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## Employee Retention Implementation Prevents Employee Turnover

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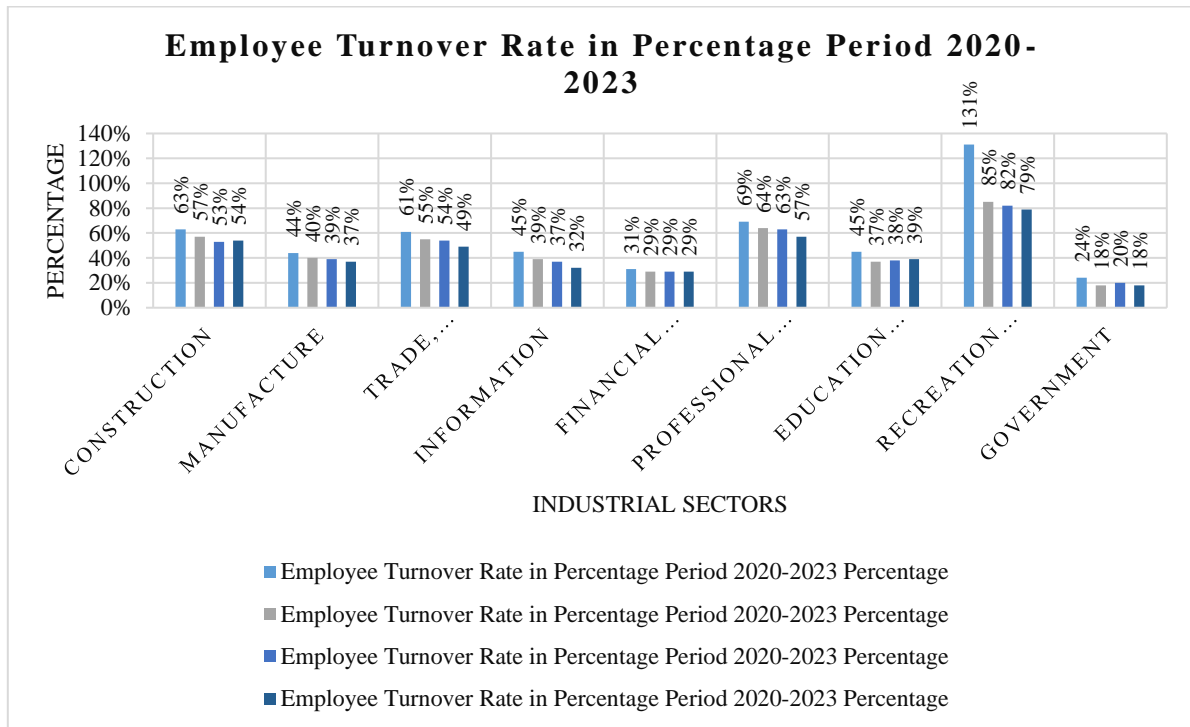
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**Abstract:** The purpose of this study is to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The article on the application of employee retention in preventing employee turnover is a scientific literature article within the scope of the research methodology. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from online academic media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this article's literature review are: 1) Employee Retention affects Employee Turnover; 2) Career Path affects Employee Turnover; 3) Organizational Commitment affects Employee Turnover; and 4) Job Satisfaction affects Employee Turnover

**Keywords:** Employee Turnover, Employee Retention, Path Career, Organizational Commitment, Job Satisfaction

### INTRODUCTION

Changes in the modern workplace have presented new obstacles for organizations seeking to retain their staff. In this setting, employee turnover has become a critical issue for many firms to solve. Employee turnover can have serious consequences, including expensive recruitment and training expenses, decreased productivity, and interruption to business operations. According to research, some of the most important elements influencing employee turnover are retention, career path, organizational commitment, and job satisfaction.



**Figure 1. Employee Turnover Rate Data for Several Industrial Sectors in Indonesia for the Period 2020-2023**

Source: Award, Data Processed, 2024

Based on figure 1 above, it is known that employee turnover rate data in several industrial sectors in Indonesia for the period 2020 to 2023. There are 9 industrial sectors in the data, which include construction, manufacturing, trade, transportation and utilities, information, financial activities, professional and business services, education and health services, recreation and hospitality, to government.

