and Job Satisfaction of Veterans Transitioning to the Civilian Workforce</p>	<p>X1 : Recruitment X2 : Career Development X3 : Engagement, and Job Satisfaction Y : Civilian Workforce</p>	<p>recommend strategies for recruiting, developing, engaging, and satisfying veteran employees performance human resources perspective. Future research should include more empirical studies of veteran workers' transition experience reports to the civilian workforce, which is a strong evidence base. Future research should guide HR professionals in developing interventions to attract and retain veteran employees. In addition, future research should include more quantitative research examining veterans' transition ability, employability, and employability, as well as the factors that influence them, so that career counselors can develop guidelines and program activities that enhance their abilities.</p>	<p>Y : Civilian Workforce</p>
<p>(Chen et al., 2004)</p> <p>A study of career needs, career development programs, job satisfaction and the turnover intentions of R&amp;D personnel</p>	<p>X1: Career Needs X2: Career Development Programs X3 : Job Satisfaction Y : Turnover intentions</p>	<p>The results showed that the career needs of research and development employees are very different at different career stages and according to the career stages they achieve. The results showed that the larger the gap, the greater the intention to move and job dissatisfaction. The managerial implications of these findings are also discussed</p>	<p>X1: Career Needs Y : Turnover intentions</p>
<p>(Kaya &amp; Ceylan, 2014)</p> <p>An Empirical Study on the Role of Career Development Programs in Organizations and Organizational Commitment on Job Satisfaction of Employees</p>	<p>X1 : Career Development Programs X2 : Organizations and Organizational Commitment Y : Job Satisfaction of Employees</p>	<p>The results of the analysis showed that career development programs and organizational commitment partially affect employee satisfaction, organizational commitment directly and positively affect job satisfaction, and career development programs in organizations do not affect employee satisfaction</p>	<p>X2 : Organizations and Organizational Commitment</p>
<p>(Yarbrough et al., 2017)</p> <p>Professional values, job satisfaction, career development, and intent to stay development, and intent to stay</p>	<p>X1 : Professional Values X2 : Work Environment Z1 : work Satisfaction Z2 : Career Development Y : Outcome Inten To Stay</p>	<p>The results showed a strong correlation between professional values and career development, and that job satisfaction and career development were positively correlated with job retention</p>	<p>X1 : Professional Values X2 : Work Environment Y : Outcome Inten To Stay</p>

<p>(Belias et al., 2015)</p> <p>Organizational Culture and Job Satisfaction of Greek Banking Institutions</p>	<p>X : organizational Culture Y : Job Satisfaction</p>	<p>The majority of employees want to work in a friendlier environment where there is mutual trust and informal relationships between colleagues, where personal goals are taken into account and teamwork is valued. In addition, the study showed that organizational culture can partially predict employee job satisfaction levels</p>	
<p>(Pawirosumarto et al., 2017)</p> <p>The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia</p>	<p>X1 : Work environment X2 : Leadership Style X3 : Organizational Culture Y : Job Satisfaction</p>	<p>Shows that the work environment, managerial style and organizational culture have a positive and significant effect on job satisfaction, but only managerial style has a positive and significant effect on employee performance. Job satisfaction does not have a significant and positive effect on employee performance, nor is it a mediating variable.</p>	<p>X1 : Work environment X2 : Leadership Style</p>
<p>(Meng &amp; Berger, 2019)</p> <p>The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust</p>	<p>X1 : Supportive Organizational Culture X2 : Leadership Performance Z1: Work Engagement Z2 : Trust In Organization Y : Overall Job Satisfaction</p>	<p>Organizational culture and leadership performance can have a powerful influence towards work commitment, trust and job satisfaction of PR professionals. More importantly, the results showed a significant co-mediating effect of commitment and trust on professional job satisfaction with a supportive organizational culture and higher leadership effectiveness</p>	<p>X2 : Leadership Performance Z1: Work Engagement Z2 : Trust In Organization</p>
<p>(Soomro &amp; Shah, 2019)</p> <p>Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance</p>	<p>X1 : Entrepreneurial Orientation X2 : Organizational Culture Z1 : Organizational Commitment Z2 : Job Satisfaction Y : Employee Performance</p>	<p>Shows the positive and significant influence of organizational commitment, job satisfaction and organizational culture on employee performance. Entrepreneurial orientation has a positive and significant effect on organizational commitment. Job satisfaction is influenced by organizational commitment, while organizational culture is influenced by job satisfaction. On the other hand, entrepreneurial orientation has no significant effect on employee performance</p>	<p>X1 : Entrepreneurial Orientation Z1 : Organizational Commitment Y : Employee Performance</p>
<p>(Park &amp; Doo, 2020)</p> <p>The effect of organizational culture and HR practices on female managers' commitment and job satisfaction</p>	<p>X1 : Organizational Cultural Z : HR Practices Y1 : Job Satisfaction Y2 : organizational Commitment</p>	<p>The findings show that organizational culture directly influences HR practices and indirectly affects job satisfaction and organizational commitment. In addition, HR practices directly affect job satisfaction and organizational commitment and indirectly affect organizational commitment through job satisfaction. Finally, job satisfaction has a direct and significant effect on organizational commitment.</p>	<p>Z : HR Practices Y2 : organizational Commitment</p>

