

HUMAN RESOURCE MANAGEMENT STRATEGY DEALING WITH EMPLOYEE TURNOVER AT PT. SEMESTA INTEGRASI DIGITAL (EDUCATION TECHNOLOGY)

Uding Juharudin¹, Dian De Gama Putra²,
Maulana Akbar³, Bagus Abdul Munif⁴, Ahmad Azmy⁵
^{1,2,3,4,5} University of Paramadina, Indonesia

ABSTRACT : Employee turnover is one of the main challenges that can have a direct impact on operational stability, efficiency, and overall organizational performance. The level of turnover is closely related to the level of job satisfaction, support from management, and career development opportunities. The focus of this study includes an in-depth understanding of the influence of a conducive work environment, leadership style, level of employee engagement, and work-life balance on employee retention. PT. Semesta Integrasi Digital (Education Technology)'s strategy of improving employee welfare through competitive compensation, developing structured training programs, and providing clear career opportunities is an effective strategic step in reducing turnover rates. In addition, effective communication between management and employees, as well as supportive leadership, have been shown to play an important role in creating harmonious working relationships and a positive work environment. By implementing this strategy, the Company can not only increase employee retention but also build a work culture that supports productivity and long-term sustainability.

Keywords - *Employee turnover, human resource management, job satisfaction, career development.*

I. INTRODUCTION

Turnover is a challenge often faced by organizations in various industrial sectors, from manufacturing, services, to technology. Turnover can occur voluntarily, when employees decide to leave their jobs of their own free will, or involuntarily, when organizations decide to end employment relationships for various reasons. This phenomenon can affect the overall performance of the organization, especially if it occurs on a large scale or repeatedly in a short period of time. High turnover is often an indicator of underlying problems in the organization, such as a less conducive work environment, low job satisfaction, or minimal career development opportunities. Job satisfaction can be reflected in the level of a person's positive or negative attitude towards their work activities.

The impact of high employee turnover can be felt directly on the operational efficiency of the organization. When an employee leaves the company, his position becomes vacant until a replacement is recruited and fully adapted. This vacancy can hamper workflow, cause delays, or even reduce the quality of services and products produced. In addition, employees who remain may face additional workloads to cover the shortage of manpower, which in turn can cause stress, burnout, and decrease their productivity. Losing experienced employees also poses the risk of losing institutional knowledge that is difficult to replace in a short period of time.

From a financial perspective, employee turnover increases the organization's operational costs. The process of recruiting new employees requires a large investment, starting from job advertisements, selection, interviews, to administration related to recruitment. In addition, organizations must allocate resources to train new employees so that they can adapt to the work culture and achieve the expected level of productivity. This adaptation period often takes time, so that organizations lose their optimal output potential during the transition period. Thus, the costs incurred are not only direct but also include indirect losses due to decreased productivity.

To address this issue, organizations need to design effective and sustainable strategies. One of the main steps is to improve employee well-being by providing competitive compensation, additional incentives, and welfare programs such as health insurance, adequate leave, and support for work-life balance. In addition, creating a positive and inclusive work environment can increase engagement and job satisfaction. Job satisfaction is an assessment and an individual's attitude towards their work, where the level of individual job satisfaction has an

impact on the institution as a whole, from customer satisfaction to productivity [1]. Organizations must also provide career development opportunities, such as training, mentoring programs, and clear promotion paths, to encourage employees to feel valued and motivated to stay. Work motivation is a psychological process in determining or providing direction, level conditions and persistence of action as a continuous experience and determining individuals about their work [2].

According to a source from PT. Semesta Integrasi Digital, the biggest challenge for companies in managing and overcoming employee turnover is the tight competition with competitors in the same business sector. Many similar companies offer similar compensation packages and career opportunities, so employees have many choices to move to other companies that seem more attractive. Leaders in organizations also have a crucial role in reducing turnover. Effective leadership can create harmonious working relationships and provide the support employees need to grow. Leaders who listen to input, appreciate contributions, and provide clear direction can increase employee loyalty. In addition, analysis of the reasons for turnover through exit interviews or job satisfaction surveys can help organizations understand the root of the problem and take appropriate corrective steps. Job satisfaction shows how much someone enjoys their job [3].

By implementing these steps consistently, organizations can not only reduce turnover rates but also create a more stable, productive, and competitive work environment. Investment in employee well-being and satisfaction will ultimately have a significant positive impact on business sustainability and organizational competitiveness in the labor market. Job satisfaction tends to reflect an attitude rather than a behavior, in addition, job satisfaction is also influenced by the extent to which the position meets the needs of the individual.

PT Semesta Integrasi Digital (Education Technology) with around 1000 employees is a company engaged in educational technology, with the majority of employees having relevant educational backgrounds, such as teachers and curriculum designer academics. Several positions also involve employees with business development and marketing backgrounds, with at least one year of experience in their fields. For professional positions, employees have experience in consulting. In addition, the company also has employees with engineering backgrounds, especially in IT, considering that the company is engaged in a very developed and dynamic technology sector. In terms of age demographics, 70% of respondents are between 20 and 30 years old, 20% are in the 30 to 40 year age range, and 10% are over 40 years old. This age composition shows the dominance of young employees who tend to be more adaptive and enthusiastic in facing challenges in an ever-growing industry.

The company is an entity engaged in the education sector, with a primary focus on developing and providing high-quality education services. This commitment is realized through various programs and initiatives designed to meet the needs of students and support the advancement of the world of education. The majority of employees who join are individuals with special expertise in the field of education. They have a professional background in teaching, curriculum development, or education management, making them an important element in the company's operations.

One of the main reasons they choose to work in this company is their deep interest and passion for the world of education. This drive not only motivates them to make maximum contributions in improving the quality of education services, but also to create a significant positive impact on students and society as a whole. With the same spirit, this company becomes more than just a place to work for its employees. This company serves as a place to realize personal idealism and goals in the field of education, giving deeper meaning to the work they do every day.

This study aims to explore the Human Resource Management (HRM) strategies at PT Semesta Integrasi Digital (Education Technology) that are effective in reducing employee turnover rates, by focusing on identifying and analyzing key factors that influence employees' decisions to stay or leave the organization. These factors include job satisfaction, employee engagement, career development opportunities, work environment, and work-life balance. Through this approach, the study seeks to provide in-depth insights into the relationship between HRM elements and employee retention rates, including the influence of compensation policies, training and development programs, and leadership styles on employee loyalty. In addition, this study aims to provide practical guidance for HR managers in designing strategic policies that not only encourage employee retention but also increase overall productivity and job satisfaction. Thus, this study is expected to be an important reference for organizations in creating a supportive work environment and strengthening organizational competitiveness through sustainable human resource management.

