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## Employee Engagement Implementation for Prevent Employee Turnover in Transportation Company

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**Abstract:** The purpose of this literature research is expected to build hypotheses regarding the influence between variables which can later be used for further research in the scope of human resource management. The literature review research article on the implementation of employee engagement to prevent employee turnover is a scientific literature article within the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from secondary data or previous research that is relevant to this research and comes from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, 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 literature review article are: 1) Organizational Commitment affects Employee Engagement; 2) Organizational Culture affects Employee Engagement; 3) Career Path affects Employee Engagement; 4) Compensation affects Employee Engagement; 5) Organizational Commitment affects Employee Turnover; 6) Organizational Culture affects Employee Turnover; 7) Career Path affects Employee Turnover; and 8) Compensation affects Employee Turnover; and 9) Employee Engagement affects Employee Turnover.

**Keywords:** Employee Turnover, Employee Engagement, Organizational Commitment, Organizational Culture, Career Path, Compensation

### INTRODUCTION

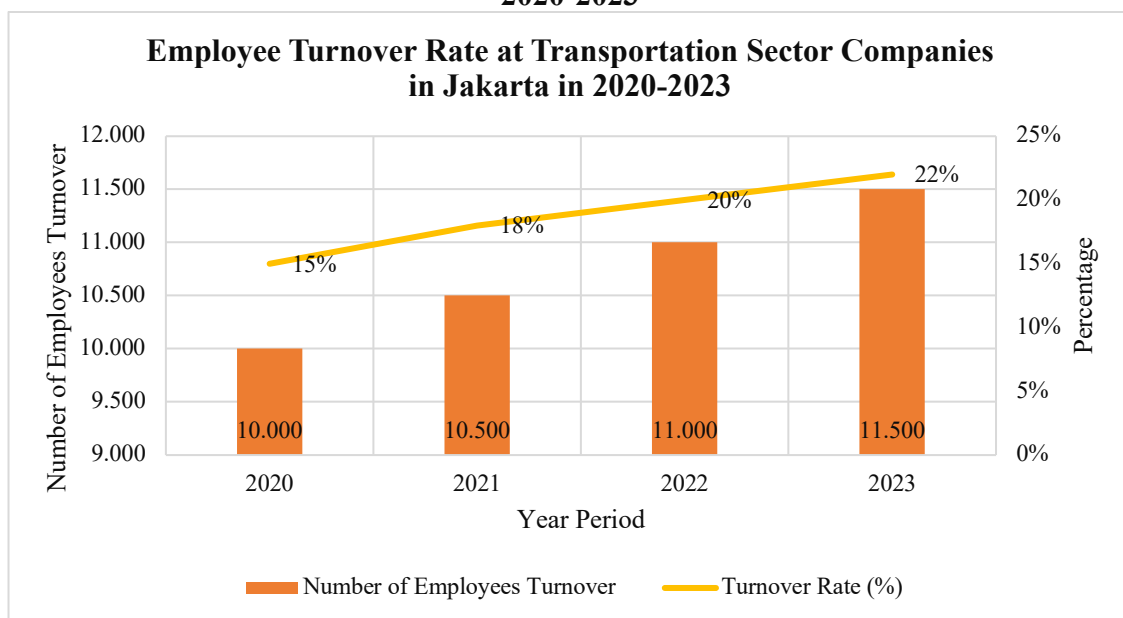
A transportation company is an entity that provides transportation services for goods and people from one place to another. In the Indonesian context, the transportation sector

plays an important role in supporting economic growth. As an archipelago consisting of more than 17,000 islands, Indonesia needs an efficient transportation system to connect different regions and support the distribution of goods and people's mobility. Transportation companies in Indonesia cover a wide range of services, including land, sea, and air transportation, each of which has its own characteristics and challenges (Susanto, Sawitri, & Suroso, 2023).

The transportation sector contributes significantly to Indonesia's gross domestic product (GDP). According to the Central Bureau of Statistics (BPS), the transportation and warehousing sector contributed 6.24% in the 2nd quarter of 2024 to the Gross Domestic Product. In addition, transportation companies play a role in job creation, both directly and indirectly. A growing transportation company absorbs a lot of labor, from drivers, technicians, to administrative staff. Transportation companies also act as regional economic drivers. For example, good transportation services can connect remote areas with economic centers, improving accessibility and distribution of goods. This in turn can increase the competitiveness of local products and boost economic growth in the region (Ali et al., 2024).

However, the transportation sector in Indonesia also faces challenges, one of which is high employee turnover. High employee turnover can disrupt business operations and negatively impact service quality. Therefore, it is important for transportation companies to implement effective employee engagement strategies to retain employees and reduce employee turnover. In this context, employee engagement is key to creating a positive and productive work environment. Engaged employees feel valued and committed to the organization and therefore tend to stay longer. Therefore, a thorough understanding of employee engagement and its implementation in transportation companies is essential to prevent high employee turnover rates.

