



Employee Turnover: Career Growth, Salary, Job Satisfaction, Organization Culture

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Abstract: The purpose of the study is to prove whether there is an influence between career growth and employee turnover, second between salary and employee turnover, third between job satisfaction and employee turnover, and organizational culture with employee turnover, with a qualitative literature review. The research method used is qualitative using a literature review by searching scientific articles from several reputable international index journals and also national journals. The results showed that the three variables had their respective influences from the literature review of scientific articles obtained related to variables, besides that clearly there were also gaps in this study, namely transformational leadership, tenure, trust, compensation, employees retention, work environment, stress, Pay, Promotion Working Conditions Nature of the Work. The recommendation given by the researcher in this study is that for future research can be used variables that exist and are found with different research methods and research objects.

Keywords: Employee Turnover, Career Growth, Salary, Job Satisfaction, Organization Culture

INTRODUCTION

Career growth, job satisfaction, organizational culture, salary, and staffing are interrelated factors that influence each other in various ways within an organization. Career growth and job satisfaction are closely related because employees who experience career opportunities tend to be more satisfied with their jobs. The most satisfied are organizations that offer effective employee training and development programs, career paths, and feedback. Organizational culture also plays an important role in employee job satisfaction and job retention. Positive, collaborative, open communication and work culture that rewards staff contributions, increase job satisfaction, and reduces staff turnover. Salary is also an important factor affecting job satisfaction and turnover. Employees who feel adequately compensated for their jobs tend to be more satisfied and less likely to leave. Employers who offer competitive wages and benefits are more likely to retain their employees. Employee turnover is a natural part of any organization, but high turnover can be a sign of deeper problems

within the organization. Employees leave organizations for various reasons such as lack of career development, poor job satisfaction, negative organizational culture, and inadequate pay and benefits packages. In summary, organizations that prioritize career growth, job satisfaction, positive organizational culture, competitive pay and benefits are more likely to retain employees and reduce turnover.

When these employees believe their company provides these benefits, they respond with a greater commitment to the company, which in turn leads to shorter working hours (Nouri & Parker, 2013); (Zen et al., 2023) many factors influence staff growth. These can be both internal and external factors. Regarding internal factors, we focus on the organizational environment, job satisfaction, and career growth opportunities, and how those factors affect them. The intention to leave work decreases as job satisfaction increases (Jumawan & Widjaja, 2023); (Shahzad et al., 2011) The tendency for turnover to increase cost weakens organizational productivity and efficiency. Therefore, it is important to study the factors affecting organizational turnover. From the point of view of organizational success, HR becomes an important part of the organization. It is these people who form the basis of the development of the organization and the achievement of its goals (Khan & Aleem, 2014); (Hardiansyah et al., 2019).

The main reason why job satisfaction data (or, more often, survey data) is not available to individual manager that because employees are more likely to respond strategically when responses are used at the individual level. For example, if an employee is asked to rate their immediate supervisor and a response is given to the manager, it is more likely that the employee will not judge their manager's performance poorly (Frederiksen, 2017) many (Frederiksen, 2017) companies conduct employee surveys, and although it is used for many purposes, its importance in predicting employee turnover is obvious. In general, companies should be careful when conducting such surveys, so that they get useful information, e.g. Make sure employees tell the truth. At best, if employees inadvertently or strategically answer questions, the company can end up with pages or megabytes of "noise" data. Therefore, employers must implement special mechanisms that allow employees to provide direct answers while maintaining anonymity. One way to do this is to ask an outside consulting firm to conduct a job satisfaction survey. The consulting firm then gives the company an overall satisfaction score, such as the average job satisfaction score of different departments. This approach maintains employee anonymity and managers never look at raw data based on individual responses. Managers can make decisions based on this average job satisfaction score, which is valuable, but the average score is clearly less attractive than the individual score.

Many successful organizations have strategies for retaining employees, such as good salaries, an attractive work environment, and profit sharing. They motivate employees for high productivity and retention within the organization. Employees tend to stick with an organization if they feel committed to it (Putra et al., 2021); (CHUTIKAN PHETKAEW, 2015) Organizational culture is considered because it has the greatest impact on employee turnover and can affect many of the organization's and individual's desired outcomes in terms of organizational success or failure (Messner, 2013); (Limakrisna et al., 2016). The purpose of this scientific article is to prove whether there is an influence between career growth and employee turnover, second between salary and employee turnover, third between job satisfaction and employee turnover, and organizational culture with employee turnover, with qualitative literature review.

