

Analysis of factors affecting employee turnover with career path as an intervening variable

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Abstract

Purpose: The purpose of this study is to develop hypotheses regarding factors that influence employee turnover, with a particular focus on the land transportation sector in Indonesia. The land transportation industry is characterized by high employee mobility and operational demands, making turnover a critical issue that directly affects service quality, safety, and organizational sustainability. Understanding the underlying factors is therefore essential for designing effective human resource policies and reducing workforce instability.

Methodology: This research adopts a descriptive qualitative approach through a literature review. Descriptive qualitative studies aim to systematically synthesize and interpret findings from previous research without relying on statistical data analysis (Creswell & Poth, 2018). Comparative analysis was used to identify patterns and relationships across multiple studies. The data were collected from academic sources such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Q2–Q4 Emerald, Elsevier, Sage, Web of Science, Sinta 2–5 Journals, DOAJ, EBSCO, Google Scholar, Copernicus, and digital reference books.

Results: The review identifies ten key findings: work engagement, remuneration, and leadership directly affect both career path and turnover; career path itself strongly influences turnover; and work engagement and remuneration indirectly affect turnover through career path.

Conclusions: Employee turnover depends on engagement, leadership, and career opportunities; strengthening these reduces turnover and enhances workforce stability in transportation.

Limitations: Future research should include transportation data to strengthen findings.

Contribution: This study enhances understanding of employee turnover by examining work engagement, remuneration, leadership, and career path.

Keywords: *Employee Performance, Work Competence, Work Environment, Work Experience*

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1. Introduction

In this fast-paced era of globalization, the land transportation sector faces complex challenges, similar to other industrial sectors (Astuti et al., 2023). This sector is the lifeblood of the economy, playing a crucial role in the distribution of goods and services and connecting people from one place to another.

The contribution of the land transportation sector to the national gross domestic product (GDP) was 2.28% from 2015 to 2023, with an employment rate of 700,000 people. In Indonesia, particularly in the Greater Jakarta area, which is the center of economic activity, land transportation plays a vital role in the economy. Data from Pramesti, Andini, Raharjo, and Dwipayana (2024) shows a significant increase in vehicle volume and population mobility, indicating rapid growth in this sector. However, the land transportation industry faces a serious threat to its operational sustainability: high employee turnover (Esa, Hasyim, & Rajak, 2022; Otariyani, Nofrima, & Febriyanti, 2025). This phenomenon is often overlooked by the public and can erode company stability, disrupt services, and ultimately harm the macroeconomy as a whole.

In general, high employee turnover is a key indicator of internal organizational problems. Excessive employee turnover, especially in key workforce segments such as drivers, mechanics, and operational staff, can result in significant financial losses for the companies. These costs include expenses for recruiting and selecting new employees, intensive training to ensure that they meet operational and safety standards, and reduced productivity during the transition period (Susanto & Sawitri, 2022). In addition, high employee turnover rates can lower the morale of remaining employees, burden them with additional work, and damage the company's reputation in the eyes of potential employees (Sinaga, Ahmad Badawy, Novawiguna, & Abdul, 2022). In the land transportation sector, where safety and punctuality are top priorities, high employee turnover rates can have fatal consequences for service quality, operational safety, and customer satisfaction (Mulyapradana, Aghus Jamaludin, Farikhul, Safna, & Nafiatul, 2025; Reza, Sitorus, & Wijaya, 2024; Sitanggang, Anggiani, Djasfar, & Arafah, 2022).