**Table 1. Employee Turnover Rate at Transportation Sector Companies in Jakarta in 2020-2023**



Based on table 1 above, it is known that the employee turnover rate in transportation sector companies continues to increase in percentage. In 2020, when the national and international economies were affected by the Covid-19 pandemic, the employee turnover rate was at 15%. Then in 2023, after the covid-19 pandemic was declared over, the employee turnover rate continued to increase, with a figure of 22%. This indicates that there are

problems that cause the turnover rate to increase. By understanding these data and turnover trends, transportation companies can formulate better strategies in managing their human resources, including the implementation of employee engagement that can increase employee satisfaction and loyalty.

### **Problem Formulation**

Based on the background of the problem above, the formulation of problems related to transportation companies to be used as hypotheses in further research is determined: 1) Does Organizational Commitment affect Employee Engagement?; 2) Does Organizational Culture have an effect on Employee Engagement?; 3) Does Career Ladder have an effect on Employee Engagement?; 4) Does Compensation have an effect on Employee Engagement?; 5) Does Organizational Commitment affect Employee Turnover?; 6) Does Organizational Culture have an effect on Employee Turnover?; 7) Does Career Path affect Employee Turnover?; 8) Does Compensation affect Employee Turnover?; and 9) Does Employee Engagement affect Employee Turnover.

### **METHOD**

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the phenomenon of employee engagement employee turnover. Descriptive qualitative data collection and analysis allows researchers to adapt their approach to the needs of the research and the characteristics of the subject under study (Susanto, Yuntina, et al., 2024).

The data used in this study comes from previous research on the topic of employee engagement and employee turnover. Researchers will conduct an analysis of existing literature to identify patterns and trends in organizational commitment, organizational culture, career path, compensation. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors that influence increasing employee engagement and avoiding employee turnover, (Susanto, Arini, et al., 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic being discussed. The researcher will collect data from journal articles, books, and other relevant documents to gain insight into organizational commitment, organizational culture, career path, compensation, employee engagement and employee turnover. The literature review also informs the researcher about recent developments in the field and identifies research gaps that need to be filled.

This research utilized data from various reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of organizational commitment, organizational culture, career path, compensation, employee engagement and employee turnover from various perspectives.

Organizational commitment, organizational culture, career path and compensation will be examined as independent variables in this study. Meanwhile, employee engagement and employee turnover are the dependent variables. By analyzing the relationship between these variables, the researcher hopes to identify the key factors that influence employee engagement and employee turnover. This research is expected to provide practical recommendations for companies towards increasing employee engagement and avoiding employee turnover.

## RESULTS AND DISCUSSION

### Results

The following are the research findings considering the context and problem formulation:

#### Employee Turnover

Employee turnover is the rate at which employees enter or leave an organisation during a given period. This turnover is often due to various factors such as job dissatisfaction, lack of career progression or a less conducive working environment. Employee turnover can be divided into voluntary and involuntary turnover. High turnover is usually viewed negatively because it can result in significant costs to the organisation, including the costs of recruiting, training and assimilating new employees, as well as the loss of knowledge and expertise from departing employees (Widodo, 2023). Factors that influence turnover include job satisfaction, employee engagement, workload and stress management in the work environment. Minimising turnover is one of the main objectives of human resource management in order to maintain organisational stability (Widayati et al., 2019), (Susanto, Rachman, et al., 2024), (Susanto, Rachman, et al., 2024).

The dimensions or indicators that cover the Employee Turnover variable include: 1) Intention to leave: Measures an employee's intention to leave the organisation in the near future. Exit intentions usually reflect dissatisfaction with the job or work environment and can be used as an early signal of possible turnover; 2) Job Satisfaction: An employee's level of satisfaction with various aspects of their job, such as tasks, pay, relationships with colleagues and management. Low job satisfaction is often associated with high turnover; 3) Organisational commitment: An employee's level of emotional attachment and loyalty to the organisation. Employees with high commitment tend to have a lower desire to leave the organisation; and 4) Availability of job alternatives: The employee's perception of job opportunities outside the current organisation. When the labour market is competitive or opportunities elsewhere are more attractive, employees tend to be more prone to turnover (Amalia, 2020).

The Employee Turnover variable is relevant to previous research that has been researched by: (Narpati et al., 2020), (Widodo, 2020), (Silitonga & Widodo, 2019).

#### Employee Engagement

Employee engagement refers to the level of emotional attachment, commitment and motivation an employee has towards his or her job and the organisation. Employee engagement is an important indicator because employees who feel engaged tend to be more productive, have higher morale and are more loyal to the organisation. Factors that influence employee engagement include rewards, a supportive work environment, opportunities for personal development and support from managers and colleagues. High levels of engagement tend to be positively correlated with better employee performance, low turnover, and high levels of employee satisfaction and loyalty (Susanto & Sawitri, 2022), (Wahdiniawati et al., 2023).