(Tran, 2021) Organisational culture, leadership behaviour and job satisfaction in the Vietnam context	X : organisational Culture Y1 : Leadership Behaviour Y2 : Job Satisfaction	Hierarchical culture is negatively related to interpersonal leadership behavior. Adhocratic culture has a positive effect on job satisfaction. Clan culture and markets are not significantly predicts leadership style and job satisfaction.significantly predicts leadership style and job satisfaction.	Y1 : Leadership Behaviour
(Stamolampros et al., 2019)  Job satisfaction and employee turnover determinants in high contact services: Insights from Employees'Online reviews	X1: Job satisfaction X2 : Employee Turnover Z : Hight Contact Service Y : Employees' Online Reviews	measures the effect of job satisfaction on company profitability, where an increase of one unit of ROA leads to an increase in ROA of 1.2-1.4. We found no evidence to support an inverse relationship that increased firm profitability increases job satisfaction. Feedback to management in employee reviews provides specific managerial implications	Z : Hight Contact Service Y : Employees' Online Reviews
(Lin & Huang, 2020)  Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction	X1 : Organizational Learning Culture Y1 : Turnover Intentions Y2 : In-Role Behavior Z : Job Satisfaction	Job satisfaction negatively affects employee turnover intentions, but positively affects job performance. In addition, job satisfaction fully mediates the relationship between OLC and employee switching intent and job performance. With respect to planned organizational changes, a vibrant learning culture increases employee satisfaction with their jobs and workplaces.	Y2 : In-Role Behavior
(Bharadwaj et al., 2022)  Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis	X : Employer branding Z1 : Job Satisfaction Z2 : Organizational identification Y : Employee Retention	shows that employer branding is positively related to job satisfaction, organizational identification, and employee retention. This analysis provides support for the mediating effect of employer branding on employee retention through job satisfaction and organizational identification. In addition, the results also support a serial mediation model in which an employer's brand is found to influence employee retention through job satisfaction and organizational identification berturut-turut. Hasilnya shows that increased positive identity from satisfied employees hinders migration intent among IT professionals.	X : Employer branding  Z2 : Organizational identification
(Wang et al., 2022)  Public service motivation and public employees' turnover intention: the role of job satisfaction and career growth opportunity	X1 : Public Service Motivation Y : Turnover Intention Z1: Job Satisfaction Z2 : Career Growth Opputunity	Job activation negatively affects public sector employees' moving intentions, but this relationship is partly mediated by job satisfaction. Career growth opportunities moderate the relationship between job satisfaction and move intent. In particular, the indirect effect of Pubic Service Motivation on moving intention through job satisfaction is moderated by high career growth opportunities.	X1 : Public Service Motivation  Z2 : Career Growth Opputunity

Source : Researcer (2023)

For qualitative research, literature reviews should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is because the research is exploratory (Ali & Limakrisna, 2013).



Picture 1. Framework Model Research

**Information Variable:**

- X1: Recruitment / Independent Variable
- X2: Career Development / Independent Variable
- X3: Organization Culture / Independent Variable
- Z : Job Satisfaction / Intervening Variable
- Y : Turnover Employee / Dependent

**FINDINGS AND DISCUSSION**

This article analyzes and discusses the variables of human resource management (HRM) which include: Job satisfaction, Organizational Culture, Employee Turnover, Recruitment, Career Development. As for previous research and articles relevant to this article which include will be elaborated from the results of the study (Ahmet, 2016) with the results of recruitment research having a direct positive effect on job satisfaction; Thus, the hypothesis of the first research was confirmed. selection significantly predicts job satisfaction, because 0.927 is and It;,001 difference with this study that there is a selection variable, further from (Alrhaimi & Alhumshry, 2015) with the results of internal recruitment research in Jordanian mobile phone companies and their significant effect on job satisfaction, the next scientific article from (Sameen, 2016) with the results of research on promotion, contingent rewards, working conditions and nature of work has a significant effect on formal recruitment, while salary, supervision, benefits, co-worker attitudes and communication have a significant effect on informal recruitment, The difference with this study is the variable Informal and Formal Sources and the variable Intension To Leave.