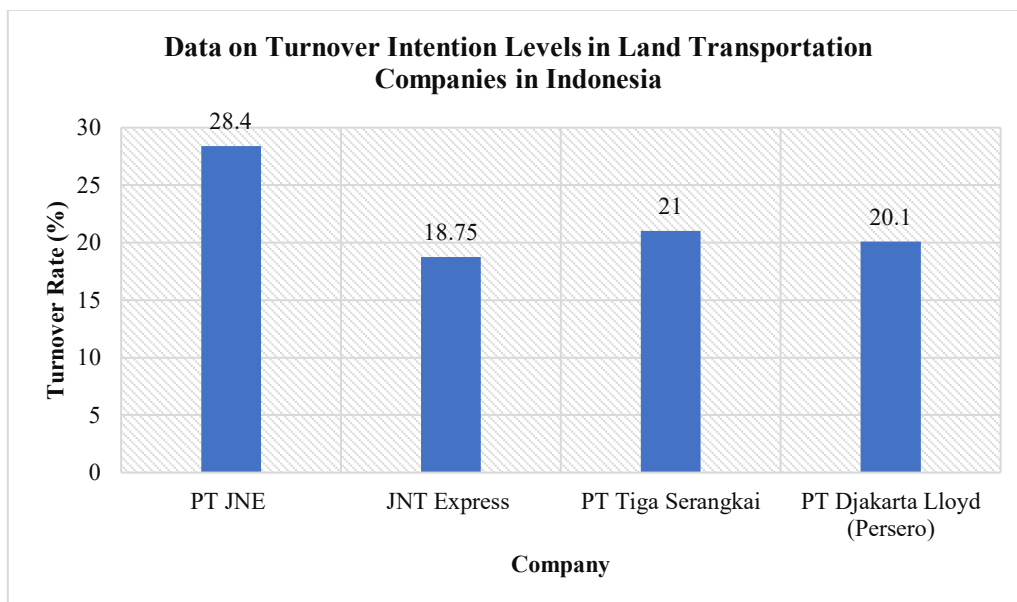


Figure 1. Data on Turnover Intention Levels in Land Transportation Companies in Indonesia

Figure 1 shows the level of employee turnover intention in several companies in the Indonesian land transportation sector. The graph shows the percentage of employees who intend to leave four large companies: PT JNE, J&T Express, PT Tiga Serangkai, and PT Djakarta Lloyd (Persero). Turnover intention is an important early indicator of potential actual employee turnover, which directly impacts operational stability and efficiency, particularly for companies reliant on field labor, such as logistics and land transportation companies.

PT JNE recorded the highest turnover intention rate at 28.4%, meaning that nearly three out of ten employees are considering leaving the company. This reflects the significant challenges faced by PT JNE in retaining its workforce, especially amid intense competition in the logistics industry and high operational workloads. Meanwhile, PT Tiga Serangkai and PT Djakarta Lloyd (Persero) reported turnover intention rates of 21% and 20.1%, respectively. These figures indicate that the average turnover

intent rate in the land transportation sector ranges between 20% and 30%, which is relatively high compared to the national ideal standard of below 10% to 15% annually. High turnover rates can be caused by various factors, including high workloads, career uncertainty, dissatisfaction with remuneration and non-participatory leadership styles.

This data reinforces the idea that employee turnover is a serious problem in the land transportation industry. If not addressed strategically, this can lead to decreased productivity, increased recruitment costs, and decreased service quality and safety. Therefore, companies in this sector must implement comprehensive policies related to competitive compensation, clear career paths, high employee engagement, and supportive leadership styles to reduce employee turnover and improve long-term retention (Nuzulianto & Sukalumba, 2025; Sapariati, Widnyani, & Dewi, 2025). To identify the factors causing employee turnover in companies in the Indonesian land transportation sector, the researchers conducted a preliminary survey of studies that had been conducted on employees in the land transportation sector in Indonesia.

Table 1. Pre-Survey of Factors Affecting Employee Turnover in Land Transportation Companies

No	Factors Affecting Employee Turnover	Coefficient Score	Rank
1	Remuneration	0,551	2
2	Organizational Culture	0,413	7
3	Leadership	0,519	3
4	Workload	0,488	5
5	Career Path	0,507	4
6	Work Life Balance	0,462	6
7	Work Engagement	0,584	1

Although workload factors, work-life balance, and organizational culture influence employee turnover in Indonesian land transportation companies, their values are lower than those of the three main variables. These results indicate that although all variables contribute, companies' main focus on reducing employee turnover is to pay attention to work engagement, remuneration, leadership, and career paths. The preliminary survey results indicate that work engagement, remuneration, leadership, and career paths are dominant factors that are highly relevant to influencing employee turnover. Therefore, this study further develops hypotheses regarding the influence of these three independent variables on employee turnover.