II. RESEARCH METHODS

This study uses a qualitative approach that aims to explore in depth the phenomenon being studied, especially related to the factors causing employee turnover and strategies that can be applied to overcome it with the object of PT Semesta Integrasi Digital (Education Technology). This method is supported by relevant references, including the results of previous studies that provide theoretical and empirical foundations. The data sources used include academic journals, research reports, and relevant books, thus ensuring the validity of the information obtained. The analysis process is carried out by identifying and reviewing the main themes that

emerge from the data, both those related to the causes of turnover and strategic efforts to reduce it. Thus, this approach allows the study to provide a comprehensive and in-depth understanding of the issues in focus.

III. THEORETICAL BASIS

1. Human Resource Management (HRM) Theory

HRM theory refers to the concepts and practices used to manage the workforce in an organization. According to [4] " Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns ." Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Meanwhile, according to [5] defines HRM as follows: " Human resource management (HRM) refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance ." Human resource management (HRM) refers to policies, practices, and systems that influence employee behavior, attitudes, and performance. [6] argues that " Human resource management (HRM) is the effective management of people at work. HRM examines what can or should be done to make working people more productive and satisfied." Human resource management (HRM) is managing people or personnel effectively in the workplace. HRM examines what can or should be done to make working people more productive and satisfied. The concept of HRM covers a variety of activities, including planning, recruiting, selection, development, compensation, and maintaining harmonious working relationships. Effective management in HRM plays an important role in creating a supportive work environment that can reduce turnover. According to [4] an effective HRM strategy can increase productivity, job satisfaction, and ultimately reduce turnover rates .

The function of human resource management according to [7] includes the integrity of six effective functional areas, namely staffing , human resource development, compensation, occupational safety and health, industrial relations and performance management.

a. Staffing or personnel placement

The function of finding the right person in the right position and at the right time or better known as " the right man in the right job, at the right time ". This function is intended so that every employee can work productively, providing maximum utility in order to achieve the goals of the company or organization.

b. Human resource development

This function is the main function of HR management which is not only in the form of education and training for the process of improving the technical, theoretical, conceptual and moral skills of employees needed for current work but also the function of development, career planning and development, organizational development, as well as performance assessment and management.

c. Performance management

Performance management is a formal system for reviewing and evaluating the performance of individuals or teams. Performance management is intended to ensure that processes within an organization maximize the productivity of individuals, teams, and the organization.

d. Compensation

HR managers must be able to apply the principle of fair compensation, namely that employees are compensated according to their contribution, those who contribute highly must be highly valued and vice versa.

e. Safety and health

Occupational safety programs relate to employee protection from injuries due to work accidents, while occupational health relates to employees being free from physical and emotional illness.

f. Employee and labor relations

HR management activities related to employee relations include promotions, demotions, layoffs, and resignations. While industrial relations (labor relations) are the relationship between employers, workers, and the government related to collective bargaining, such as determining minimum wages.

2. Employee Turnover Theory

turnover is the turnover of employees that occurs when they choose to leave the organization. [8] explains that turnover intention is the desire of employees to leave the company, there are many reasons that cause turnover intention and one of them is the desire to get a better job. Meanwhile, according to [9] stated that turnover intention is a situation where workers have intentions or tendencies done consciously to look for other work as an alternative in different organizations, the desire to move can be an early symptom of turnover in a company . Turnover is an act of permanent resignation carried out by employees either voluntarily or

involuntarily. Turnover can be in the form of resignation, transfer out of the organizational unit, termination or death of an organization member.

There are several factors that cause turnover according to [10], including:

- (1) Age, younger employees are more likely to leave. The high turnover rate among young employees is because they still have the desire to try to work.
- (2) Length of service, turnover is more common in employees with shorter tenure. Interaction with age and lack of early socialization are conditions that allow turnover to occur .
- (3) Workload, due to workload that is too heavy can result in workers suffering from work-related disorders or illnesses.
- (4) Environmental factors, a pleasant location will be attractive to employees, as well as the physical environment which can affect employee turnover .
- (5) Job satisfaction, based on research results, shows that the turnover rate is influenced by a person's job satisfaction.
- (6) Salary satisfaction, employee job satisfaction are considered as causes of turnover , but employee perception of unfair treatment in terms of compensation is a stronger cause.
- (7) Organizational factors, It was found that when newcomers have a value profile that is close to the organization's value profile, they are more likely to stay in the workplace.

Turnover theory explains the reasons behind an employee's decision to leave, including internal and external factors. [11] Explains that a high turnover rate in a company means that there is more frequent employee turnover. Of course this will be detrimental to the company. This is because if an employee leaves the company, it will bring various costs such as: employee recruitment costs, training costs, accident rates for new employees and a lot of waste due to new employees. [12] state that a high employee turnover rate has negative consequences, including disruption of production schedules, high training costs, in addition, turnover intentions can be measured by the following 3 (three) indicators, namely:

- a. Desire to find a new job in the same field in another company.
- b. Desire to find a new job in a different field in another company.
- c. The desire to find a new profession.

3. Job Satisfaction Theory

Job satisfaction is an employee's positive or negative feelings towards their work which are influenced by various factors such as the work itself, relationships with coworkers and superiors, compensation, and development opportunities. [13] Job satisfaction is an individual's emotional state, where the work is pleasant or unpleasant according to the employee's own perception and views. Job satisfaction reflects a person's feelings towards their work. According to [14] defines that job satisfaction is a general attitude towards one's work, which shows the difference between the amount of appreciation received by workers and the amount they believe they should receive. Based on the definition above, it shows that job satisfaction is an emotional response displayed by a person as a reaction to the results of a job evaluation or work environment conditions, which are positive (satisfaction) or negative (dissatisfaction). In general, job satisfaction is divided into 2 (two) groups, namely:

- a. Internal job satisfaction is job satisfaction that originates from within the individual worker himself, closely related to his attitude towards his work, work situations, cooperative interactions that occur, including mental and emotional attitudes.
- b. External job satisfaction, namely job satisfaction that originates from the external environment of the worker as an individual, and which requires him to perform work optimally because it is related to the level of compensation, environment and work assessment, such as tasks, workload, work organization (working hours, work shifts, work systems) and work environment support (physical, chemical, biological & psychological).