As is known, the industrial sector that experienced the highest employee turnover rate during the 2020-2023 period was the recreation and hospitality sector. Where in 2020 the employee turnover rate reached 131 percent, the highest compared to 8 other industrial sectors. Then in 2021 the employee turnover rate in the recreation and hospitality sector decreased compared to the previous year, which was 46 percent to 85 percent. Continuing until 2022 and 2023, the recreation and hospitality sector is still the industrial sector with the highest employee turnover rate compared to 8 other industrial sectors.

Next, the industrial sector with the lowest employee turnover rate for the 2020-2023 period is the Government sector. Where in 2020 there was only 24% employee turnover, and in 2021 and 2023 only 18%. In relation to the data and problems that have been described, the recreation and hospitality sector is the sector with the highest employee turnover rate, due to its seasonal work factor, which depends on the holiday season or tourist period. In addition, high work pressure and unclear career development are factors causing the high employee turnover rate in the recreation and hospitality sector. In contrast to the government sector, where in carrying out their work they are guaranteed and have good career prospects.

Employee retention refers to a company's capacity to keep its personnel while reducing their desire to leave. Compensation and benefits, career development, work environment, and work-life balance all have a substantial impact on retention rates (Mahaputra & Saputra, 2021). Companies that excel in these areas tend to have lower turnover because their employees feel valued and have opportunities for advancement. Path career also have an important impact in employee turnover. A clear career path, whether vertical or lateral, guides employees' growth

and development. Companies can assist employees in seeing their future within the firm by providing chances for education and training, mentoring, and effective career planning. Employees who lack a defined professional path may feel stagnate and purposeless, prompting them to seek alternative employment possibilities (Ali et al., 2024).

According to Fauzi et al., (2023) another aspect influencing an employee's decision to stay or quit is their dedication to the organization. Employee loyalty to an organization is influenced by affective, continuous, and normative commitments. Employees with strong affective commitment are emotionally engaged to the organization, whilst those with continuation commitment are aware of the consequences of leaving. In contrast, normative commitment refers to a sense of moral obligation to stay. High levels of organizational commitment are frequently linked to reduced staff turnover rates.

Job satisfaction is another important factor that drives employee turnover. Job satisfaction includes tasks completed, rewards earned, relationships with coworkers and supervisors, and the general work environment. Employees who are content with their work are more loyal and less likely to explore for new opportunities. Low work satisfaction, on the other hand, might raise the likelihood of turnover since employees may believe that their needs and expectations are not being met (Silitonga & Widodo, 2019).

Addressing employee turnover necessitates a comprehensive strategy that takes all of these issues into account. Companies must understand the reasons for employee turnover and take proactive efforts to resolve problem areas. This includes enhancing retention tactics, offering clear and appealing career routes, fostering strong organizational commitment, and assuring high job satisfaction. Companies may establish a friendly and engaging work environment for their employees, reducing turnover while also improving overall productivity and performance. In this article, we will look in depth at the impact of employee retention, career trajectories, organizational commitment, and work satisfaction on employee turnover, as well as how businesses may use these insights to achieve their strategic objectives.

Based on the background of the problem above, the following problem formulations are determined: 1) Does Employee Retention affect Employee Turnover?; 2) Does Career Path affect Employee Turnover?; 3) Does Organizational Commitment affect Employee Turnover?; and 4) Does Job Satisfaction affect Employee Turnover?.