1.1. Problem Formulation

Based on the background of the problem above, the research questions in this literature review are as follows: 1) Does work engagement affect the career path? 2) Does remuneration affect career paths? 3) Does leadership affect the career path? (4) Does work engagement affect employee turnover rates? (5) Does remuneration influence turnover? 6) Does leadership influence the employee turnover rate? 7) Does career path influence the employee turnover? 8) Does work engagement influence employee turnover through career paths? 9) Does remuneration influence employee turnover through career paths? and 10) Does leadership influence employee turnover through career paths?.

2. Literature review and hypothesis/es development

Based on the background and formulation of the problem above, the literature review and hypotheses in this study are as follows:

2.1. Turnover Employee

Employee turnover refers to the rate at which employees leave an organization during a certain period, either voluntarily (resignation) or involuntarily (layoffs or retirement). Turnover is an important indicator of workforce stability and organizational health. High turnover rates may indicate issues with job satisfaction, leadership, compensation, or an unsupportive work environment. However, turnover can also be natural, such as promotions or rotations between units (Fathoni, 2025; Tauqeer, Hakro, Jhatial, & Chandio, 2022).

Indicators or dimensions included in employee turnover include: 1) Turnover Intent: A person's tendency or intention to leave the organization in the near future. This is usually influenced by job satisfaction, work pressure, and career prospects; 2) Absenteeism Rate: The frequency of employee absences without clear reasons. This is often an early sign that an individual no longer has a strong commitment to or attachment to their job; 3) Length of Service: The length of time an employee has worked at an organization may indicate loyalty or a high risk of turnover if their tenure is short or fluctuating; 4) Reasons for Resignation: Qualitative and quantitative data reflecting the main reasons someone leaves, such as compensation, leadership, workload, or internal conflicts (Cahyaningrum, Prasetya, & Mustiawan, 2025; Lestari, Artisa, Nurliawati, & Maulana, 2025; Susanto, Sawitri, & Susita, 2023). The employee turnover variable has been studied and is relevant to the research conducted by: (H. Lim & Rokhim, 2021; Novitasari & Dessyarti, 2022; Wulandari, Pariyanti, & Febriyanto, 2023).

2.2. Career Path

A career path is a series of job levels or positions that an individual can achieve within an organization during their tenure. It outlines a structured direction for professional growth based on competencies, performance and experience. Modern human resource management systems describe not only vertical promotions but also horizontal or cross-functional development as a form of role enrichment (Faisal, 2025). The indicators or dimensions found in a career path include: 1) Clarity of Promotion Pathways: The existence of a clear system and direction regarding career advancement opportunities within the organization, from entry-level positions to managerial roles; 2) opportunities for rotation or cross-functional development, which means that employees should have opportunities to develop skills through experience in different divisions or positions; 3) perception of career mobility, which is employees' belief that they have opportunities for promotion based on performance and competence; and 4) Career Development Support: The availability of training, mentoring, and coaching to help employees prepare for higher career levels (Sawitri et al., 2023). The career path variable has been studied and is relevant to the research conducted by (Faisal, 2025; Supardi, 2023; Syarip & Assa, 2024).