4. Organizational Justice Theory

This theory, put forward by Greenberg, explains that employees are more likely to stay in a company if they feel they are being treated fairly. According to [15], organizational justice is a treatment or action received by every employee equally regardless of job status or position and can be said to be fair if employees get their rights according to what they contribute to the company. Meanwhile, according to [16], justice is a driving force that motivates a person's work enthusiasm. So that superiors must act fairly towards all their subordinates. Assessment and recognition of subordinate behavior must be carried out objectively (good/wrong), not based on likes/dislikes. Compensation must be based on internal contingencies, as well as punishment must be based on objective and fair assessments. If the basis of justice is applied properly by superiors, subordinate work enthusiasm tends to increase. [9] Organizational justice is a treatment, and actions

received by each employee regardless of status or position and can be said to be fair if employees get their rights in accordance with what they contribute to the company .

[17] Explains that organizational justice is the perception that employees have about how fair the organization's owners are to employees involved in the interaction and this will increase the accuracy of understanding the authenticity of the organization. Organizational justice consists of three dimensions: distributive justice (fairness in the distribution of results or compensation), procedural justice (fairness in the decision-making process), and interactional justice (fairness in interactions and individual treatment). Injustice, both in terms of compensation and treatment in the decision-making process, can cause dissatisfaction and ultimately increase turnover.

[18] Explained that procedural justice plays an important role in retaining employees and reducing their intention to leave the company. Emphasis on procedural justice can be an effective strategy for managing employee retention. This can be seen from the relevant implications between organizational justice, especially procedural justice, and employee turnover. Procedural justice has a significant influence on employee job satisfaction, where employees who feel that the decision-making process in the organization is carried out fairly tend to have higher levels of job satisfaction. This job satisfaction is a major factor in reducing employee intentions to leave the organization (turnover intention). Conversely, procedural injustice, such as lack of transparency or biased treatment, can trigger job dissatisfaction which is often a direct cause of employee turnover. To address this, companies are advised to improve procedural justice by implementing a decision-making process that is transparent, consistent, and involves employee participation. This approach not only increases job satisfaction but also strengthens employee commitment to the organization, thereby helping to significantly reduce turnover rates.

5. Leadership Theory

Effective leadership has a major impact on employee retention. Leadership is essentially the ability of a person to foster, develop, direct and motivate others to work together to achieve predetermined goals. According to [19] there are basically 2 (two) theories of leadership, namely trait theory and situational theory . Trait theory is based on the assumption that the success of a person's leadership is determined by the traits they possess, which can be physical traits and psychological traits. While situational theory assumes that the success of leadership is determined by situational factors that occur (supportive environmental factors). [12] Explains that Leadership is a deliberate process of a person to emphasize their strong influence on others in order to guide, structure, and facilitate activities and relationships within a group or organization.

In [20] Leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing the interpretation of events of followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, gaining support and cooperation from people outside the group or organization. [12] states that there are several indicators of leadership, including:

- a. Visionary is a pattern of ability to provide clear vision direction or a clear level of vision direction.
- b. Mentoring is the ability to guide subordinates, and develop subordinates' skills.
- c. Uniting is the ability to unite subordinates and create harmony.
- d. Democracy is the ability to appreciate the potential of subordinates, the ability to give decision-making rights to subordinates.
- e. Communicative is the ability to communicate vertically between superiors and subordinates and the ability to communicate horizontally between colleagues at the same level.

6. Motivation Theory

Motivation theories explain why employees do their jobs and what drives them to remain committed to the organization. Work motivation is something that causes, channels and supports human behavior, so that they want to work hard and enthusiastically to achieve optimal results. Meanwhile, according to [21] intrinsic motivation is a strong drive or desire that arises from within a person to work better. The stronger a person's intrinsic motivation, the more likely a person will show strong behavior to achieve goals. who explains that motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something invisible that provides the strength to encourage individuals to behave in achieving goals. Based on its source, motivation is divided into 2 (two) groups, namely: Intrinsic (internal) motivation that comes from within oneself and extrinsic (external) motivation that comes from outside or because of external influences (other people or the environment). According to [19] there are 4 (four) basic assumptions related to motivation, namely:

- a. Motivation is something that is good and reciprocal, for example, someone becomes happy and motivated because they are praised or appreciated, so that someone will work well and be motivated because they

want to be praised and appreciated, and because of the results of their work or performance, someone is praised and appreciated.

- b. Motivation is one of several facts that determine a person's (individual's) work performance besides factors such as ability, resources, workplace conditions, environment, leadership, and so on.
- c. Motivation can run out and needs to be added (repaired) at certain times, just like other psychological factors that are cyclical, so that when motivation is at its lowest point, it needs to be added.
- d. Motivation is a management tool that can be used to regulate work relationships and interactions within an organization.

Work motivation indicators according to [22] define five indicators in work motivation, namely:

- a. Physiological needs are the most basic hierarchy of human needs, which are the needs to be able to live, including clothing, food, shelter such as eating, drinking, housing, sleep, and so on.
- b. Safety needs include physical and psychological security. Physical security includes security at work and security to and from work. Psychological security includes humane and fair treatment, guarantees of job continuity, and guarantees of old age when they are no longer there.
- c. Social needs include the need for friendship, affiliation and closer interaction with others.
- d. Esteem needs include the need and desire to be respected, appreciated for one's achievements, recognition of one's ability and expertise factors and one's work effectiveness.
- e. Self-Actualization Needs Self-actualization is related to the process of developing a person's true potential. Fulfillment of these needs can be done by company leaders by organizing education and training, providing autonomy to be creative, providing challenging work, and so on.

7. Employee Retention

A company has a fairly high chance of growing and achieving its long-term goals if it has good employee retention. The capacity of an organization to retain its workforce is referred to as employee retention. Employee retention is a method or effort to encourage employees to stay in an organization for a long time. Employee retention is a crucial backbone asset for a company, this is because employee retention is a business strategy that can reduce costs for the company such as recruitment costs, training, and productivity losses. Employee retention is a practice and policy developed with the aim of creating a supportive work environment and being able to provide employees with a safe and comfortable place to work.