## **METHOD**

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature investigation or examining relevant previous works. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is obtained from online academic media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. In addition, it was obtained from e-libraries of well-known campuses such as Harvard Library, Oxford Libraries and Cambridge Library. The existing literature review allows researchers to learn how the research subject has been discussed previously, find gaps in the literature, and choose the right methodological approach. This helps in the development of sharper and more relevant research topics and ensures that new research makes a significant contribution to existing fields of study, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

## **RESULTS AND DISCUSSION**

Based on the background of the problem and the formulation of the problem above, the results of this study are as follows:

## **Employee Turnover**

Employee turnover refers to the departure of personnel from an organization, whether freely or involuntarily. This turnover can happen for a variety of reasons, including job discontent, the desire for better career possibilities, or the company's management's decision to lay off workers. High turnover rates may indicate difficulties inside the organization, such as a hostile work environment, a lack of professional growth possibilities, or discontent with business policy (Susanto, Sawitri, & Susita, 2023).

The indicators or dimensions contained in the Employee Turnover variable include: 1) Voluntary turnover: Employees who leave the organization for numerous reasons, such as pursuing better career chances, job unhappiness, or personal reasons; 2) Involuntary turnover: Employees who are terminated by the company for performance reasons, restructuring, or staff cutbacks; 3) Internal turnover: Employees who change roles or departments inside the same organization; 4) Turnover rate: The percentage of employees who leave the organization in a certain time period, which can indicate workforce stability; and 5) Turnover expenses: The costs of replacing personnel, such as recruitment, training, and lost productivity (Widodo, 2023a).

The Employee Turnover variable has been studied by several researchers and is relevant to research conducted by: (Susanto & Sawitri, 2022), (Lutfi, A. R., & Widodo, 2018), (Narpati et al., 2020).

## **Employee Retention**

Employee retention refers to a company's capacity to keep qualified staff for the long term. Retention methods frequently include creating programs that attract and fulfill employee requirements, such as professional advancement possibilities, competitive salary, and a work environment that promotes work-life balance. High retention rates reflect employee satisfaction and organizational stability, as well as the potential to save money on hiring and training new staff (Susanto & Rony, 2023).

The indicators or dimensions contained in the Employee Retention variable include: 1) Compensation and perks: Employee satisfaction with the company's compensation, incentives, and benefits packages; 2) Career development: The possibilities that the organization provides for employees to acquire skills and advance in their professions; 3) Work environment: The physical and social factors in the workplace that promote employee well-being; 4) Leadership and management: The level of support and direction provided by superiors and managers to employees; and 5) professional-life balance: The company's capacity to help people balance their professional and personal lives (Harvida & Wijaya, 2020).

Employee Retention Variable has been studied by several researchers and is relevant to research conducted by: (Suwaji & Sabella, 2019), (Widodo, 2020), (Aziz et al., 2021).

## **Career Path**

A career path is a set of actions and roles that a person can take as they progress through their career in a company. A structured career path helps individuals gain skills and advance in the organizational hierarchy. It also aids in staff development planning and ensures that the organization has talent available to fill future leadership positions (Sawitri et al., 2023).

The indicators or dimensions contained in the Career Path variable include: 1) Vertical career path: Promotion to a higher position in the company hierarchy; 2) Lateral career path: Moving to a different role with the same level of responsibility within the organization to get fresh experience; 3) Education and training: Opportunities for formal education or training related to career development; 4) Mentoring and guidance: Support from a supervisor or mentor in skill development and career direction; and 5) Career planning: Employee participation in

developing long-term career goals and strategies for achieving them (Widodo & Silitonga, 2017).

The Career Path variable has been studied by several researchers and is relevant to research conducted by: (Silitonga et al., 2017), (Latuconsina et al., 2019), (Marsono et al., 2018).

### **Organizational Commitment**

Organizational commitment refers to an employee's emotional attachment, affiliation, and involvement with the organization for which they work. It is classified into three types: affective commitment (a desire to stay with the organization due to an emotional connection), continuation commitment (a recognition of the consequences of leaving the group), and normative commitment (a sense of obligation to stay). High levels of commitment are frequently associated with improved job performance, job satisfaction, and reduced employee turnover (Susanto, Agusinta, & Setyawati, 2023).