2.3. Work Engagement

Work engagement is a positive and enthusiastic psychological state that employees experience regarding their work. Those who are emotionally and cognitively engaged in their work demonstrate dedication, enthusiasm, focus, and perseverance when facing work challenges. Employees with high engagement levels tend to be more productive, innovative, and loyal to the organization (Rabiul & Yean, 2021). The indicators or dimensions of work engagement include: 1) Emotional engagement: The degree to which employees are emotionally attached to their work and the organization. Emotionally engaged employees tend to be more motivated and committed; 2) Cognitive engagement: The level of attention and focus that employees have when completing tasks. Cognitively engaged employees tend to be more productive and innovative; 3) Physical Engagement: The extent to which employees actively participate in activities and tasks at work. Physically engaged employees contribute more to teams and projects; 4) Sense of Ownership: The degree to which employees feel a sense of ownership toward their work and the organization; Employees who feel a sense of ownership toward their work tend to be more responsible and committed to achieving organizational goals (Puspita, Nugroho, & Banun, 2020). The variable of work engagement has been studied and is relevant to the research conducted by (Febriyani & Rismanto, 2023; Hadi, 2023; Huang, Ting, & Li, 2021).

2.4. Remuneration

Remuneration is the compensation or reward that employees receive in recognition of their contributions and work. It includes base salary, allowances, bonuses, incentives, facilities, and other financial and non-financial compensation (Didit & Nikmah, 2020). The indicators or dimensions included in remuneration are as follows: 1) Base Salary: The fixed compensation employees receive regularly as payment for their primary work; 2) Allowances and benefits: Non-wage compensation, such as meal allowances, health insurance, transportation insurance, or company vehicles; 3) Incentives and performance bonuses: Additional compensation given based on achieving specific targets or work results; and 4) Compensation fairness: Employees' perception that the remuneration system is fair and equitable compared to that of colleagues or industry standards (Widiastutik, Rahayu, & Jowita, 2022). Remuneration variables have been studied and are relevant to the research conducted by (Abror,

Patrisia, Syahrizal, Sarianti, & Dastgir, 2020; Joniaková, Mikle, Blštáková, & Taha, 2022; Putra et al., 2022).

2.5. Leadership

Leadership is an individual's ability to influence, guide, and inspire others to achieve common goals. A leader has the personal power to shape the culture, behavior, and productivity of a team or organization, not just the formal authority (Zen, 2023). The indicators or dimensions of leadership include: 1) Communication Skills: A leader's ability to convey vision, give instructions, and listen to feedback openly and effectively; 2) Employee empowerment: The extent to which leaders trust, give responsibility to, and allow employees space to make decisions; 3) Leadership style: The approach used in leading, such as transformational, transactional, democratic, or autocratic styles; and 4) Feedback Ability: The leader's ability to provide constructive evaluations and guidance to help subordinates develop (Saputra & Mahaputra, 2022). Leadership variables have been studied and are relevant to the research conducted by (Susanto, Sawitri, Ali, Suroso, & Sastrodiharjo, 2023; Widodo, 2021).

2.6. Previous Research

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

Table 2. Previous Relevant Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Setiyarti, Subagio, Suryaningsih, Sugiarti, & Mahendra, 2024)	<ul style="list-style-type: none"> - Work Engagement variable influences Career Path - Organizational Culture variable influences Career Path - Development Leadership variable influences Career Path 	This article has similarities in examining the variable Work Engagement as the independent variable and examining the variable Career Path as the dependent variable.	The difference lies in the other independent variables studied, including Organizational Culture and Development Leadership.
2	(Urio & Nziku, 2024)	<ul style="list-style-type: none"> - Variable Change Among Graduate Students affects Career Path - Variable Remuneration affects Career Path - Variable Choice affects Career Path 	This article has similarities in examining the variable of Remuneration as the independent variable and examining the variable of Career Path as the dependent variable.	The difference lies in the independent variables, where previous studies examined the variables Change Among Graduate Students and Choice.
3	(Kang & Cho, 2021)	<ul style="list-style-type: none"> - Leadership variables influence career paths - Motivation variables influence career paths 	This article has similarities in examining the variable of Leadership as the independent variable and examining the variable of Career Path as the dependent variable.	Another difference lies in the independent variables, where previous studies examined the variable of motivation.
4	(Xiong & Wen, 2020)	<ul style="list-style-type: none"> - Work Engagement variables influence Employee Turnover 	This article has similarities in examining the variable	Another difference lies in the independent