IV. RESULTS AND DISCUSSION

Factors Causing Turnover

Some factors that can cause employee turnover at PT Semesta Integrasi Digital (Education Technology) include job satisfaction, which includes dissatisfaction with salary, benefits, or working conditions; work environment, where poor relationships with coworkers or superiors can create discomfort; career development, which relates to the lack of opportunities to grow or achieve career goals; and leadership, where an unsupportive leadership style or lack of appreciation can make employees feel unappreciated and decide to leave the company.

a. Job satisfaction

Job satisfaction is an important element in workforce dynamics that reflects the extent to which individuals feel satisfied with their jobs. Job dissatisfaction often results in employees' desire to leave the organization, which can be triggered by various factors such as inadequate salary, limited promotion opportunities, or an unsupportive work environment. Conversely, if job satisfaction is high, employees tend to stay longer in the workplace [23].

Dissatisfaction with pay, benefits, or the work environment is one of the most common reasons employees decide to leave a company. In the context of pay, employees often feel unappreciated or dissatisfied when the compensation they receive is not commensurate with their workload or contributions. This sense of unfairness can arise if their pay is not competitive compared to industry standards or is not adjusted for inflation or performance. When employees feel like they are working hard but not being rewarded appropriately, they are likely to look for other opportunities that offer better compensation. This can lead to high turnover, especially in industries that have transparent pay standards or where employees can easily switch to competitors.

The benefits offered by the company also play an important role in employee satisfaction. If the company does not provide a complete or relevant benefits package, such as health insurance, retirement benefits, or adequate leave, employees will feel neglected. Inadequate benefits can reduce employees' sense of security and well-being, which in turn can affect their loyalty to the company. Employees who do not feel supported with benefits that suit their needs tend to look for other organizations that provide more support for their well-being, both physically and financially. According to [24] High turnover intention makes companies pay more attention to this because it is suspected of disrupting company operations, creating morale problems for employees who are still working, and increasing company expenses or costs for recruitment, interviews, and other administrative costs -

The work environment is also a crucial factor that influences employee satisfaction and turnover rates. A poor work environment, such as a stressful atmosphere, lack of support from coworkers or superiors, or a toxic organizational culture, can make employees feel uncomfortable and unfulfilled. This discomfort can be reflected in low levels of engagement, low morale, and ultimately the decision to leave the company. Another factor related to the work environment is work-life balance. Companies that do not provide flexibility in terms of working hours or work-from-home policies can force employees to choose between their work and their personal lives, which often adds to stress and dissatisfaction. With excessive demands and a lack of support in maintaining this balance, employees feel that the company does not care about their personal needs, which increases the likelihood of turnover.

A source from PT Semesta Integrasi Digital explained that “The company has a structured procedure for handling employees who resign, namely by asking them to fill out an *exit form* and attend an *exit interview session*. The *exit form* serves as an official document to record the reasons for resignation, while the *exit interview* allows the company to dig deeper into information about the employee's work experience and the reasons behind their decision. Based on data collected from both processes, it was found that the majority of employee turnover is influenced by external factors. These factors include more attractive job opportunities outside the company, the desire to continue education, or personal needs that are not directly related to the company's policies or work environment. This information is the basis for the company to understand the dynamics of turnover and formulate more effective strategies in retaining employees.”

Overall, dissatisfaction with pay, benefits, and the work environment are often interrelated and can create feelings of unfairness and unhappiness among employees. Therefore, it is important for companies to understand these factors and take proactive steps to improve them, such as aligning compensation with the market, offering better benefits, and creating a positive, inclusive, and supportive work environment. By creating adequate working conditions and meeting employee expectations, companies can increase retention rates and reduce turnover.

b. Work environment

Poor relationships with coworkers or superiors are one of the leading causes of workplace discomfort, which can contribute significantly to employee turnover rates. When employees feel unappreciated or unsupported by their coworkers or superiors, their sense of engagement and loyalty to the company can plummet. In a work environment filled with tension, conflict, or lack of communication, employees feel uncomfortable and are often forced to avoid interactions or distance themselves, which in turn can affect their productivity and satisfaction. When the work environment becomes strained, the emotional stress experienced by employees increases, and this can have an impact on their mental well-being, worsening the overall working environment.

Relationships with superiors have a major impact on employee motivation and performance. Leaders who do not provide clear direction, do not listen to input from subordinates, or even display an authoritarian attitude can create deep discomfort for employees. Employees who feel unappreciated or treated unfairly by their superiors often feel unmotivated to do better or contribute to their full potential. In the long run, this dissatisfaction can lead to a desire to leave the company in search of a workplace with a more supportive and fair manager. In addition, superiors who do not support employee career development or do not provide opportunities for professional growth can also lead to dissatisfaction that leads to turnover.

In addition to relationships with superiors, relationships between coworkers also play a very important role in creating a conducive work atmosphere or vice versa. A healthy work environment is usually built on mutual trust, support, and collaboration between coworkers. However, if there is unresolved personal conflict, unhealthy competition, or even a culture of gossip, this can cause tension among employees. When coworkers do not support each other or even belittle each other, employees who are caught in a situation like this feel unappreciated and tend to avoid social interactions in the workplace, leading to social isolation and decreased morale. This environment full of hostility and distrust is often one of the main reasons employees choose to look for other opportunities in companies that offer more harmonious relationships.

A comfortable work environment and flexibility in balancing work and personal life have been shown to increase employee retention, while good interpersonal relationships encourage motivation and loyalty. While salary is important as a primary motivator, non-financial factors such as work atmosphere and social support are more influential in reducing turnover [25].

Overall, poor relationships with coworkers or superiors can create discomfort that has a direct impact on employee well-being. This discomfort not only reduces motivation and engagement, but also increases stress and interferes with productivity. Therefore, companies should prioritize developing positive interpersonal relationships through communication training, conflict management, and policies that support teamwork. By creating a healthy and supportive environment, companies can reduce discomfort that can potentially lead to turnover, as well as increase employee satisfaction and loyalty.

c. Career Development

Lack of opportunities for growth is one of the main reasons that drive employees to look for jobs outside the organization. Every employee, whether new or experienced, generally has a desire to grow in their career. They want to feel that the work they do has a clear direction and can lead to progress both professionally and financially. When companies do not provide a clear career development path, adequate training opportunities, or access to skills enhancement, employees will feel stagnant and hindered from reaching their full potential. This can lead to frustration, dissatisfaction, and ultimately lead them to look for other organizations that offer more opportunities for growth.