The dimensions or indicators that cover the Employee Engagement variable include: 1) Emotional attachment: The degree to which employees are emotionally attached to their jobs. Emotionally engaged employees tend to be more enthusiastic and passionate about their role in the organisation; 2) Cognitive engagement: How employees focus and think about their work. High levels of cognitive engagement indicate that employees feel challenged and enjoy their work, which supports better productivity; 3) Physical engagement: The extent to which employees are physically and energetically involved in their work. Employees with high levels of physical engagement tend to have a strong work ethic and are willing to go the

extra mile; and 4) Organisational commitment: The employee's level of loyalty or attachment to the organisation as a whole. Employees who are committed to their organisation show a strong desire to contribute more and stay with the company (Marsono et al., 2018), (Nugroho & Ratnawati, 2021).

The Employee Engagement variable is relevant to previous research that has been researched by: (Susanto, Simarmata, et al., 2024), (Saputra, 2022), (Widodo, 2021).

### **Organizational Commitment**

Organisational commitment is an employee's level of attachment to the organisation in which he or she works, which includes the employee's willingness to stay and contribute to the achievement of the organisation's goals. This commitment consists of three types: affective commitment (based on emotional attachment and identification with the organisation), continuance commitment (based on consideration of the costs and benefits of leaving the organisation) and normative commitment (based on feelings of obligation to stay). High commitment results in employees who are more motivated, loyal and willing to work harder to support the organisation. Conversely, low commitment can lead to low engagement and high turnover (Sembiring et al., 2019).

The dimensions or indicators that cover the Organizational Commitment variable include: 1) Affective Commitment: Commitment based on an employee's emotional attachment to the organisation. Employees with high affective commitment feel attached to the organisation because they genuinely care about its goals and values; 2) Normative Commitment: Commitment that arises from a sense of moral obligation or responsibility to stay with the organisation. Employees with high normative commitment feel they should stay because of a moral obligation to the organisation; 3) Continuance Commitment: Commitment that arises because employees feel they have few choices or better alternatives outside the organisation. This is usually based on economic necessity or the inability to leave the organisation; and 4) Job Satisfaction: The degree to which employees are satisfied with their job and the overall work environment. High job satisfaction supports stronger commitment to the organisation (Susanto, Sawitri, Ali, et al., 2023).

The Organizational Commitment variable is relevant to previous research that has been researched by: (Widodo et al., 2019), (Sudiantini & Saputra, 2022), (Saputra & Mahaputra, 2022b).

### **Organizational Culture**

Organizational culture is a system of values, norms, beliefs and practices shared by all members of an organisation that serves as a guide for thinking, behaving and interacting. Organisational culture is one of the key foundations that shape a company's identity and differentiate it from other organisations. Elements of organisational culture include the vision, mission, core values and behavioural norms expected of all employees. A strong culture tends to result in a harmonious work environment, high employee engagement and good performance. Conversely, a weak culture can lead to unclear expectations and demotivated employees. Building a positive culture requires effective communication, leadership role models and consistency in the application of organisational values (Ali et al., 2022).

Dimensions or indicators that include Organizational Culture variables include: 1) Values and beliefs: A set of core values and beliefs shared by members of an organisation that shape its identity and the way it operates. These values guide employee behaviour and create shared standards for decision making; 2) Norms and ethics: Unwritten expectations or rules that define how people should behave within the organisation. Strong norms can increase a sense of belonging and influence day-to-day interactions among employees; 3)

Rituals and Traditions: Unique practices and customs that the organisation maintains, such as celebrations, awards or regular meetings. These build a distinctive identity and support employees' emotional attachment to the organisation; and 4) Leadership and communication: The leadership style and communication patterns that exist within the organisation. Effective leadership and transparent communication can shape a positive culture, increase engagement and build trust (Widodo, 2022).

Organizational Culture variables are relevant to previous research that has been researched by: (Putri et al., 2023), (Saputra et al., 2024), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

### **Career Path**

A career path is a series of levels or positions that an employee can achieve within the organisation as his or her skills, experience and contributions develop. A career path provides employees with a clear direction of progression and development opportunities and motivates them to achieve their career goals. A good career ladder structure allows employees to see the direction of their career progression and gives them a sense of purpose and satisfaction at work. An effective career path is also an important part of career planning and employee development, as it increases their attachment and commitment to the organisation and reduces the risk of turnover (Susanto, Sawitri, & Suroso, 2023).

The dimensions or indicators that cover the Career Ladder variable include: 1) Career clarity: The ability of employees to see a clear and structured career path within the organisation. Career clarity gives employees direction on the steps required to reach a desired position; 2) Promotion opportunities: Opportunities for employees to advance based on their performance, skills and experience. Open and fair promotion opportunities motivate employees to contribute more; 3) Skills development: Training and development programmes provided by the company to improve employees' skills and competencies. This skill development allows employees to grow and prepare for their next career move; and 4) Management support: The role of supervisors and management in providing guidance, feedback and support to help employees achieve their career goals. Good management support helps employees feel valued and motivated to achieve their career goals (Sawitri et al., 2023).