The indicators or dimensions contained in the Organizational Commitment variable include: 1) Affective commitment: Employees' emotional attachment to the organization and strong affinity with the company's values; 2) Continuance commitment: Employees are aware of the expenses and hazards of quitting the organization; 3) Normative commitment: A sense of moral obligation to continue with the organization due to loyalty or ethics; 4) Job involvement: The extent to which employees participate in and are excited about the organization's work and goals; and 5) devotion: Employee devotion to the organization, including a willingness to remain and support the organization (Saputra & Mahaputra, 2022).

The Organizational Commitment variable has been studied by several researchers and is relevant to research conducted by: (Widodo, 2023b), (Susanto, Sawitri, Ali, et al., 2023), (Sudiantini & Saputra, 2022).

### **Job Satisfaction**

Job satisfaction refers to how satisfied individuals are with many aspects of their jobs, such as job responsibilities, work environment, relationships with coworkers and management, and rewards. High job happiness has been linked to greater productivity, employee loyalty, and overall quality of life. employment happiness is determined by elements such as rewards, development opportunities, and employment alignment with personal beliefs and aspirations (Susanto, Soehaditama, & Benned, 2023).

The indicators or dimensions contained in the Job Satisfaction variable include: 1) Job satisfaction: The extent to which employees are comfortable and interested in the tasks they perform; 2) Reward satisfaction: Employees' perceptions of the fairness and sufficiency of pay, bonuses, and other benefits; 3) Workplace relationships: The quality of social interactions and assistance obtained from colleagues; 4) Relationships with superiors: The level of communication, support, and guidance provided by managers or supervisors; and 5) Work environment: Employees' impressions of the workplace, facilities, and corporate regulations that affect their well-being (Susanto, Sawitri, et al., 2024).

Job Satisfaction variables have been studied by several researchers and are relevant to research conducted by: (Susanto, Syailendra, & Suryawan, 2023), (Saputra & Mahaputra, 2022), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

### **Relevant Previous Research**

Based on the above findings and previous research, the research discussion is formulated as follows:

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Febriyanto, 2023)	-Employee Retention Variables Affect Employee Turnover  -Employee Retention Variables Affect Employee Performance	-This article has similarities in examining the Employee Retention variable as the independent variable, and examining the Employee Turnover variable as the dependent variable.	-The difference with previous research is that there is an Employee Performance variable as another Dependent variable.
2.	(Lestari & Emi, 2021)	-Career Path Variables Affect Employee Performance  -Role Ambiguity Variables Affect Employee Performance  -Career Path Variables Affect Employee Turnover  -Role Ambiguity Variables Affect Employee Turnover	-This article has similarities in examining the Career Path variable as the independent variable, and examining the Employee Turnover variable as the dependent variable.	-The difference with previous research is in the Employee Performance variable as another Dependent variable. And the Role Ambiguity variable in other Independent variables.
3	(Diputra et al., 2021)	-Organizational Commitment Variables Influence Employee Turnover at KSU Swadana Giri Kusuma in Pengotan Village, Bangli  -Work Motivation Variables Influence Employee Turnover at KSU Swadana Giri Kusuma in Pengotan Village, Bangli  -Compensation Variables Influence Employee Turnover at KSU Swadana Giri Kusuma in Pengotan Village, Bangli	-This article has similarities in examining the Organizational Commitment variable as the independent variable, and examining the Employee Turnover variable as the dependent variable.	-The difference with previous research is in the variables of Work Motivation and Compensation as other Independent variables.  -In previous research there was also a research object conducted at KSU Swadana Giri Kusuma in Pengotan Village, Bangli, while in this study there was no Company/organization object.
4	(Tampubolon & Sagala, 2020)	-Job Satisfaction Variables Influence Employee Turnover at PT BUM PMKS Division  -Organizational Commitment Variables Influence Employee Turnover at PT BUM PMKS Division	-This article has similarities in examining the Job Satisfaction variable as the independent variable, and examining the Employee Turnover variable as the dependent variable.	-The difference with previous research is in the Organizational Commitment variable as another Independent variable.  -In previous research there was also a research object conducted at PT BUM PMKS Division,

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while in this study there was no Company/organization object.