		- Behavioral Outcomes variables influence	of Work Engagement as the independent variable and examining the variable of Employee Turnover as the dependent variable.	variables, where previous studies examined Behavioral Outcomes variables.
5	(Novitania & Tasrim, 2024)	- Remuneration variables affect employee turnover in Yogyakarta - Work stress variables affect employee turnover in Yogyakarta - Job satisfaction variables affect employee turnover in Yogyakarta	This article has similarities in examining the independent variable of remuneration and examining the employee turnover variable as the dependent variable.	Another difference lies in the independent variables, where previous studies examined the variables of work stress and job satisfaction.
6	(Masood, Siddiqui, Lodhi, & Shahbaz, 2020)	- Leadership variables influence organizational citizenship - Leadership variables influence employee turnover	This article has similarities in examining the variable of Leadership as the independent variable and examining the variable of Employee Turnover as the dependent variable.	Another difference lies in the dependent variable, where previous studies examined Organizational Citizenship variables.
7	(Lukman & Wahyuningtyas, 2025)	- Career Path variables affect Employee Turnover at PT ABX XYZ Area - Compensation variables affect Employee Turnover at PT ABX XYZ Area	This article has similarities in examining the Career Path variable as the independent variable and the Employee Turnover variable as the dependent variable.	Another difference lies in the independent variables, where previous studies examined the variable Compensation.
8	(Suaedi, 2024)	- Work Engagement Variables Affect Employee Turnover through Career Paths among Gen Z Employees in Surabaya	This article has similarities in examining the variable of Work Engagement as the independent variable, examining the variable of Employee Turnover as the dependent variable, and examining the variable of Career Path as the mediating/intervening variable.	The difference with previous studies is that this study focuses on Gen Z employees in Surabaya.
9	(Sinaga et al., 2022)	- Remuneration variables affect turnover intention through career paths at PT	This article has similarities in examining the	-The difference lies in the independent

		Wijaya Perkasa	Machinery	Remuneration variable in the independent variable, examining the Employee Turnover variable in the dependent variable, and the Career Path variable in the mediating/intervening variable.	variable, where previous studies examined the variable Career Development -Another difference is that the research was conducted at PT Wijaya Machinery Perkasa
10	(A. P. Lim, Loo, & Lee, 2017)	- Leadership influence intention organizational commitment	variables turnover through	This article has similarities in examining the variable of Leadership as the independent variable, examining the variable of Employee Turnover as the dependent variable, and examining the variable of Career Path as the mediating/intervening variable.	The difference lies in the mediating variable, where previous studies examined Organizational Commitment.
		- Leadership influence intention through career path	variables turnover through career path		

3. Methodology

This study employed a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to factors that influence employee turnover in the field of land transportation in Indonesia. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the study and the characteristics of the participants. The data used in this study were obtained from previous studies on work engagement, remuneration, leadership, career paths, and employee turnover. Data were obtained from electronic sources published within the last eight years. The technique used in this literature review was a comparative analysis. By using previous studies, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the factors influencing employee turnover (Susanto, Arini, Yuntina, Soehaditama, & Nuraeni, 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Q1-Q4, Emerald, Sage, WoS, Sinta Journal 2-5, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. Using these sources, researchers can ensure that the data they collect are valid and accountable. The use of multiple sources also enables researchers to gain a more comprehensive understanding of employee turnover in the land transportation sector from different perspectives.