Career development opportunities are not just about promotions or salary increases, but also about opportunities to learn, innovate, and expand skills. Employees who feel stuck in a work rut without new challenges or opportunities to improve themselves often feel that they are not empowered to achieve their professional goals. Without relevant training, mentors to guide them, or access to projects that can develop their skills, employees will feel that their potential is not valued. This will cause them to doubt their future at the company and look for other places to work that can provide them with opportunities to grow.

In addition, employees who are not given the opportunity to develop will also feel less appreciated by the company. When the company provides a structured and relevant career development program, employees feel more appreciated, have a clear direction in their professional development, and are motivated to stay in the company. Conversely, a lack of opportunities for career development can lead to feelings of stagnation, dissatisfaction, and decreased employee engagement [26]

Organizations that care about their employees' career development typically provide ongoing training, opportunities for advancement, and listen to their aspirations and career goals. Without this kind of support, employees can feel like their contributions are not recognized or are not valuable to the company. When that sense of appreciation is lost, they are more likely to look for companies that are more supportive of their personal and professional growth. If a company fails to create an environment that supports self-development, ambitious employees will feel pressured to seek out other opportunities that offer more prospects for growth.

Lack of career development opportunities can also hurt employee engagement. When career opportunities are limited, many employees feel like their company only sees them as workers, rather than individuals with the potential to contribute more. This leaves them feeling less motivated and less engaged in their work. On the other hand, companies that offer development opportunities through training, continuing education, job rotation, or mentoring create stronger bonds with employees. Employees who feel like their company is investing in their future tend to be more loyal and more productive, which in turn reduces turnover rates.

Overall, lack of opportunities for growth is a major factor in employees' decisions to leave a company. Organizations looking to reduce turnover and increase employee retention need to ensure that they provide a variety of opportunities for employees to develop their skills, expand their knowledge, and achieve their career goals. By providing support in the form of relevant training, clear career paths, and opportunities for growth, companies can create a work environment that is not only attractive to employees but also provides long-term motivation to stay and contribute to their full potential.

d. Leadership

Unsupportive leadership styles or lack of appreciation are significant factors that can accelerate turnover rates in a company. Leaders who are ineffective at motivating, guiding, and supporting employees often create a work environment full of dissatisfaction and confusion. One of the main aspects of poor leadership is a lack of clear and open communication. When leaders fail to provide necessary information or listen to input from employees, feelings of disrespect and ambiguity about the company's expectations and goals can develop. This creates tension that damages working relationships and prompts employees to seek employment elsewhere, where they feel more appreciated and understood.

In addition, an authoritarian or micromanaging leadership style often suppresses employee creativity and independence. Leaders who are too controlling in every aspect of the work or who do not give employees space to make decisions independently will reduce their motivation and sense of responsibility. Employees who feel they are not trusted or given freedom in their work will feel constrained, which can ultimately lead to boredom and decreased morale. Such leadership makes employees feel that their contributions are not appreciated, and they tend to seek a more flexible work environment, where they can feel more empowered and involved in decision-making.

Leadership that does not provide appreciation or recognition for employee performance can also worsen the situation. Recognition for employee hard work and achievements is essential to increase employee sense of appreciation and increase their engagement in their work. Without appreciation, whether in the form of a thank you, formal recognition, or other incentives, employees feel that their contributions are not recognized by the company. This causes employees to feel neglected and unmotivated to work harder or stay longer with the

company. In the long run, employees who feel unappreciated tend to look for organizations that value their efforts and performance more, which can ultimately increase turnover rates.

Additionally, leaders who do not support employee career development also contribute to high turnover rates. Employees who feel they are not given the opportunity to learn, grow, or advance in their careers often feel that there are no long-term prospects at the company. Leaders who do not provide guidance or opportunities for career development leave employees feeling trapped in stagnant and meaningless positions. The inability to guide and direct employees toward their professional achievement creates feelings of dissatisfaction that drive them to seek opportunities elsewhere that offer more opportunities for growth.

Overall, an unsupportive leadership style or lack of appreciation for employees can accelerate turnover because it creates a demotivating and unpleasant work environment. Effective leadership is one that inspires, provides clear direction, listens, and rewards employee effort. By creating a supportive work culture and recognizing employee contributions, companies can reduce turnover and increase employee satisfaction and loyalty.

Strategies to Reduce Turnover

Several strategies that can be implemented to reduce employee turnover at PT Semesta Integrasi Digital (Education Technology) includes improving welfare, by offering competitive remuneration packages and additional benefits; training and development, by providing programs that support employee skills and career development; effective communication, by building a culture of open communication between management and employees to reduce misunderstandings; recognition and appreciation, by providing appropriate rewards for high-performing employees to increase motivation; and work flexibility, by offering work options that allow employees to balance their personal and professional lives. According to a source from PT Semesta Integrasi Digital, employees are an integral part of the company, listening to employee aspirations allows the company to understand the needs, expectations, and potential problems that may exist in the work environment. In addition, internalizing the company's work culture values to employees is an important step to increase their loyalty to the company.

a. Improvement of Welfare

Offering a competitive remuneration package is one of the important strategies that companies can use to attract and retain quality employees and reduce turnover rates. A competitive remuneration package includes not only an adequate base salary, but also additional benefits and facilities designed to meet the needs and expectations of employees. By providing compensation that is comparable or even better than competitors in the same industry, a company can increase its attractiveness as a profitable place to work and is able to provide appropriate rewards for hard-working employees.

Competitive base salary is often the first factor that prospective employees consider when choosing a company. While not the only factor, a salary that is sufficient to cover living expenses and provide a sense of financial security can be a very effective incentive to increase employee retention. Companies that offer salaries that are higher than industry standards or competitors can create greater loyalty among their employees, as employees feel valued and recognized for their contributions.

In addition to the basic salary, attractive and relevant benefits also play an important role in creating a competitive remuneration package. These benefits can be in the form of health insurance, holiday allowance, education allowance, or transportation allowance that provide comfort and protection for employees. Health benefits, for example, are highly valued because they provide a sense of security in the face of health risks, while education benefits can be an additional incentive for employees who want to develop their skills or continue their studies. By offering a variety of benefits that support employee well-being, companies can strengthen their relationships with employees and reduce the likelihood of them looking for other jobs.