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## Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

### 1. The Impact of Employee Retention on Employee Turnover

Employee retention is a critical aspect in lowering employee turnover, and it is influenced by factors such as remuneration and benefits, career advancement, work environment, leadership, and work-life balance. Competitive wages and perks play a significant role in retention. Employees who are satisfied with their salaries, bonuses, and other benefits are more loyal and less inclined to hunt for new positions. Dissatisfaction in this area, on the other hand, might lead to increased voluntary turnover, in which employees quit the organization in search of a better opportunity elsewhere.

Professional growth is equally important. Employees who see potential for advancement within the organization are more inclined to stay because they believe there are long-term prospects to pursue. Training programs, mentoring, and clear career paths all help to prevent internal turnover, which occurs when employees change roles inside a company in search of new experiences or promotions. Without these possibilities, employees may feel stagnate and are more prone to seek progress outside of the firm, increasing turnover rates.

A positive work environment, which includes a supportive atmosphere, suitable amenities, and an inclusive company culture, has a significant impact on employee satisfaction. A healthy work environment can boost employee morale and prevent involuntary turnover, which is frequently caused by discontent or conflict at work. Employees who feel at ease and accepted are more likely to stay, whereas those who are uncomfortable or worried may choose to leave the organization or, in severe situations, be fired.

Effective leadership is also important for staff retention. Managers that provide assistance, clear guidance, and acknowledge employee efforts can boost job satisfaction and loyalty. Poor leadership, on the other hand, can cause dissatisfaction, a lack of motivation, and even conflict, eventually leading to voluntary and even involuntary turnover if employee performance suffers as a result of the unsupportive work environment.

Work-life balance is another key consideration. Companies that understand and support their employees' need for balance, such as offering flexible working hours or work-from-home choices, have greater retention rates. Employees who can manage their job and home lives are more likely to be satisfied and loyal to their employer. In contrast, excessive job demands and a lack of flexibility can cause stress and burnout, increasing turnover rates.

High turnover rates not only signal issues with staff retention, but also result in considerable turnover expenses. These expenses include the expenditures of hiring and training new staff, as well as any potential loss of production during the transition phase. As a result, concentrating on employee retention through salary, career development, work environment, leadership, and work-life balance can reduce various types of turnover, maintain workforce stability, and lower employee replacement costs. Thus, effective retention is a critical approach for retaining outstanding individuals while also assuring an organization's long-term viability and success.

### 2. The Influence of Career Path on Employee Turnover

Career paths are a critical component in retaining people and lowering turnover. Clear career paths, which include vertical and lateral career paths, education and training, mentoring and guidance, and career planning, have a significant impact on various types of employee turnover, including voluntary turnover, involuntary turnover, internal turnover, turnover rates, and turnover costs.

Vertical career routes enable people to progress up the corporate structure, frequently with increased responsibility and income. Employees who see prospects for advancement and career growth are more inclined to remain with the organization. This can lower voluntary turnover since employees believe there are long-term goals to achieve. Furthermore, when employees can improve skills and obtain relevant experience, they become more valuable to the organization and are less likely to be fired, resulting in lower involuntary turnover.

Lateral career routes are also essential since they allow people to transfer to roles with different responsibilities but the same hierarchical level. This can be an excellent method for keeping employees engaged and avoiding boredom or stagnation in their careers. Lateral career routes allow employees to learn new talents and broaden their experiences, thereby improving their total skills. Companies that provide this choice can promote healthy internal turnover, in which employees stay with the business but move on to new opportunities. This can diminish their motivation to leave the organization, lowering overall turnover rates.

Education and training are critical components of any successful job path. Good education and training programs enable people to improve their abilities and remain relevant in an ever-changing business. Employees with access to training opportunities are more likely to feel valued and supported by the organization. This enhances customer loyalty and minimizes voluntary turnover since they believe the organization is involved in their growth. Furthermore, excellent training can improve employee performance, minimize errors, and increase efficiency, resulting in lower involuntary turnover.