A scientific article from (Hunter-Johnson et al., 2020) with research results recommends strategies for recruiting, developing, engaging, and satisfying veteran employees from a human resources management perspective. Furthermore from (Chen et al., 2004) with the results of research the career needs of research and development employees are very different at different career stages and according to the career stages they achieve. The results show that the greater

the gap, the greater the intention to move and job dissatisfaction. The managerial implications of these findings are also discussed, the difference in variables with this study is career needs.

Furthermore, from (Kaya & Ceylan, 2014) with the results of research career development programs and organizational commitment partially affect employee satisfaction, organizational commitment directly and positively affects job satisfaction, and career development programs in organizations do not affect employee satisfaction, the difference in variables with this study is organization and organizational commitment. Furthermore from (Yarbrough et al., 2017) with the results of research a strong correlation between professional values and career development, and that job satisfaction and career development are positively correlated with job retention, the difference in variables with this study is Professional Values, Work Environment, Outcome Inten To Stay. Further elaboration of (Belias et al., 2015) with research results The majority of employees want to work in a friendlier environment where there is mutual trust and informal relationships between colleagues, where personal goals are taken into account and teamwork is valued. In addition, the study showed that organizational culture can partially predict employee job satisfaction levels.

The next review from (Pawirosumarto et al., 2017) with the results of research on work environment, managerial style and organizational culture has a positive and significant effect on job satisfaction, but only managerial style has a positive and significant effect on employee performance. Job satisfaction does not have a significant and positive effect on employee performance, nor is it a mediating variable, with different variables from this study being work environment and leadership style. Furthermore from (Meng & Berger, 2019) with the results of organizational culture research and leadership performance can have a strong influence on work commitment, trust and job satisfaction of PR professionals. More importantly, the results demonstrated a significant co-mediating effect of commitment and trust on professional job satisfaction with a supportive organizational culture and higher leadership effectiveness. Furthermore, from (Soomro & Shah, 2019) with the results of research on the positive and significant influence of organizational commitment, job satisfaction and organizational culture on employee performance. Entrepreneurial orientation has a positive and significant effect on organizational commitment. Job satisfaction is influenced by organizational commitment, while organizational culture is influenced by job satisfaction. On the other hand, entrepreneurial orientation does not have a significant effect on employee performance, the difference in variables in this study is Entrepreneurial Orientation, Organizational Commitment, and Employee Performance.

(Park & Doo, 2020) The findings show that organizational culture directly influences HR practices and indirectly affects job satisfaction and organizational commitment. In addition, HR practices directly affect job satisfaction and organizational commitment and indirectly affect organizational commitment through job satisfaction. Finally, job satisfaction has a direct and significant effect on organizational commitment, the variables that are different from this study are Human resources practice and organizational commitment, then from (Tran, 2021) with the results of research Hierarchical culture is negatively related to interpersonal leadership behavior. Adhocratic culture has a positive effect on job satisfaction. Clan culture and markets do not significantly predict Leadership style and job satisfaction, the difference with the variables in this study is leadership behavior. Next from (Stamolampros et al., 2019) with the results of the study measuring the effect of job satisfaction on company profitability, where an increase in one unit of ROA leads to an increase in ROA of 1.2-1.4. We found no evidence to support an inverse relationship that increased firm profitability increases job satisfaction. Feedback to management in employee reviews provides specific managerial implications.

(Lin & Huang, 2020) with the results of the study Job satisfaction negatively affects employee turnover intentions, but positively affects job performance. In addition, job satisfaction fully mediates the relationship between OLC and employee switching intent and



job performance. With respect to planned organizational changes, a vibrant learning culture increases employee satisfaction with their jobs and workplaces, the difference in variables in this study is In-role Behavior, further from (Bharadwaj et al., 2022) with the results of the study Job satisfaction negatively affects employee turnover intentions, but positively affects job performance. In addition, job satisfaction fully mediates the relationship between OLC and employee switching intent and job performance. With respect to planned organizational change, a vibrant learning culture increases employee satisfaction with their jobs and workplaces, the different variables in the study are employer branding, and organizational identification. (Wang et al., 2022) Public Service Motivation negatively affects public sector employees' moving intentions, but this relationship is partly mediated by job satisfaction. Career growth opportunities moderate the relationship between job satisfaction and move intent. In particular, the indirect effect of Public Service Motivation on moving intentions through job satisfaction is moderated by high career growth opportunities.

## CONCLUSION AND RECOMMENDATION

From the results of findings and discussion, the variables in this study according to the review literature that between variables there is a direct and positive influence even though there are variables as independent variables, intervening variables, and dependent variables. With dozens of review literature displayed in this study analyzed using variables in this study.

There are many other variables in the future that can be done in research such as in-role behavior, organizational commitment, public service motivation, human resources practices.

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