Additional perks, such as flexible working hours, work-from-home policies, or recreational facilities at work, are also important parts of a remuneration package that can boost employee satisfaction. With the growing trend of remote work and the demand for a better work-life balance, companies that provide this flexibility are giving employees an added benefit. Amenities such as an in-office fitness room or mental wellness program can increase employee well-being and happiness, making them feel cared for and appreciated. This not only helps to increase employee retention, but also reduces stress that can arise from demanding work.

In addition, companies that provide long-term incentives such as performance-based bonuses, company stock, or lucrative retirement plans can also build a sense of long-term commitment among employees. These incentive programs give employees a sense of ownership and encourage them to contribute more because they feel tied to the future of the company. In addition, fair and transparent performance-based bonuses can motivate employees to achieve organizational goals and provide rewards that are commensurate with their efforts. By offering various elements in the remuneration package, companies can create a more enjoyable work environment and significantly increase employee retention.

PT Semesta Integrasi Digital in its policy provides non-financial benefits, such as for female employees given 6 months of maternity leave and for male employees whose wives give birth are given 1 month of leave. In our company, providing training aimed at improving employee competence, in addition also providing educational benefits for employees to continue their education in accordance with the terms and conditions of the company, for example having worked for at least 3 years, no history of Warning Letters, getting a grade of D or E at least a grade of A 2 times in a row.

Overall, a competitive remuneration package, including base salary, allowances, and additional facilities as well as non-financial benefits is a very influential factor in increasing employee satisfaction and loyalty. When companies show that they value and care about the welfare of employees through various forms of compensation, employees feel more motivated to contribute optimally and are less willing to leave the company. Therefore, companies that want to reduce turnover and attract the best talent need to regularly review and update their remuneration and non-financial benefits packages, to stay in line with market trends and employee needs. PT Semesta Integrasi Digital implements compensation and benefit policies designed to support employee welfare while maintaining competitiveness in the industry.

b. Training and Development

Providing relevant training programs for skills and career development is an important strategy that can help companies reduce turnover and increase employee retention. These training programs not only focus on the technical skills needed in the day-to-day work, but also include training that supports long-term personal and professional development. By providing opportunities for employees to improve their skills, companies demonstrate their commitment to employee growth and well-being, which in turn can increase employee loyalty and engagement.

One of the key aspects of an effective training program is the relevance of the material taught. The training provided must be in line with the needs and developments of the industry, and can provide added value to employees in the long term. For example, training in the latest technology, managerial skills, or training related to the tools and software used in the job can increase employee productivity and allow them to contribute more to their work. Employees who feel that the training they receive is useful and applicable will feel more prepared to face new challenges, potentially reducing boredom and dissatisfaction that can trigger turnover.

In addition to technical training, leadership and managerial skills development is also essential. Training programs designed to develop the leadership potential of employees who have the potential to become future leaders can motivate them to stay with the company. Training in effective communication, team management, decision-making, and conflict management are skills that are highly sought after for managerial positions. When companies provide opportunities for employees to develop leadership skills, they not only improve the quality of their team but also demonstrate a commitment to employee career growth. This increases employees' chances of promotion and feeling valued, which in turn increases their satisfaction at work.

Relevant training programs can also help employees feel more confident and competent in their jobs. When employees feel that they are continually developing their skills and becoming more competent in their tasks, they will feel more valued and respected by the company. This provides a sense of accomplishment and can strengthen their attachment to the company. Conversely, without opportunities to grow and learn, employees can feel trapped in monotonous and prospectless work, which can lead to dissatisfaction and eventually lead them to look for other opportunities in companies that pay more attention to their career development.

In addition, a good training program can also serve as an effective retention tool by giving employees a sense of belonging to the company. Training and development affects employee retention indirectly through job satisfaction, employees who are satisfied with their jobs feel more motivated to stay with the company [27]. When companies invest in employee training and development, it shows that the company cares not only about short-term results but also about the long-term success of their employees. In-depth and ongoing training shows that the company values employees and is committed to helping them achieve their personal and professional goals. This can create a strong sense of loyalty, as employees feel valued and empowered to grow within the company, reducing their incentive to seek opportunities elsewhere.

Training programs can also improve a company's competitiveness. By having skilled and knowledgeable employees, a company can maintain its competitive advantage in the market. Well-trained employees can be more effective in completing tasks, overcoming challenges, and providing innovative solutions, which ultimately improves the performance of the organization. Therefore, companies that provide relevant training programs not only support the individual development of employees but also contribute to the long-term success of the organization.

Overall, providing relevant training programs for skills and career development is a strategic move that can increase employee retention, reduce turnover, and improve company performance. By providing opportunities for employees to continue learning and developing, companies not only strengthen individual employee

capabilities but also strengthen their relationship with the company, creating a more productive and satisfying work environment for all parties.

c. Effective Communication

Creating a culture of open communication between management and employees is one of the crucial factors that can support the creation of healthy and productive working relationships, as well as reduce turnover rates. Open communication includes transparent, two-way, and respectful information channels, where both parties, management and employees, feel free to speak, listen, and provide feedback. Structured and empathetic communication allows management to better understand employee needs, while ensuring that strategic messages are conveyed clearly and effectively [28]. When communication runs smoothly and without obstacles, employees feel more appreciated and involved in the decisions made by the company, which in turn increases their job satisfaction and loyalty to the organization.

One important aspect of open communication is clarity of information. Management should provide sufficient and clear information regarding the company's vision, mission, goals, and important policy changes or decisions that will affect employees. When employees feel that they are treated with transparency, they tend to feel more secure and valued. Conversely, if information is hidden or not conveyed clearly, employees may feel unappreciated and neglected, which can decrease motivation and increase frustration. Therefore, it is important for management to regularly provide relevant updates and ensure that all employees have the same understanding of the company's direction.

In addition, open communication also means that there are channels for employees to express their opinions, criticisms, and suggestions. When management creates a space for employees to speak openly, whether through one-on-one meetings, group forums, or digital platforms, it shows that the company values employee contributions. Employees who feel that their voices are heard are more likely to feel valued and more committed to staying with the company. Ignoring employee feedback or not responding to their complaints can lead to deep dissatisfaction, which eventually drives employees to look for other opportunities at other companies that are more open and responsive.