Guidance and instruction from a manager or mentor are critical in career path growth. This support assists employees in understanding their career alternatives, identifying their skills and shortcomings, and planning the measures necessary to attain their professional objectives. Employees who receive strong advice and direction are more likely to be satisfied with their career advancement and less inclined to seek opportunities outside the firm, resulting in lower voluntary turnover. Furthermore, good mentoring can assist employees in overcoming obstacles and improving their performance, hence reducing involuntary turnover.

Proactive career planning is also vital for managing employee expectations and creating a clear route for advancement within the firm. Employees who have a planned career plan report feeling more driven and motivated at work. This decreases not only voluntary turnover but also the possibility of unintentional internal turnover, in which employees leave the organization because they believe there is no room for advancement. Companies that use strong career planning can identify prospective replacements for critical jobs, prevent operational disruptions, and lower turnover costs.

Overall, a well-structured career path with possibilities for vertical and lateral growth, continual education and training, good mentoring, and a defined career plan improves employee retention significantly. It not only helps to reduce voluntary and involuntary turnover, but it also promotes positive internal turnover and lowers the costs involved with hiring and training new personnel. Thus, investing in employee career path development is a critical approach for ensuring labor stability and the company's long-term viability.

### **3. The Influence of Organizational Commitment on Employee Turnover**

Organizational commitment is a critical component in retaining employees and lowering various types of employee turnover. It consists of affective commitment, continuous commitment, normative commitment, job involvement, and dedication. Each of these



characteristics of commitment has a substantial impact on voluntary turnover, involuntary turnover, internal turnover, and total turnover rates and costs.

Affective commitment is defined as employees' emotional tie to the organization and identification with its goals and ideals. Employees with great emotional commitment are proud to work for the firm and genuinely want to contribute to its success. This bond minimizes voluntary turnover because people are content with their jobs and work environment. They are also less likely to leave the organization to pursue other chances. High affective commitment also contributes to healthy internal turnover, in which employees seek new possibilities inside the firm while remaining loyal to the organization.

Continuance commitment refers to employees' understanding of the costs and implications of quitting the organization. Employees with high continuation commitment believe they have committed a significant amount of time, effort, and resources in the organization, making it difficult for them to leave. This factor limits voluntary turnover because employees believe that leaving the firm will result in major personal losses, such as the loss of perks, seniority, or previously established professional networks. Furthermore, continuous commitment can reduce involuntary turnover by encouraging employees to try to maintain their performance in order to stay with the organization.

Normative commitment refers to an employee's sense of moral obligation to continue with the organization. This can be due to personal loyalty or a sense that the organization has provided significant support, such as training, development, or other resources. Employees with strong normative commitment believe that leaving the organization is morally wrong, which minimizes voluntary turnover. They may also be more likely to stay despite problems or difficulties because they believe they "owe" it to the organization. This can help to lower overall turnover rates.

Job engagement is the degree to which individuals are psychologically and emotionally invested in their jobs. Engaged employees are more likely to be motivated, perform well, and stay with the organization. High job involvement minimizes voluntary turnover because employees are happy with their positions and perceive meaning and purpose in what they do. They are also more likely to stay with the company and engage in constructive internal turnover, which is when employees seek new roles or responsibilities inside the organization rather than leaving.

Devotion refers to an employee's commitment and loyalty to the organization. Strong dedication is often the outcome of a long-term engagement with the company, in which the employee has witnessed many stages of the organization's development and feels a vital part of the company's success story. This devotion helps to reduce voluntary turnover because dedicated employees are more loyal and less likely to seek employment elsewhere. Furthermore, this dedication can assist reduce turnover costs because committed employees tend to stay longer, decreasing the need to recruit and train new workers.

Overall, high organizational commitment, which encompasses affective, continuous, normative, job involvement, and devotion commitment, is critical in lowering various types of employee turnover. High dedication contributes to a stable and positive workplace environment in which employees feel appreciated, engaged, and supported. This not only lowers overall turnover rates, but also minimizes the costs of replacing staff. Thus, developing and maintaining strong organizational commitment is a crucial technique for keeping people engaged and contributing fully to the organization's success.

