

Prevention Turn Over Strategy: Analysis Recruitment, Career Development, Work Environment, Capability Information Technology, and Reward System

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ABSTRACT

The results of the literature review above are many factors that cause turnover to occur in The purpose of this study is to determine the factors that influence turnover strategies in companies, as for factors that are significant or insignificant, it can be seen from the synthesis in this article, the findings are several factors are the main causes so that employees do not resign from the company, the research method of this article is a literature review that does not have respondents and for the literature review is a mixture of national and international articles.

INTRODUCTION

Employee turnover, or employee turnover rate, is the process of measuring the number of employees who leave a company over a period of time. Generally, companies take this measurement once a year. In human resources terms, employee turnover is a measure of how long your employees stay with the company and how often management has to replace them. Whenever an employee leaves the company, for whatever reason, it is called employee turnover. Turnover is the process by which an employee leaves or joins a company, voluntarily or involuntarily. There is also the term unemployment rate. This means the number of employees who leave the company due to retirement or layoff within a certain period of time (usually he is a year). Turnover is a natural and common activity. However, the company must keep the turnover rate low. A company's turnover tolerance varies depending on the industry, job type, company size, department, etc.

The number one cause of employee turnover is lack of work motivation. Most workers still believe that meeting financial needs is the purpose or motive of work. In fact, jobs and careers are much more than that. That is, as a trait, an identity, a life purpose, especially for working professionals. So it's no wonder people are looking for jobs in dream companies that match their passions so that they can best fulfill their roles and tasks. However, many find it difficult to achieve that in their careers. They choose to work solely for their purpose, even though it is not their passion or area of expertise. This certainly leads to a decrease in job motivation as it makes it harder to love your job and makes you feel more pressure. Without work motivation, there is a lack of career and performance development and progress. Opportunities for growth and development are critical to retaining high-performing employees.

When employees feel stuck, they may look to other companies for opportunities to improve their status and income. In tough economic times, it may seem obvious that companies are asking their employees to take on additional responsibilities. Most companies will require their employees to work overtime, even on weekends and holidays. This makes it difficult for employees to manage their work and personal lives. As a result, the company has a high employee turnover rate as employees leave the company out of dissatisfaction. Providing feedback is one way to ensure that communication between employees and managers is working well. Feedback also has a positive impact on improving employee performance, especially when it comes to developing skills and building strong teams. When employees work hard to get work done, candid feedback helps them manage their workload and stay focused. Feedback is also a company's attempt to recognize the hard work of its employees. Ignoring feedback only leads to discouraged employees and a lack of leadership and guidance.

How to reduce your company's turnover rate: Choose employees carefully the turnover problem can be solved by selecting employees according to the qualifications required by the company. In addition to qualifications, companies should pay attention to compatibility with the corporate culture. Employers should listen to responses and observe candidate behavior during

the interview process. It also educates you on the culture of the workplace and how the company operates. When signing cooperation agreements, ensure that the company describes each clause as completely as possible. Offer Competitive Salaries and Benefits Each employee should have their own salary expectations. Companies must be able to offer competitive salaries and benefits to keep employees in the company. Companies should research base salaries based on job type, job title, and work area.

The company can then determine the salary amount for each employee. Try to keep your employee payload in line with your company's budget to avoid bankruptcy. Career Path Promise Employees won't stay if they don't build their careers in-house. Therefore, companies should offer a variety of attractive career paths within the company. This solution gives you clarity about your career goals and direction. Make sure you get detailed information about career paths within the company. The company can also support them with training and skill development activities to help them achieve their desired career paths. Thank your employees Appreciation is one of the things an employee really needs. Organizations need to see and recognize the contributions of their employees while working for the organization. Gratitude also facilitates the formation of a positive work environment. Encourage each employee to recognize the work of their colleagues as well. The company may hold appreciation sessions during monthly or weekly membership meetings. It's all about making your employees feel at home at work with a sense of gratitude.

Impact of employee turnover on the company When a company has high employee turnover, its effects affect many aspects of the business, including: decrease in productivity If there is an employee turnover, the company will take longer to find a replacement. Other employees will be less productive until a replacement is found. Corporate profits fall into the red A high employee turnover rate means that a lot of work is not done properly, which can affect the company's bottom line and profit levels. In addition, the company may suffer losses due to large expenses such as hiring and paying severance pay. However, the downside is that if the employee turnover rate is high enough, the company's productivity level will decrease, which can also affect the company's bottom line.