LITERATURE REVIEW

Employee Turnover

According to (Mathis, 2012) Employee turnover means the exit of employees from the organization as a result of termination of employment or (Mathis, 2012) employee turnover is the voluntary or involuntary departure of employees from an organization, (Dessler, 2011)(Prince, 2011) the number of employees who leave the organization during a certain period of time. In conclusion, employee turnover refers to the movement of employees from an organization and can be divided into two types, voluntary turnover and involuntary turnover.

Career Growth

According to (Heslin, 2009) Career growth as an important organizational background factor can encourage positive work attitudes and behaviors among public sector employees. Context includes a wide range of situations and boundaries that limit motives and intentions to choose from public services and that influence the appearance, meaning, and outcome of certain behaviors. According to (Wang et al., 2014) "the extent to which employees experience career growth within their current organization (not an evaluation of career performance during their working careers), Furthermore according to (Ashraf, 2019) Career growth refers to one's professional advancement and development in a chosen career over time, the acquisition of new skills, knowledge, and experience that enable people to improve their performance, take on new tasks, and achieve their career goals. Career growth can also include promotions, raises, and opportunities to advance your career within an organization or industry. It is an ongoing process that requires constant learning, self-development, and adaptation to the labor market and industry trends.

Salary

According to (Ouchi, 1981) A salary is a fixed amount paid to an employee for services or work performed. Salaries are calculated weekly, monthly or yearly. This is to hire employees. Salary means income from one's job. There is an exchange relationship between employees and companies, and employees exchange work or knowledge with companies to earn money or profits that can satisfy one's needs and improve his life, according to (Handoko, 2009) Salary is (Handoko, 2009) according to (Hasibuan & Hasibuan, 2016) Salary is an allowance that Paid periodically to permanent employees with a permanent guarantee. Salary is a monetary reward given to employees for work done in a company or organization. The amount of salary is determined by the agreement between the employee and the company and may vary depending on factors such as position, experience and performance.

Job Satisfaction

According to Job satisfaction is (Malayu, 2007) feelings as a result of evaluating the features, according to (Robbins & Judge, 2009) satisfaction is also influenced by opportunities for advancement, security, salary or rewards, good company and management, superiors and superiors, internal factors of work, working conditions, social aspects of work, communication and other benefits packages. It can be concluded that job satisfaction is a condition where an employee feels satisfied with his job. Job satisfaction consists of several different aspects, such as satisfaction with salary, work environment, assigned tasks, relationships with co-workers and career path.

Organization Culture

According to Organizational culture is the (Kotimah, 2015) according to Organizational culture is considered because it has the greatest impact on employee turnover and can influence many organizational and individual desired outcomes in terms of organizational success or failure. Organizational culture (organizational culture) is a set of values, beliefs, norms, behaviors and practices that belong to an organization and that influence the work and interaction of people in it.

RESEARCH METHODS

This research methodology uses a qualitative approach and examines the variables of this study. Types or methods of academic writing in the form of literature research. Theoretical analysis, analysis of relationships between variables, books and magazines, online and offline, obtained from Mendeley, Google Scholar and other online media. The reviewed journals are listed in Journal Metrics Table 1.1 below