The Career Ladder variable is relevant to previous research that has been researched by: (Susanto, Sawitri, et al., 2024), (Suaprdi, 2023) and (Lestari & Emi, 2021).

### **Compensation**

Reward is the reward that employees receive as a result of their contribution to the organisation. Compensation can be financial, such as salaries, bonuses, incentives and benefits, or non-financial, such as recognition, time flexibility and a positive working environment. Fair and competitive compensation is one of the most important factors influencing employee satisfaction and loyalty. Adequate compensation can increase employee motivation, while a lack of compensation can lead to dissatisfaction and increased turnover. Good compensation management includes job evaluation, transparency policies and adjustments based on performance and organisational needs (Latuconsina et al., 2019).

The dimensions or indicators covering the Compensation variable include: 1) Financial rewards: Direct rewards in the form of base salary, bonuses, incentives or allowances that employees receive based on their work and performance. Financial rewards are a key component in retaining employees and driving performance; 2) Non-financial rewards: Non-monetary rewards such as recognition, training opportunities, work flexibility and a supportive work environment. Non-financial rewards can increase employee satisfaction and loyalty; 3) Compensation fairness: Employees' perceptions of the fairness of

their pay relative to their contributions or relative to their peers. A high sense of fairness creates satisfaction and stronger attachment to the organisation; and 4) Compensation transparency: The extent to which the company is open in explaining its compensation policies to employees. This transparency helps reduce speculation and builds trust between employees and management (Lubis et al., 2021).

Compensation variables are relevant to previous research that has been researched by: (Azhar et al., 2020) and (Indartini et al., 2023).

### Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

**Table 1. Results of Relevant Previous Research**

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Alim & Rahmawati, 2023)	-Organizational Culture variables affect Generation Y Employee Engagement at PT PLN Jakarta Head Office	-This article has in common that it examines the Organizational Culture variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	-The difference with previous research is that there is an object of research, which was conducted at the Head Office of PT PLN Jakarta with the analysis of generation Z employees.
2	(Tentama & Ermawati, 2021)	-Career Ladder variables affect Employee Engagement at PT X Indonesia Yogyakarta Area	-This article has in common that it examines the Career Ladder variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	-The difference with previous research is that there is an object of research, which was conducted at PT X Indonesia Yogyakarta Area.
3	(Shafwah & Clara, 2024)	-Compensation variables affect the Work Engagement of Millennial Generation in Jakarta	-This article has in common that it examines the Compensation variable in the independent variable, and examines the Work Engagement variable in the dependent variable.	-The difference with previous research is that there is an object of research, which was conducted on the Millennial Generation in Jakarta.
4	(Amalia, 2020)	-The Organizational Commitment variable affects Millennial Generation Employee Turnover at The Rich Jogja Hotel Company	-This article has in common that it examines the Organizational Commitment variable in the independent variable, and examines the Employee Turnover variable in the dependent variable.	- The difference with previous research is that there is an object of research, which was conducted at The Rich Jogja Hotel.

## Discussion

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

### 1. Effect of Organizational Commitment on Employee Engagement

Organizational commitment plays an important role in improving employee engagement, which includes aspects of affective commitment, cognitive commitment, physical commitment and commitment to the organisation itself. Affective commitment, or employees' emotional attachment to the organisation, reflects the extent to which employees feel emotionally connected to the company they work for. When affective commitment is high, employees tend to feel more passionate about their work and have a strong emotional attachment. This encourages them to engage more deeply, both physically and cognitively, because they feel that the organisation's goals and values align with their personal values. This emotional attachment, resulting from affective commitment, increases employees' participation in various activities and supports the success of the organisation.

Furthermore, normative commitment also contributes to employee engagement by creating a sense of moral obligation or responsibility for employees to remain in the organisation. Normative commitment stems from the gratitude or loyalty that employees feel towards the organisation because of the benefits they have received, whether in the form of training, career guidance or personal development experiences. When employees have a high level of normative commitment, they tend to feel obliged to give their best to the organisation, reflecting a high level of physical and cognitive involvement. This sense of obligation also encourages them to take an active role in effectively performing job tasks and making ongoing contributions to the organisation's goals.

Within this overall commitment, the combination of strong organisational commitment and high job satisfaction provides the basis for increased overall employee commitment. Employees who are emotionally connected, cognitively engaged and physically active in their work show higher levels of loyalty. This positive influence of organisational commitment on employee engagement fosters a mutually supportive relationship between employees and the organisation, creating a more harmonious, productive working climate and positively impacting organisational performance in the long term.