Common forms of sales are: Optional, The first type of employee termination is optional. This means that the employee voluntarily leaves the company. Generally, the reasons for dismissal are due to personal problems, better opportunities, desire for further education, etc. Coercion, The second type is forced. This means that the employee was forced to leave the company due to internal factors. Poor working environment, poor internal management, dismissal, etc. Functional, Functional is the type of employee turnover that does not affect the quality of the company. In other words, the termination of the affected employee benefits the company. In general, employees who do not perform well or who do not see potential in their field will leave the company. For companies to look for better alternatives. Malfunction, Another type of employee turnover is dysfunctional. This type is the opposite of functional and

harmful to business. For example, retain underperforming but functionally necessary employees. When an employee turnover issue arises, companies need to pay special attention and overcome it quickly before the problem becomes protracted and damages the company later. A high turnover rate can cause a variety of business problems that can have devastating effects on your company.

A high employee turnover rate must be avoided. After all, too much employee turnover can disrupt company operations. These suboptimal processes make it difficult for the company to meet its previous goals. Additionally, this high turnover rate puts a strain on the HR team. When an employee quits, the company has to rehire, which wastes a lot of money and time. High turnover in a company is often caused by employees who don't like their boss' behavior. Unpleasant boss behavior can lead to many employees wanting to move to new positions. Good boss attitudes and behaviors are very important for employees as they affect employee satisfaction. A good boss can encourage, chastise, and praise the achievements of all employees. Employees also need learning processes and assessments. Especially if it's the first time they've made a mistake, you should gently reprimand them at first. If the reprimand is too harsh, the employee will become demoralized and discouraged. A good boss can admit mistakes, see things from a different perspective, and appreciate each employee's contribution.

THEORETICAL REVIEW

(Susanto et al., 2023) Effective recruitment is recruitment that has a target duration of time to screen prospective employees. (Susanto et al., n.d.) To increase employee engagement, companies must be willing to provide career development so that employees do not resign. (Susanto, 2022) Compensation and benefits as a reward for employees who are highly loyal to contribute their best for the company's progress. (Nuraeni et al., 2022) Competence is a very valuable thing for the process of promotion to a higher level, it is sought that all employees have sufficient competence to support their careers. (Hardiansyah et al., 2019) In an effort to prevent employees from leaving, companies should have a mentoring programme to develop employees so that they do not resign. (Ansori & Ali, 2015) Employees are rewarded when their performance results are excellent and have competencies that support their work.

(Thamrin AR et al., 2022) Competency requirements to be promoted (Setyawati et al., 2022) A person's performance will be good if the company provides evidence of employee welfare being considered. (Pahrudin et al., 2018) leadership can affect the turnover rate in the company, the more nurturing a leader is, the more comfortable employees will continue to work in the company. (Gultom et al., 2022) Human resource development is a management agenda to prevent high turnover rates. Employee development here the company provides training to improve employee competence. (Henokh Parmenas, 2022) Workers will feel like looking for a job again if the work environment is not conducive and is not rewarded even though they have given their best performance. (Susanto & Parmenas, 2021) Employee development in the era of society 5.0 can be conceptualised using the Human

Resource Information System technology system. (Rahman, 2020) Human Resource Management designed a reward system to provide job satisfaction for employees to prevent them from resigning.

Table 1. Previous Research References

No	Article Title	Journal	Authors
1	The impact of COVID-19 on turnover intention among hotel employees: A moderated mediation model	Journal of Hospitality and Tourism Management	(Yin et al., 2022)
2	Examining the linkages between employee brand love, affective commitment, positive word-of-mouth, and turnover intentions: A social identity theory perspective	IIMB Management Review	(Mittal et al., 2022)
3	Improving Employee Experience: Reducing Burnout, Decreasing Turnover and Building Well-being	Clinical Gastroenterology and Hepatology	(Speicher & Francis, 2022)
4	Turnover intention of employees, supervisor support, and open innovation: The role of illegitimate tasks	Journal of Open Innovation: Technology, Market, and Complexity	(Ilyas et al., 2020)
5	COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics	International Journal of Hospitality Management	(Jung et al., 2021)
6	A qualitative case study of employee turnover in retail business	Heliyon	(Olubiyi et al., 2019)
7	International Journal of Nursing Studies How are witnessed workplace bullying and bystander roles related to perceived care quality , work engagement , and turnover intentions in the healthcare sector ? A longitudinal study	International Journal of Nursing Studies	(Holm et al., 2023)
8	Losing talent due to COVID-19: The roles of anger and fear on industry turnover intentions	Journal of Hospitality and Tourism Management	(Popa et al., 2023)
9	"Sometimes it's not about the money. it's the way you treat people...": A Qualitative Study of Nursing Home Staff Turnover	Journal of the American Medical Directors Association	(Krein et al., 2022)
10	Teacher turnover: Effects, mechanisms and organisational responses	Labour Economics	(Gibbons et al., 2021)