4. Results and discussion

Based on the problem formulation, previous research, and literature review above, the discussion in this literature review focused on companies in the land transportation sector as follows:

4.1. The Influence of Work Engagement on Career Path

Based on a review of the literature and relevant previous studies, it can be concluded that work engagement affects career paths in land transportation companies. To support the implementation of career paths, companies or organizations need to pay attention to or implement structured work engagement programs, including: 1) Emotional engagement: This means fostering a sense of pride, enthusiasm, and satisfaction with their work, so that they feel like an integral part of the land

transportation company's mission; 2) Cognitive engagement: Providing opportunities for employees to utilize their intellectual abilities, solve problems, and innovate within the context of tasks in the transportation sector; 3) Physical engagement: Ensuring employees have the energy and vitality to exert the physical and mental effort required in their work; and 4) Sense of ownership: Fostering the feeling that employees are owners or stakeholders in their work and the results achieved.

If companies or organizations in the land transportation sector can pay attention to or implement emotional engagement, cognitive engagement, physical engagement, and a sense of ownership, this will have a positive impact on employees' career paths, including: 1) clarity of promotion pathways: Employees who are deeply engaged tend to be more proactive in seeking information about promotion opportunities and receive more guidance from their superiors, which in turn makes the promotion path appear clearer and more achievable; 2) opportunities for cross-functional rotation or development: Highly engaged employees often show greater interest in learning and development, making them ideal candidates for job rotations or cross-functional projects that enrich their experience and open doors to new roles; 3) perception of career mobility: High levels of engagement make employees more optimistic and confident that there are opportunities to advance within the organization. They do not feel stuck, but see that effort and dedication will be rewarded with career advancement; 4) Career development support: Highly engaged employees tend to attract management attention, who are then more willing to invest time and resources in their career development, such as through specialized training, mentoring, or support for further education.

The results of this study are in line with those of Setiyarti et al. (2024), who stated that there is an influence between work engagement and career path. Emotional and cognitive engagement of employees encourages optimal performance and the formation of a more focused career path.

4.2. The Influence of Remuneration on Career Path

Based on a review of the literature and relevant previous studies, it can be concluded that remuneration influences the career paths of land transportation companies. To support the implementation of career paths, companies or organizations need to consider or implement remuneration programs, including: 1) base salary: providing competitive base salaries that align with industry standards; 2) allowances and benefits: offering comprehensive allowance and benefit packages, such as health insurance, pension funds, transportation allowances, or other welfare facilities; 3) incentives and performance bonuses: implementing a clear, transparent, and performance-related incentive and bonus system; and 4) compensation fairness: ensuring that the remuneration system is perceived as fair and transparent by all employees.

If companies or organizations in the land transportation sector can pay basic salaries, allowances and benefits, performance incentives and bonuses, and ensure fair compensation, this will have a positive impact on employees' career paths, including: 1) clarity of promotion paths: a clear and structured remuneration system, especially one that links salary increases or bonuses to specific achievements or job levels, implicitly provides a financial roadmap aligned with the promotion path; 2) opportunities for cross-functional rotation or development: employees who are satisfied with their remuneration are more open and motivated to take on new challenges, including cross-functional rotation or development, as they feel their value and contributions are recognized; and 3) perception of career mobility: attractive and fair remuneration enhances employees' positive perception of advancement opportunities within the company. They see that the company is willing to invest in its employees, which strengthens their belief that there is a bright future in the organization; 4) Career development support: When companies provide good compensation, employees feel more valued and motivated to take advantage of career development programs offered, such as training or certification. The results of this study are in line with those of Urio and Nziku (2024), who stated that there is a relationship between remuneration and career path.

4.3. The Influence of Leadership on Career Path

Based on a review of the literature and relevant previous studies, it can be concluded that leadership influences the career path in land transportation companies. To support the implementation of career

paths, companies or organizations need to pay attention to or apply the right type of leadership, including: 1) Communication skills: Leaders must have effective communication skills, both in conveying vision, goals, and expectations, as well as in listening to employees' aspirations and input; 2) Employee empowerment: Leaders need to give employees autonomy and trust to make decisions, manage tasks, and take responsibility for their work results; 3) Leadership style: Selecting and implementing leadership styles that support development and growth, such as transformational leadership or coaching leadership; 4) Feedback skills: Leaders must be skilled in providing constructive, specific, and timely feedback on employee performance and development potential.