### 2. Effect of Organizational Culture on Employee Engagement

A robust organizational culture exerts a considerable influence on employee engagement, encompassing elements of emotional attachment, cognitive attachment, physical involvement, and organizational commitment. Organizational values and beliefs reflect the guidelines and principles held by the organization, providing clear direction for each individual. When employees perceive a congruence between their values and beliefs and those of the organization, they tend to exhibit a stronger emotional attachment. This attachment fosters a deep sense of belonging, thereby motivating employees to contribute more to the company. The values that the organization implements foster a sense of community and strengthen employees' bonds with their work environment.

The norms and ethical standards upheld within the organization also play an important role in enhancing employee engagement. The consistent application of norms and ethical standards provides employees with a sense of security and trust, as they are aware of the rules of conduct that apply within the organization. When organizational norms and ethics reflect integrity, transparency, and fairness, employees experience a sense of value and fairness, which fosters their cognitive attachment to work and the work environment. They demonstrate greater focus and mental engagement because they perceive the organization to adhere to robust ethical guidelines. Furthermore, employees feel more at ease in proposing



new ideas or initiatives that enhance cognitive engagement, as they believe that the organization values their contributions.

Effective leadership and communication are also crucial elements of organizational culture that influence employee engagement. Leaders who are communicative, supportive, and respectful of employees' views are instrumental in fostering a work environment that is conducive to engagement. Effective leadership provides employees with a sense of support and direction, which in turn facilitates their commitment and engagement at work. Open communication enables employees to express their aspirations, ideas, and concerns, thereby enhancing their emotional and cognitive attachment to the organization. When leaders acknowledge employees' contributions, it strengthens their emotional attachment, and when they actively participate in discussions about organizational goals, their cognitive engagement increases.

In conclusion, an organizational culture that encompasses values and beliefs, norms and ethics, rituals and traditions, and effective leadership and communication provides a robust foundation for sustained employee engagement. Those who perceive their work environment to be positive and supportive of their personal values tend to exhibit a strong emotional attachment to their organization. Such individuals feel mentally compelled to be cognitively engaged in their daily work, and their physical engagement also increases as they feel motivated to contribute their energy and time to the success of the organization. This support from a strong organizational culture encourages employees to commit further to the organization, which results in increased productivity and overall performance. With a solid organizational culture, employee engagement can be continuously nurtured, leaving the organization with a loyal, motivated workforce ready to take on challenges together.

### **3. The Effect of Career Path on Employee Engagement**

A transparent and well-defined career path is an important factor in increasing employee engagement, which includes emotional, cognitive, and physical aspects, while strengthening their dedication to the organization. Career clarity provides a definitive representation of an employee's professional growth trajectory within the organization, describing the competencies and performance expectations that must be met to reach higher positions. When career paths are designed transparently, employees gain a clear understanding of the organization's goals and expectations. This fosters emotional attachment, as employees feel cared for and have long-term expectations that motivate them to stay engaged. They feel that the organization is not just hiring them for short-term needs, but is also committed to supporting their careers in the long term.

The availability of promotional opportunities within the organization also serves to increase employee engagement. When employees see opportunities for growth and advancement, they feel compelled to contribute more and improve their performance. These promotional opportunities lead to cognitive engagement, as employees are more focused and motivated to develop their competencies to meet the qualifications required for higher positions. They tend to be more proactive in taking initiatives and playing an active role in assigned tasks. This promotion opportunity also has an impact on physical engagement, as employees become more eager to work productively and consistently to achieve achievements that can support their career development.

Management support for employee career development is an important factor in improving employee engagement. When management offers support for employees' career goals, provides guidance, and provides the necessary resources to achieve the desired career path, employees feel a supportive presence within the organization. Such support serves to increase employees' emotional attachment, fostering a sense of recognition and appreciation from management of their potential. It also fosters cognitive attachment, generating high

motivation to mentally commit to the job and the organization's goals. In addition, with management support, employees' physical engagement also increases, as they feel the environment is conducive to working effectively and realizing their career aspirations.

In conclusion, career paths that include career clarity, promotion opportunities, skill development, and management support play an important role in fostering employee engagement in an organization. The combination of these factors not only fosters employees' emotional and cognitive attachment, but also encourages more intensive and sustained physical engagement. With a good career path, employees feel that the organization adds value to their future, which motivates them to contribute and stay with the company. Employees who have clear career prospects and are supported by management show higher commitment to the organization, which in turn creates a productive, dynamic and engaged work climate.

#### **4. Effect of Compensation on Employee Engagement**

Rewards are one of the key factors that have a significant impact on employee engagement, including emotional, cognitive and physical attachment and commitment to the organisation. Financial rewards, such as salaries, bonuses and incentives, play an important role in meeting basic needs and increasing employee satisfaction. When employees feel that the financial rewards they receive are commensurate with their efforts and contributions, they tend to have a higher emotional attachment. These rewards create a sense of being valued, which motivates them to continue contributing. In addition, competitive financial rewards also increase employees' commitment to the organisation because they feel they are being fairly rewarded for their work.