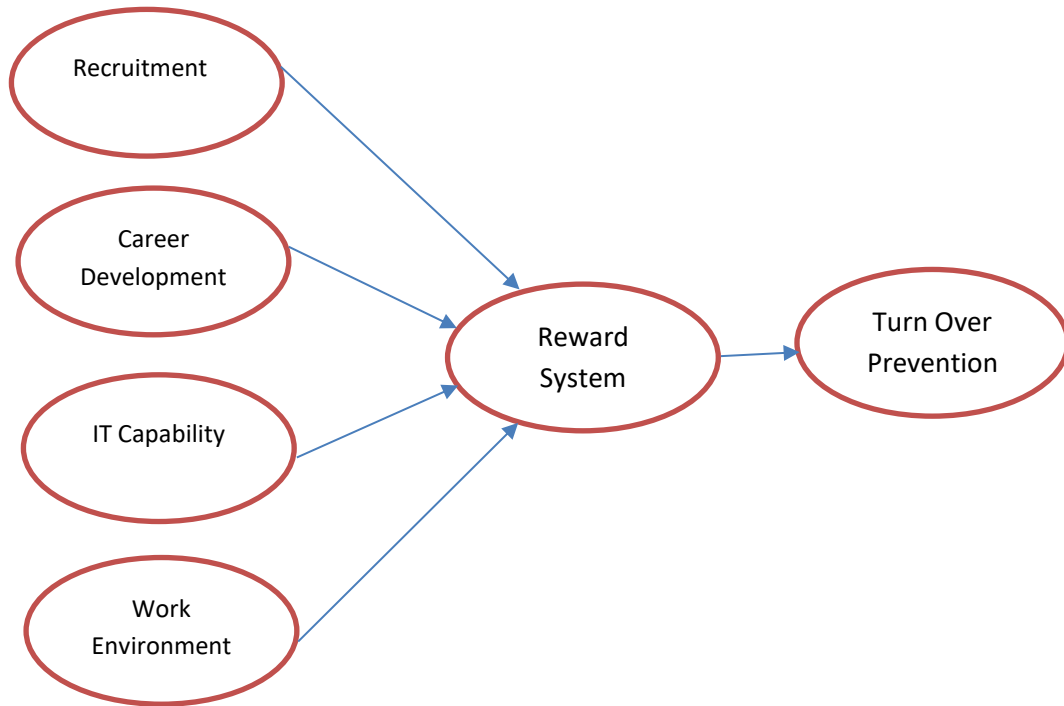


Figure 1. Conceptual Framework Novelty Research

Information Based Variable:

- X1 : Independent variable (Recruitment)
- X2 : Independent variable (Career Development)
- X3 : Independent variable (IT Capability)
- X4 : Independent variable (Work Environmental)
- Y : Intervening variable (Reward System)
- Z : Dependent variable (Turn Over Prevention)

METHODOLOGY

A literature review is to explore and understand company documents, rationale, and information related to the topic under study in order to obtain the theoretical basis material for putting together this study. This research was conducted by collecting data from textbooks, international journals, Internet sources, and other research related to this research. The data collected are prepared, analyzed and processed for legitimate reasons developed so that conclusions can be drawn from the data. The data obtained from the reading results are evaluated by selecting materials relevant or still relevant to the study. Based on the results of further data analysis, conclusions were drawn from the subjects under investigation.

RESULTS

Employee turnover is a measure of good corporate governance. Employee turnover is a summary of a company's operating performance and human resources. Employee turnover is the number of employees who leave (leave) a company over a period of time. Turnover rate describes how old employees are replaced by new employees on a monthly or yearly basis.

Employee layoffs happen all the time. It doesn't matter how well the company is run. However, when employee turnover is high, it can be detrimental and negatively impact your business. For example, it increases the cost of finding and hiring new employees, lengthens the hiring process, and reduces employee productivity. It is actually natural for employees to leave the company. However, if the turnover rate is too high, it can, of course, have a negative impact on the company. This work involvement is associated with employee health, low levels of depression and stress. Work engagement has also been said to be related to employees' positive attitudes towards their work and their organization, such as: Low job satisfaction, commitment, organization, and employee turnover. It can influence the behaviour of organized citizens.

DISCUSSIONS

Employees are valuable long-term assets for companies. Therefore, companies can choose talented people according to their needs and move the company in a better direction. When conducting the employee recruitment process, companies have their own criteria that must be met. If a company takes the wrong steps in hiring employees, bad things will happen to the company in the future. Finding the best talent for your company's skills is not easy. lengthy selection process is required to ensure that a candidate is truly qualified. Recruitment is therefore the first gate that connects employers and potential employees. Mistakes in recruiting can be detrimental to your company. For this reason, recruiters should consider many things when looking for the best talent, including: Backgrounds, skills, characters, etc. Hiring is defined as the process of actively seeking, selecting, and hiring people for positions and jobs. The hiring process refers to the entire process of becoming part of a company's team, from planning to onboarding new employees. Recruitment refers to the process of identifying, screening, interviewing, training, and placing potential candidates. Human resource management is responsible for recruiting, as this job is aimed at recruiting talented people.