#### **4. The Influence of Job Satisfaction on Employee Turnover**

Job satisfaction is a critical component in determining employee turnover rates in a firm. Job satisfaction encompasses a variety of factors, including contentment with job responsibilities, satisfaction with incentives received, workplace relationships, connections

with superiors, and working circumstances. Each of these factors can influence different types of employee turnover, such as voluntary turnover, involuntary turnover, internal turnover, turnover rates, and turnover costs.

Job satisfaction is the degree to which employees find their employment interesting, challenging, and rewarding. Employees who are content with their jobs are more engaged and driven, which decreases voluntary turnover. They believe that their work has value and makes a significant contribution, thus they are less likely to explore for other alternatives. High job satisfaction can also increase performance, reducing involuntary turnover because employees are more likely to meet or exceed business goals.

Another crucial component is employee satisfaction with rewards like as salaries, bonuses, and other benefits. Employees who believe they are adequately compensated for their services are more likely to be satisfied and loyal to the organization. When employees feel financially appreciated, they are less likely to pursue higher-paying opportunities at other businesses, resulting in lower voluntary turnover. Personnel who are dissatisfied with their rewards may leave the organization, increasing turnover rates and the costs of replacing and training new personnel.

Workplace interactions, including those with coworkers, influence overall job happiness. A friendly and pleasant work environment can boost employee satisfaction and involvement in the organization. Employees who believe they have positive relationships with their coworkers are more likely to be happy and comfortable, which reduces voluntary turnover. Furthermore, a supportive atmosphere reduces conflict and promotes collaboration, which can reduce involuntary turnover by providing more productive work conditions.

Relationships with superiors are another important aspect in job happiness. Employees who have positive connections with their supervisors, including encouragement, clear direction, and constructive feedback, are more satisfied and driven. Good leadership can boost employee loyalty and lower voluntary turnover. Employees frequently leave a company due to unfavorable connections with their superiors. Employees who do not feel encouraged or treated fairly by their superiors are more likely to seek opportunities elsewhere, which increases turnover rates.

The work environment, which comprises physical conditions and atmosphere, has a substantial impact on worker satisfaction. A comfortable, safe, and supportive work environment can boost employee well-being and reduce stress, resulting in lower voluntary turnover. Employees who believe the organization cares about their health and safety are more loyal and less likely to leave the company. Furthermore, a favorable work environment might encourage internal turnover, in which individuals shift to different jobs within the corporation rather than leaving entirely. Overall, job satisfaction plays an important role in lowering turnover rates and expenses. Employees who are happy with their jobs, earn fair compensation, have strong connections with coworkers and superiors, and work in a favorable environment are more loyal and devoted to the organization. They are more likely to stay with the business in the long run, decreasing the need to recruit and train new personnel and the associated costs of turnover. As a result, firms must constantly analyze and improve the elements that influence job satisfaction in order to assure high staff retention while maintaining organizational stability and efficiency.

### **Conceptual Framework**

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this research:



**Figure 2. Conceptual Framework**

Based on Figure 2 above, Employee Retention, Career Path, Organizational Commitment and Job Satisfaction are related to Employee Turnover. In addition to the independent variables (Employee Retention, Career Path, Organizational Commitment and Job Satisfaction) above which affect the dependent variable (Employee Turnover), there are other variables related to Employee Turnover, including:

- 1) Organizational Culture: (Widodo, 2017), (Susanto, Simarmata, et al., 2024), (Ali et al., 2022), (Putri et al., 2023).
- 2) Leadership Style: (Nuraeni et al., 2022), (Susanto, Widyastuti, Karsono, et al., 2023), (Mahaputra & Saputra, 2021), (Widodo, 2021).
- 3) Career Development: (Susanto, Soehaditama, & Benned, 2023), (Saputra et al., 2024), (Sumardi et al., 2022), (Susanto, Rony, & Susita, 2023).

## CONCLUSION

Based on the problem background, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Employee Retention affects Employee Turnover.
2. Career Path affects Employee Turnover.
3. Organizational Commitment affects Employee Turnover; and
4. Job Satisfaction affects Employee Turnover.

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