In addition to financial rewards, non-financial rewards such as performance awards, career opportunities and recognition of contributions also support employee engagement. These non-financial rewards are important in building cognitive attachment, as they make employees feel personally and professionally valued. Recognition of their achievements or skills makes employees more focused and passionate about their work and increases their motivation to give their best to the organisation. When employees feel valued non-financially, their emotional attachment to the organisation is also strengthened, creating a strong sense of belonging and loyalty to where they work.

Fairness of pay is another factor that has a significant impact on employee engagement. Fairness in compensation, both financial and non-financial, builds employees' trust in the organisation. When they feel that the compensation they receive is commensurate with their responsibilities, skills and performance, it creates cognitive attachment because employees feel they are being treated fairly. Fairness in pay also strengthens affective commitment because employees are more likely to put in the effort. Pay equity increases organisational commitment because employees feel that the company values their contributions equally, without unwarranted favouritism.

Compensation transparency, or openness about how pay is determined and distributed, also affects employee engagement. When the reward process is transparent, employees feel that the organisation is honest and trustworthy. This transparency creates a strong emotional attachment because employees feel that the organisation is honest and fair. Transparency also increases cognitive attachment, as employees understand the mechanics of the rewards they receive and become more motivated to achieve the goals set. In addition, transparency in rewards promotes physical commitment, as employees feel more comfortable performing their tasks without doubt or concern about how their contributions will be rewarded.

Overall, compensation that includes financial rewards, non-financial rewards, compensation fairness and compensation transparency has a significant impact on employee

engagement. When employees feel that their rewards are commensurate with their efforts and contributions, they tend to be more emotionally and cognitively attached to their jobs and organisations. In addition, transparency in compensation gives employees the confidence and motivation to contribute more to their work. With fair and transparent compensation, employees feel valued and tend to be more committed to the organisation, creating a productive and engaged work environment.

### **5. Effect of Organizational Commitment on Employee Turnover**

Organizational commitment, which includes affective commitment, normative commitment and continuance commitment, as well as job satisfaction, has a strong influence on employee turnover, which includes intention to leave, job satisfaction, commitment to the organisation and availability of job alternatives. Affective commitment, which is an employee's emotional attachment to the organisation, plays an important role in reducing turnover intentions. When employees have a strong emotional attachment, they feel comfortable and happy working in the organisation, which naturally reduces the desire to look for another job. They experience greater job satisfaction and are less likely to be tempted by career opportunities outside the organisation.

Normative commitment, which reflects an employee's sense of responsibility and moral obligation to stay with the organisation, also affects turnover. Employees with high normative commitment feel that they 'should' stay, perhaps due to the influence of social norms or personal values that make them reluctant to leave the organisation. This sense of responsibility reduces the likelihood of employees seeking alternative employment, as they feel obliged to repay the trust and investment the organisation has placed in them. This strengthens employee loyalty and reduces turnover.

Continuance commitment, which relates to the cost-benefit calculation of the decision to stay or leave, also plays a role in employee turnover. When employees have high continuance commitment, they perceive that leaving the organisation could have negative consequences, such as losing earned income, benefits or career opportunities. Employees with this perception will feel that leaving the organisation is not a worthwhile option. They may stay, not out of satisfaction or loyalty, but because the costs or risks of leaving are too great compared to the benefits.

The availability of job alternatives outside the organisation also affects turnover. Even if employees have a strong commitment to the organisation, they may consider leaving if there are more attractive and lucrative career opportunities elsewhere. However, affective, normative and continuance commitment and high job satisfaction can reduce the attractiveness of these job alternatives. Employees who are emotionally committed and satisfied with their jobs are less likely to be swayed by external opportunities, especially if they feel that their current job meets their needs and aspirations.

Overall, organisational commitment, which includes affective, normative and continuance commitment, as well as job satisfaction, contributes significantly to reducing turnover. These factors reduce employees' intention to leave and make them less likely to be swayed by job offers outside the organisation. By increasing employee engagement and satisfaction, organisations can retain a loyal workforce and reduce turnover, which in turn creates a stable and sustainable work environment.

### **6. Effect of Organizational Culture on Employee Turnover**

Organizational culture, which includes values and beliefs, norms and ethics, rituals and traditions, and leadership and communication, has a significant impact on employee turnover, particularly in terms of intention to leave, job satisfaction, organisational commitment and the availability of job alternatives. The values and beliefs espoused by the

organisation become the basis for employees to form attachment and commitment. If these values are in line with employees' personal beliefs, they will feel more comfortable and emotionally involved, which will reduce the intention to leave the organisation. Conversely, if the organisation's values conflict with employees' beliefs, they are likely to feel unfit and more easily tempted to seek alternative employment that is more in line with their principles.