Career Development Program is one of the company's support to encourage and motivate employees to pursue better career development in terms of position and income. Certainly no employee wants a stagnant career. Career development is one of the company's priorities to provide employees with opportunities to discover their potential. A planned career development program increases employee motivation, job productivity and job satisfaction. This drives employee performance and contribution. Ultimately, this program influences the progress of more progressive companies. In addition to retaining employees who have the potential to make significant contributions to the company, career development should be carefully planned and organized by HR to ensure that outcomes are aligned with the goals desired by the company and employees. am. These career development efforts are a form of talent management applied as part of a career development program. Career development is one of the human resource management activities as a form of support and relationship between the employee and the company. It all depends on the professionalism and engagement of their employees, but companies still need to provide location and support through structured career

development programs. The better a company's career development system is, the easier it is for employees to develop their careers, and the easier it is for them to influence the company's development.

In this era, information and communication technology continues to evolve. Its development is being accelerated by the pandemic situation, which requires employees to meet their needs through online networks. Improving employee skills is an absolute must. In this competitive era, companies will find it easier to survive if they have employees with reliable skills. But on the contrary, if employees only stay at one point and are unable to develop, the risk of the company collapsing is even greater. A person's level of proficiency in terms of technical skills is different from their soft skills. Technical skills are a type of hard skills because they relate to the mastery of specific skills that can ensure the company's talents are able to perform their duties, and even become a consideration for them to be hired or promoted. Of course, the skills required will vary based on the job being applied for. Sometimes there are positions that require a set of technical skills combined with soft skills, also known as hybrid skills. In other words, today's technical jobs require talent that has a set of varied soft skills. Conversely, jobs that seem to prioritize interpersonal relationships now also require talent to have a greater variety of technical skills.

Most people want a decent salary and office facilities when moving into a new job. But for many people, it's more important than how well the working environment in their new location is right for them. A good working environment is not just an environment that affects the smooth running of a company's business. But a good work environment is one that can positively influence the career and personality of every employee. In general, the work environment is the physical, social, and psychological life within an organization that affects employee performance and productivity. Some experts describe the work environment as everything that surrounds an employee and affects their work and task performance. Some experts argue that the work environment is the set of tools and facilities that employees face, including their personal and group environment, work methods, and work arrangements. In addition to the environment in which employees work, the work environment is also a factor that can enhance or degrade employee performance. When employees work in a good work environment, ideas, productivity and performance are enhanced. Conversely, if the work environment is not good and does not support performance and productivity, employees are less able to do a good job.

Companies are expected to provide rewards to improve employee motivation and performance. Also, build good relationships between superiors and subordinates. So that the positive climate created in the work environment can connect employees to the company. All organizations use various rewards or incentives to attract and retain people and motivate them to achieve their personal and corporate goals. It depends on many factors determined by your level of achievement. The form of reward is also determined by the type or form of achievement achieved and the recipient of the reward. A compensation system comprises all organizational components, including the people,

processes, rules and procedures, and decision-making activities involved in allocating compensation and benefits to employees in exchange for their contributions to the organization. increase. Rewards are not only measured by matter, but also influenced by interactions between people and the organizational environment. At certain times people are stimulated by financial or material incentives or financial rewards. Type of reward based on the objective of the reward to be achieved. social reward. Social rewards refer to the praise and self-approval earned inside and outside the organization. Social rewards are exogenous rewards derived from the environment. These social rewards can take the form of financial documents and letters of appreciation. Psychic Reward. Psychological rewards are related to self-esteem, self-satisfaction, and pride in achieved results. Psychological rewards are personal, intrinsic rewards such as praise, flattery, and congratulations that employees perceive as a form of self-approval for self-satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

The results of the above literature survey are the many factors that lead to employee turnover in companies. In order to prevent turnover, it is recommended that companies should improve their existing systems, from hiring to remuneration for the benefit of company employees. Employees are a valuable asset to a company as they are the driving force of production. This asset must be managed and managed properly in order for it to bring maximum benefit to the company. If not managed properly, it increases the revenue potential and costs the company both in terms of profitability and investment of time and energy. An employee who quits or leaves directly will certainly leave the vacant position. This office job cannot be done optimally due to lack of staff. The losses are even greater if the company has to find replacements for employees who have left the company. The hiring process until employees are ready to work is resource intensive.

FURTHER STUDY

In the limited time the author feels that this research must be added back a lot and must go through the data processing process with path analysis in order to find out what variables are significant to turn over. It is hoped that future researchers can develop literature review articles into articles that can be used by companies to become an element of policy in turnover prevention strategy.

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