Tabel 1. Metrik Journal

Researcher, Title and Year	Variables used	Findings	Differences with this study
(Nouri & Parker, 2013)	X1 : Training Effectiveness	X1 → Y (sig)	Training Effectiveness
Career growth opportunities and employee turnover intentions in public accounting firms	X2 : Organisational Prestige Z1 : Career Growth Opportunities Z2 : Organisational Commitment Y : Turnover Intention	X2 → Y (sig) X1 → Z1 (sig) X2 → Z2 (sig) Z2 → Y (sig)	Organisational Prestige Organisational Commitment
(Rasheed et al., 2020)	X1 : Career Adaptability Z : Orientation to Happiness Z2 : Perceived career opportunities Y : Turnover Intention	X1 → Z1 (sig) Z1 → Z2 (sig) Z1 → Y (sig)	Orientation to Happiness Perceived career opportunities
(Wang et al., 2022)	X : Public Service Motivation Z1 : Job Satisfaction Z2 : Career Growth Opportunities Y : Turnover Intention	X → Z (sig) Z1 → Y (sig) Z2 → Y (sig)	Public Service Motivation
(Khan & Aleem, 2014)	X : Pay, Promotion Working Conditions Nature of the Work Z : Job Satisfaction Y : Employee Turnover	X → Y (sig) Z → Y (sig)	Pay, Promotion Working Conditions Nature of the Work
(Frederiksen, 2017)	X : Job Satisfaction Y : Employee Turnover	X → Y	
Job satisfaction and employee turnover: A firm-level perspective			

(Kurniawaty et al., 2019)	X1 : Work Environment X2 : Stress Y1 : Job Satisfaction Y2 : Turnover Intention	X1 → Y1 (sig) X2 → Y1 (sig) Y1 → Y2 (sig)	Work Environment Stress
The effect of work environment, stress, and job satisfaction on employee turnover intention			
(Lin & Huang, 2020)	X : Organization Learning Culture Y : Turnover Intention In Role Behaviour Z : Job Satisfaction	X → Y (sig) Z → Y (sig)	Turnover Intention In Role Behaviour Organization Learning Culture
Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction			
(mohammad et al., 2022)	X : Turnover Factor Y1:Organizational Culture Y2 : Job Satisfaction	X → Y1 Y1 – Y2	
The mediation role of organizational culture between employee turnover intention and job satisfaction			
(Chahlal & Poonam, 2017)	Organizational Culture		Employees' Retention
Study of Organizational Culture, Employee Turnover and Employees' Retention in hospitality sector	Employee Turnover Employees' Retention		
(Sihotang, 2022)	X1 : Compensation X2:Transformational Leadership X3:Organizational Culture Y:Turnover	X1 → Y (sig) X2 → Y (sig) X3 → Y (sig)	Compensation Transformational Leadership
The Effect of Compensation, Transformational Leadership and Organizational Culture on Employee Turnover Intensity			
(Schuck & Rabe-Hemp, 2018)	Salary		Turn over
Investing in people: salary and turnover in policing			
(Phungsoonthorn & Peerayuth Charoensukmongkol, 2018)	X : Transformational Leadership Y : Turnover Intention Z1 : Trust Z2 : Salary Z3 : Tenure	X → Y (sig) Z1 → Y (sig) Z2 → Y (sig) Z3 → Y (sig)	Transformational Leadership Trust Tenure
The Preventive Role of Transformational Leadership and Trust in the Leader on Employee Turnover Risk of Myanmar Migrant Workers in Thailand: The Moderating Role of Salary and Job Tenure			

In qualitative research, literature review should be used in accordance 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 that research is exploratory (Ali and Limakrisna, 2013).

FINDINGS AND DISCUSSION

After being described in the metric table above related to the variables in this study, scientific articles from reputable international journals and national journals will be described as follows:

Effect of Career Growth with Employee Turnover

Based on a scientific article from (Nouri & Parker, 2013) pathway analysis research shows that the effectiveness of training and organizational rewards increases employee confidence about career growth opportunities offered by public sector accounting firms, which in turn leads to higher commitment and lower moving intent, with differentiating variables namely Training Effectiveness, Organisational Prestige, Organisational Commitment, further study from (Rasheed et al., 2020);(Susanto, 2022) with the results of research that career adaptability is negatively related to the intention to move employees through OTH. In addition, perceived career opportunities (PCO) are considered an important candidate constraint, as the mediated relationship is weaker at lower PCO rates, This study offers specific theoretical and practical implications for the hospitality industry, with differentiating variables Orientation to Happiness, Perceived career opportunities, subsequent studies from (Wang et al., 2022) with research results Public Service Motivation negatively influences public sector employees' desire to move, 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 PSM on turnover intention through job satisfaction is weakened by high career growth opportunities, with the differentiating variable Public Service Motivation.