Norms and ethics in organisational culture also play an important role in creating a comfortable and satisfying working environment for employees. Fair, professional and ethical standards increase job satisfaction because employees feel safe, valued and treated fairly. When this ethical culture is strong, employees feel more committed to the organisation because they see the workplace as an environment that supports and values integrity. High job satisfaction reduces the intention to leave, while an unethical or stressful work environment may encourage employees to seek other opportunities outside the organisation.

Organisational rituals and traditions serve to strengthen bonds between employees and build a sense of community. Activities such as company anniversaries, employee awards or social activities outside of work can increase employee loyalty by making them feel part of the organisation's 'family'. These rituals build emotional attachment and create a fun and supportive work environment, which can reduce turnover. Employees who feel connected to this culture are less likely to be tempted by external job alternatives, as they feel a social bond that is not easily replaced in other companies.

Leadership and communication are other aspects of organisational culture that have a direct impact on employee turnover. An open, fair and supportive management style creates a conducive working environment. Leaders who are responsive and respect employees' opinions will increase job satisfaction because employees will feel heard and valued. Clear and open communication also minimises conflict and uncertainty, making it easier for employees to do their jobs. In organisations with effective leadership and healthy communication, employees tend to have high levels of commitment and are less likely to be influenced by external job offers because they already have a working environment that meets their expectations.

## **7. Effect of Career Path on Employee Turnover**

Career paths, which include career clarity, promotion opportunities, skills development and management support, play an important role in reducing turnover by influencing turnover intentions, job satisfaction, organisational commitment and the availability of job alternatives. Career clarity, or employees' understanding of the career paths available in the organisation, provides certainty about their future in the organisation. When employees feel there is a clear path to higher positions and understand the steps they need to take to get there, they tend to feel more motivated and committed to the organisation. This clarity reduces the intention to leave, as employees have a positive view of their career prospects within the organisation and do not feel the need to look for better opportunities outside.

Promotion opportunities are also a factor influencing turnover. When organisations offer promotions as a form of recognition for performance and commitment, employees feel valued and motivated to continue contributing. Promotions show that the organisation values the contributions of individuals and is willing to give them opportunities to grow. If these promotion opportunities are non-existent or very limited, employees may feel that there is no incentive to stay with the organisation, which may increase their desire to look for alternatives outside the company.

Skills development is another aspect of the career path that has a direct impact on employee satisfaction and commitment. Quality training and development programmes enable employees to improve their professional skills and thus feel more competent and

confident in their roles. Skills development not only provides personal benefits to employees, but also makes them feel that the organisation is investing in their growth. This increases job satisfaction and fosters loyalty as employees see the organisation as a place that supports their development. Conversely, a lack of development opportunities can make employees feel stagnant, which may encourage them to look for organisations that offer better growth opportunities.

In addition, a clear career path and strong management support can reduce the attractiveness of alternative employment outside the organisation. If employees feel that the organisation provides them with sufficient opportunities to develop, learn and progress, they are less likely to actively seek employment outside the organisation. Even if there are career opportunities outside the organisation, they prefer to stay with the organisation that has fully supported their development and career. Structured career paths and supportive management therefore significantly reduce turnover by increasing job satisfaction, strengthening commitment and reducing interest in leaving the organisation.

## **8. Effect of Compensation on Employee Turnover**

Compensation, which includes financial rewards, non-financial rewards, pay equity and pay transparency, has a major impact on employee turnover, particularly in terms of turnover intention, job satisfaction, organisational commitment and availability of job alternatives. Financial rewards, such as salaries, bonuses and incentives, are the main components that influence employee satisfaction and motivation. When employees feel that the financial rewards they receive are commensurate with their efforts and contributions, job satisfaction tends to increase. Conversely, the lack of competitive financial rewards often encourages employees to seek other jobs that offer higher compensation, which increases their intention to leave.

Non-financial rewards, such as recognition, job appreciation and training opportunities, also play an important role in increasing employee loyalty to the organisation. Employees who feel that their hard work is recognised and rewarded through non-financial rewards are more likely to be engaged. Such rewards not only increase job satisfaction, but also strengthen commitment to the organisation and reduce the intention to leave. If non-financial rewards are poorly provided, employees may feel less valued, which can reduce loyalty and make them more open to job opportunities outside the organisation.

The fairness of rewards is another important factor influencing an employee's decision to stay or leave. This includes equity in the pay system and comparisons of pay between employees with similar roles or responsibilities. When employees feel that their pay is fair compared to their peers and commensurate with their workload, job satisfaction tends to increase and the intention to leave decreases. Conversely, if there is inequity in pay, employees may feel disadvantaged, leading to dissatisfaction and an increased intention to seek other employment. This sense of unfairness can also weaken organisational commitment, as employees feel that the organisation is not treating them fairly.