The work culture at PT Semesta Integrasi Digital focuses on three main pillars: learning, collaborating, and creating. A culture of open communication also includes recognizing the diversity of views and experiences within the organization. When management listens to and values the different perspectives among employees, it creates a strong sense of inclusion. Employees feel more comfortable speaking up about ideas or issues they face without fear of being punished or ignored. In addition, an inclusive communication culture also strengthens relationships between coworkers, as it encourages better collaboration, strengthens team bonds, and creates a more harmonious work atmosphere. PT Semesta Integrasi Digital encourages employees to actively provide their opinions and ideas, especially in policy making related to the direction and development of the company.

In addition, open communication contributes to faster and more efficient problem solving. When there is a problem in the workplace, whether it is related to work or interpersonal relationships, open communication allows for a faster and more constructive resolution. Employees find it easier to talk about the obstacles they face and find solutions together with management, which creates a sense of trust and a sense of collective responsibility to overcome common challenges. In the long run, open communication can help companies to remain responsive to changes and developments in the market and within the organization itself.

Open communication also has a positive impact on employee well-being. When management actively listens and provides support to employees, it creates a work environment that is more empathetic and attentive to employees' personal and professional needs. Employees who feel supported in this regard are more likely to be satisfied with their jobs and have a high sense of loyalty to the company. Conversely, when communication is blocked or there is no response to employee concerns, this can lead to frustration, anxiety, and ultimately high turnover.

Overall, creating a culture of open communication between management and employees is a very important step in building healthy working relationships and strengthening organizational performance. With transparent, inclusive, and two-way communication, companies can create a more harmonious environment, increase job satisfaction, and reduce turnover. In the long run, this good communication culture will also strengthen employee commitment to the company and improve the long-term success of the organization.

d. Recognition and Appreciation

Rewarding high-performing employees is one of the most effective ways to increase employee motivation and retention in an organization. Rewards given to employees who demonstrate outstanding performance not only serve as recognition of their contributions but also provide positive reinforcement that can boost their morale. These rewards can take various forms, such as financial bonuses, non-financial rewards, or public recognition, all of which have a significant impact on strengthening the relationship between employees and the company [29].

One of the most direct forms of reward is the provision of performance-based bonuses or incentives. These bonuses are often given as a form of recognition for the achievements of employees who have exceeded targets or who have shown extra dedication to their work. In addition to providing direct appreciation for employee contributions, these bonuses also serve as incentives to encourage other employees to improve their performance. When employees see that the company provides tangible rewards for good performance, they are more motivated to work harder and achieve even better results. These bonuses can be annual, quarterly, or project-based, depending on company policy.

In addition to bonuses, non-financial rewards such as award certificates, plaques, or public recognition are also very important in increasing employee motivation. These awards provide visible and socially valued recognition by coworkers and superiors. Awards given publicly, such as at company meetings or events, recognize employee achievements in front of the entire team or organization. This not only makes employees feel appreciated, but also motivates others to strive harder and achieve. Additionally, non-financial rewards can be more affordable for companies and still have a big impact on motivation and job satisfaction.

Rewards can also come in the form of career development opportunities, such as promotions or assignments to important projects. When high-performing employees are given the opportunity to move up in the ranks or be involved in strategic projects, they feel that the company is giving them a chance to grow and further demonstrate their potential. This not only increases motivation but also increases loyalty, as employees feel that the company values their contributions by giving them better opportunities to advance in their careers. It also sets a positive example for other employees, who may be motivated to improve their performance to get the same opportunities.

PT Semesta Integrasi Digital runs a *talent mapping program* as one of the main strategies to increase employee retention. This program aims to identify the potential, competencies, and interests of each employee as a whole, so that the company can place them in the appropriate position or responsibility. Talent management is a system implemented by a company to obtain talent and create the right work environment to face the challenges posed by a dynamic environment, which is then able to compete in achieving success. Talent management can help in overcoming problems within the organization by developing the ability to face risks, manage uncertainty, and generate new ideas, so that the implementation of talent management can generate high economic value and contribute to the strategic renewal of the organization [30]. To monitor and evaluate the effectiveness of the *talent mapping strategy*, PT Semesta Integrasi Digital routinely conducts *performance appraisals* on all employees.

Rewarding high-performing employees also creates a positive company culture. When companies consistently reward high-performing employees, it can create a competitive atmosphere and encourage employees to give their best in every job. In a culture like this, achievement is not only measured by individual work results, but also by contributions to the team and the company as a whole. This can lead to increased collaboration and team spirit, where employees are not only focused on personal achievements, but also on shared success.

Rewards also serve as a form of positive feedback that shows that the company sees and appreciates the hard work of employees. Without adequate rewards, employees may feel that their efforts are not appreciated, which can lead to decreased motivation and ultimately increase the risk of turnover. By providing rewards consistently and fairly, companies can reduce frustration and dissatisfaction among employees, which are often major contributing factors to decisions to leave a company.

Additionally, rewards can play a significant role in strengthening the relationship between superiors and subordinates. When managers actively reward employees for their achievements, it shows that they value their hard work and commitment. This helps build mutual trust and respect, which in turn strengthens the overall working relationship. Employees who feel appreciated by their superiors are more likely to stay committed and put in more effort into their jobs.

Overall, rewarding high-performing employees is an effective strategy to increase motivation, reduce turnover, and create a positive company culture. By providing appropriate and fair recognition, whether through financial or non-financial rewards, companies can create a work environment that supports employees' personal and professional growth, and encourages other employees to improve their performance. These rewards not only provide short-term benefits, but also contribute to the company's long-term success by building strong loyalty and commitment from employees.

e. Work Flexibility

Providing flexible work options is one of the important policies that companies can implement to improve the work-life balance of employees. This balance is becoming increasingly important in the modern workplace, where many employees face the pressure of meeting high work demands while also managing their personal lives, families, and social obligations. Flexible work options give employees the freedom to choose when and where they work, which can reduce stress and improve overall well-being. Such policies benefit not only employees but also companies, which can experience increased productivity, loyalty, and job satisfaction.