The Effect of Job Satisfaction with Employee Turnover

Studies from (Khan & Aleem, 2014) with research results Factors affecting job satisfaction include salary, promotion, job security and nature of work. The study sample consisted of 200 doctors, nurses, managers, and accountants working in independent medical facilities in Punjab. Of the 270 questionnaires distributed in Punjab autonomous medical institutions, 200 were returned and used for analysis. SPSS 20.0 is used for data analysis / results, with the results of the differentiating variable Pay, Promotion Working Conditions Nature of the Work, then a study from (Susanto, Syailendra, et al., 2023);(Frederiksen, 2017) with the results of job satisfaction research to assess the benefits of using data in decision making for companies. In addition, my goal is to show how companies can move from a descriptive approach to a predictive approach, the next study from (Kurniawaty et al., 2019) with the results of work environment research has a positive and significant effect on job satisfaction. Second, stress has a negative and significant effect on job satisfaction. Third, the work environment has a negative and significant effect on turnover intention. Fourth, stress has a positive and significant effect on turnover intention. Fifth, job satisfaction has a negative and significant effect on turnover intention. Based on these results, the work environment, stress and job satisfaction can be political tools to reduce turnover which can cause a decrease in actual turnover at Bank Mandiri, with variables distinguishing work environment and stress, the next study from (Lin & Huang, 2020) with research results Employees who experience a higher learning culture have lower moving intentions and better performance. Job satisfaction negatively affects employee turnover intention, but positively affects job performance. In addition, job satisfaction fully mediates the relationship between OLC and employee switching intent and job performance. Given planned organizational changes, a dynamic learning culture increases employee satisfaction with their jobs and workplaces. Although organizational change often brings unexpected challenges, satisfied employees stay in their positions and turnover is lower.

A subsequent study from (Mohammad et al., 2022) with the results of research tes s obel revealed that organizational culture strongly mediates the relationship between employee turnover factors (employee overtime, lack of feedback, lack of growth, lack of recognition, lack of recognition) and job satisfaction in selected private companies in Iraqi Kurdistan, subsequent studies from (Chahlal & Poonam, 2017) with the results of the study a higher

average employee retention score of 55.84 and a lower average turnover score of 15.84, showing that the selected hotels have lower employee turnover and more employees in Chandigarh. Significant differences were observed only for personnel, where men ($M = 2.1310$) received a higher average than women ($M = 1.7500$), not difference was observed between other variables, with the differentiating variable Employees' Retention, the next study from (Sihotang, 2022) of the study 1) salary has a negative and insignificant effect on turnover intensity, 2) change management has a negative and insignificant effect on turnover intensity, 3) organizational culture has a negative and insignificant effect on turnover intensity, with differentiating variables of transformational leadership and compensation.

The Effect of Salary with Employee Turnover

Subsequent studies from (Schuck & Rabe-Hemp, 2018);(Susanto, Sawitri, et al., 2023) research results Higher wages were significantly associated with lower voluntary and forced turnover rates. In addition, other financial incentives and participation in defined benefit pension schemes are associated with voluntary departure, but not with departure. Consistent with previous research, South American police and sheriff departments report higher turnover rates than local police departments and departments elsewhere in the United States. The effects of labor diversity were mixed, while collective bargaining was associated with lower voluntary turnover and increased use of body cameras. A subsequent study from (Phungsoonthorn & Peerayuth Charoensukmongkol, 2018) with the results of partial quadratic regression results showed that Myanmar migrant workers who perceive transformational leadership qualities from their company's top management tend to have lower turnover intentions. This association is significantly mediated by trust in the leader. In addition, analysis of moderation effects showed that the wage level and tenure of Myanmar migrant workers significantly moderated the influence of transformational leadership and managerial trust on turnover intention. The results of this study also show that the management style of top managers is an important factor in reducing the risk of high turnover, with differentiating variables of transformational leadership, tenure and trust.

CONCLUSION

From the results of finding and discussion, the conclusion in this study from the researcher states that from the three variables there is an influence of each from the literature review of scientific articles obtained related to variables, besides that clearly there are also gaps in this study, namely transformational leadership, tenure, trust, compensation, employees retention, work environment, stress, Pay, Promotion Working Conditions Nature of the Work.

The recommendation given by the researcher in this study is that for future research can be used variables that exist and are found with different research methods and research objects.

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