Overall, compensation that takes into account financial rewards, non-financial rewards, fairness and transparency can increase job satisfaction and organisational commitment. When employees feel that the rewards they receive, both financial and non-financial, are fair and transparent, they are more likely to feel satisfied and committed to the organisation. This reduces interest in external employment alternatives, even when such opportunities are available, because employees feel that the organisation they currently work for provides fair compensation and supports their well-being.

## **9. Effect of Employee Engagement on Employee Turnover**

Employee engagement, which includes emotional, cognitive, physical and organisational commitment, has a significant impact on reducing turnover, particularly in relation to turnover intention, job satisfaction, organisational commitment and the attractiveness of job alternatives. Emotional attachment describes an employee's personal connection to work and the organisation, which is created when employees feel proud, satisfied and have a positive relationship with their workplace. Employees with a high level of emotional attachment tend to be more loyal, feel connected to the organisation and are less likely to consider leaving. With strong emotional feelings, the intention to leave is reduced as employees feel personally connected to the organisation, which increases their long-term commitment.

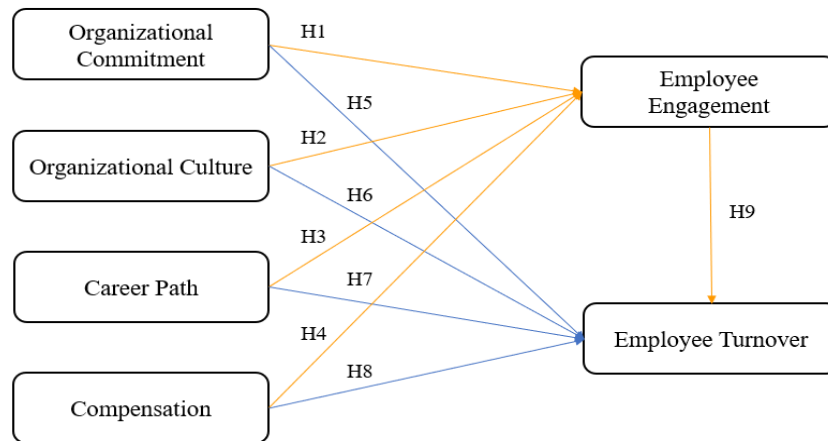
Cognitive engagement, or the level of focus and attention employees give to their work, also plays an important role in reducing turnover. When employees are truly cognitively engaged, they feel challenged and enjoy the mentally stimulating aspects of their work. This increases job satisfaction because they feel their work is meaningful and contributes to the organisation's goals. With high cognitive engagement, employees are likely to feel satisfied and reluctant to leave an organisation that meets their intellectual and psychological needs. Conversely, a lack of cognitive engagement can leave employees feeling bored and alienated, increasing the likelihood that they will consider other employment opportunities.

Organisational commitment, as a dimension of employee engagement, is an important factor that can strengthen employee loyalty and reduce turnover. When employees feel committed to the organisation's goals, vision and values, they have a strong desire to continue to contribute and grow with the organisation. This commitment not only reduces the intention to leave, but also makes employees more resistant to the temptation of outside job alternatives because they feel they are an integral part of the organisation. Organisational commitment helps employees stay with the organisation even when there are challenges or pressures because they believe in the long-term value of their role in the organisation.

Overall, employee engagement, which includes emotional, cognitive, physical and organisational commitment, is highly effective in increasing job satisfaction and loyalty. With high levels of engagement across these dimensions, employees feel that their work is meaningful, challenging and rewarding. This makes them less interested in exploring outside opportunities, however attractive they may be. High levels of engagement not only increase employees' personal satisfaction, but also strengthen their attachment to the organisation, which significantly reduces turnover.

### **Conceptual Framework**

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



**Figure 2. Conceptual Framework**

Based on Figure 2 above, organizational commitment, organizational culture, career path and compensation affect employee engagement and employee turnover. However, in addition to the variables of organizational commitment, organizational culture, career path and compensation that influence employee engagement and employee turnover, there are other variables that influence, including:

- 1) Leadership Style: (Saputra, 2021), (Susanto, Agusinta, et al., 2023), (Saputra et al., 2023), (Siagian et al., 2023).
- 2) Work Environment: (Susanto, Simarmata, et al., 2024), (Pusparani et al., 2021), (Saputra & Mahaputra, 2022a).
- 3) Employee Well Being: (Hasan et al., 2020), (Wahdiniawati et al., 2024), (Damayanti et al., 2023).

## CONCLUSION

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

1. Organizational Commitment affects Employee Engagement;
2. Organizational Culture affects Employee Engagement;
3. Career Path affects Employee Engagement;
4. Compensation has an effect on Employee Engagement;
5. Organizational Commitment affects Employee Turnover;
6. Organizational Culture affects Employee Turnover;
7. Career Path affects Employee Turnover;
8. Compensation has an effect on Employee Turnover; and
9. Employee Engagement has an effect on Employee Turnover.

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