One of the most common forms of flexible work options is flexible working hours, where employees have the freedom to choose the hours they work that suit their needs, as long as they complete their assigned tasks [31]. This allows employees to avoid peak times, such as peak traffic hours, and focus more on their work when their energy is at its peak. Employees who are given flexibility in working hours tend to feel more valued and are better able to manage their time more effectively. This can help reduce work-related stress and allow them to set aside time for personal or family activities, which in turn increases their satisfaction and loyalty to the company.

In addition to flexible working hours, remote work options are also increasingly popular in many companies. With increasingly sophisticated communication technology, employees can now work from anywhere, be it from home, a cafe, or another location that is convenient for them. This provides greater flexibility to manage their time and responsibilities outside of work, such as caring for children or elderly people who need attention. Remote work options allow employees to feel more autonomous in their work, reduce time spent on tiring commutes, and provide more opportunities to focus on work without distractions. This also has the potential to reduce turnover rates, as employees feel that the company understands and supports their personal needs.

Additionally, flexible work options can increase productivity. While there may be concerns that this flexibility could reduce supervision over employees, numerous studies have shown that employees who are given the freedom to choose how and when they work tend to be more productive. This is due to the increased sense of responsibility and trust placed in them by their employers. Employees who feel trusted to manage their own time are often more motivated to complete their work well and on time. Flexible work options can reduce the stress that often comes from rigid, scheduled work, and help employees find more efficient ways to complete tasks.

A better work-life balance also has a positive impact on employees' mental and physical wellbeing. When employees are able to manage their time more flexibly, they are better able to avoid the burnout and stress that can result from long, rigorous working hours. Employees who feel a balance between their work and personal lives tend to be happier, healthier and more satisfied with their jobs. This leads to improved workplace morale, with employees feeling more positive and engaged in their work. In the long term, this can reduce absenteeism and increase employee engagement.

Providing flexible work options can also help companies attract and retain quality talent, especially in a highly competitive job market. Talent management is a systematic approach to consolidating the components of planning, organizing, implementing, and evaluating, with the aim of producing competent and effective human resources, so that they can achieve organizational goals. Leaders in organizations that implement talent management use feedback methods to evaluate employee performance in order to improve the organization, this is because employees will provide a direct explanation of what they receive from the company, so that employees will be more satisfied with the rewards they receive. Many employees, especially millennials and generation Z, prioritize flexibility in their jobs over high salaries or other benefits. By providing flexible work options, companies can differentiate themselves from competitors and attract a more diverse and talented workforce. It can also increase inclusivity, as employees with special needs, such as single parents or those living with family members who need care, can more easily adapt to their jobs without feeling constrained by rigid company policies.

Overall, providing flexible work options not only provides immediate benefits to employees but also to the company itself. These policies can improve employee well-being, reduce stress, increase productivity, and create a more positive and inclusive work environment. When employees feel supported in achieving their work-life balance, they are more likely to remain loyal to the company, feel more satisfied with their jobs, and continue to contribute in more effective ways. Therefore, companies that implement flexible work options not only support employee well-being but also improve their long-term performance and competitiveness.

V. BUSINESS IMPLICATIONS

Based on the data and analysis, there are three main business implications. First, **operational efficiency and organizational stability** are achieved with effective turnover management strategies, such as competitive compensation and structured training, which reduce operational costs and disruptions. Second, **increased employee engagement and satisfaction** arise from a conducive work environment, effective communication, and inclusive leadership, which foster loyalty and a positive work culture. **Third, competitive advantage and business sustainability** are achieved through improved employee well-being, which strengthens the company's attractiveness, drives innovation, and ensures sustainability amidst industry competition.

According to [32] Efficiency in management will decrease because skilled and experienced individuals who leave the company can disrupt the company's operations, so that ultimately leaving the company can disrupt the running of the business. High turnover can disrupt the company's operational efficiency because it requires additional resource allocation for recruitment and training of new employees. By adopting strategies such as those implemented by PT. Semesta Integrasi Digital, companies can reduce the negative impact of turnover by providing competitive compensation, structured training, and clear career paths. This step not only saves operational costs but also helps maintain organizational stability by retaining experienced employees, thus supporting sustainable productivity and smooth operations.

According to [33] Employees can reduce the emergence of turnover intention because it can have a negative impact on employee performance, this can be done by increasing work engagement by being more involved in work, participating in training programs, establishing good relationships with superiors and coworkers, implementing the values that exist in the company and creating comfortable and pleasant working conditions. A supportive work environment, inclusive leadership, and good communication between management and employees play an important role in increasing employee engagement. When employees feel appreciated and have a balance between work and personal life, they are more motivated to contribute optimally. This positive work culture creates a conducive work climate, strengthens relationships between individuals in the organization, and encourages the creation of solid and productive teams, which ultimately increases employee loyalty to the company.

According to [34] Well-being is a reflection of the quality of human life or commonly called the quality of human life which is a condition when the most basic needs required by humans for their lives have been met. Employee welfare improvement strategies not only reduce turnover rates but also help companies build sustainable competitive advantages. By creating an innovative and collaborative work environment, companies become more attractive to the best talent in the labor market. In the long run, a positive reputation as a workplace that supports employee well-being will provide significant added value, allowing companies to compete more effectively in the ever-growing education technology industry.

VI. CONCLUSION AND SUGGESTIONS

Reducing employee turnover requires a comprehensive and holistic approach, encompassing various aspects of human resource management and organizational culture. Organizations need to deeply understand the needs and expectations of employees, from compensation, career development, to work-life balance. Creating a supportive, inclusive, and positive work environment is essential to ensuring that employees feel valued and emotionally attached to the organization. One of the first steps in reducing turnover is to provide professional development opportunities, relevant training, and a clear career path, allowing employees to see their future within the company. In addition, implementing a comprehensive well-being policy, including physical and mental health, as well as flexibility in working, can increase employee satisfaction and reduce stress, which is often the main cause of turnover. Good leadership also plays an important role, as effective managers can create open communication and build strong relationships with their teams. By implementing these strategies, companies can not only reduce costs associated with turnover, such as recruitment and training costs, but can also increase overall productivity. Employees who feel valued and have the opportunity to grow tend to be more loyal, motivated, and contribute maximally to the success of the organization.

Future research is suggested to focus on turnover reduction strategies in industry-specific contexts, the role of technology such as e-learning, and the impact of welfare policies and work flexibility. The relationship between leadership style and employee loyalty, psychological factors, and turnover cost evaluation are also important to examine in order to provide more holistic and relevant insights.

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