If companies or organizations in the land transportation sector can pay attention to or implement communication skills, employee empowerment, leadership style, and feedback skills, this will have a positive impact on employees' career paths, including: 1) clarity of promotion pathways: communicative and supportive leaders actively help employees understand the organizational structure and requirements for promotion; 2) opportunities for rotation or cross-functional development: empowering and growth-oriented leaders tend to identify employees' potential for different roles; and 3) perception of career mobility: a positive leadership environment fosters employees' confidence and optimism that there are real opportunities for advancement within the company. Employees feel that their dedication and hard work will be recognized and given a path for growth; 4) Career development support: Effective leaders directly invest in the development of their employees, whether through training, coaching, or recommending them for development programs. The results of this study are in line with previous research conducted by Kang and Cho (2021), which states that there is a relationship between leadership and career paths.

4.4. The Influence of Work Engagement on Employee Turnover

Based on a review of the literature and relevant previous studies, it can be concluded that leadership influences employee turnover in land transportation companies in Indonesia. To reduce employee turnover rates, companies or organizations need to pay attention to or implement work engagement programs, including: 1) emotional involvement: creating an environment where employees, such as drivers, operational staff, or mechanics, feel emotionally connected and proud of their company; 2) cognitive engagement: providing opportunities for them to give input on more efficient routes, schedule improvements, or safety procedures; 3) physical engagement: ensuring that employees have the energy and enthusiasm to perform their tasks; and 4) sense of ownership: fostering a feeling that employees have responsibility and control over their work.

If companies or organizations in the land transportation sector can pay attention to or implement emotional engagement, cognitive engagement, physical engagement, and a sense of ownership, this will have a positive impact on employee turnover rates, including: 1) Turnover intention: Will decrease, as employees who feel emotionally and cognitively engaged tend to stay longer and have a high level of commitment to the company; 2) Absenteeism rates: Will decrease because employees with high engagement feel motivated to attend and consistently complete their work; 3) Tenure length: Tends to increase because loyalty and job satisfaction foster long-term retention; and 4) Reasons for resignation: Fewer employees resign due to internal factors such as conflicts with superiors, lack of appreciation, or minimal self-development, because all of the employees' psychological and professional needs are better fulfilled. The results of this study are in line with those of Xiong and Wen (2020), who stated that there is a relationship between work engagement and employee turnover.

4.5. The Influence of Remuneration on Employee Turnover

Based on a review of the literature and relevant previous studies, it can be concluded that remuneration influences employee turnover in the land transportation industry. To reduce employee turnover rates, companies or organizations need to consider or implement remuneration programs, including: 1) Base salary: Providing competitive base salaries that are in line with market standards in the land transportation sector; 2) Allowances and benefits: Offering attractive and relevant allowance and benefit packages, such as comprehensive health insurance, stable pension funds, transportation allowances, or even wellness facilities; 3) Incentives and performance bonuses: Implementing a transparent, measurable, and performance-based incentive and bonus system; and 4) Compensation fairness:

Ensuring that the salary and benefit structure is perceived as fair by all employees. This includes ensuring that there are no unexplained disparities in pay between employees with similar roles and experience.

If companies or organizations in the land transportation sector can pay attention to or implement basic salaries, allowances and benefits, performance incentives and bonuses, and compensation fairness, this will have a positive impact on employee turnover rates, including: 1) turnover intention: Employees who are satisfied with the remuneration they receive will have a much lower intention to resign; 2) absenteeism rates: When employees feel financially valued and receive adequate benefits, they tend to have higher attendance rates. This sense of stability and satisfaction reduces the tendency to be absent without a valid reason; 3) Length of service: Companies with strong and fair remuneration programs tend to retain employees for longer periods of time; and 4) Reasons for resignation: Those related to compensation will decrease as the payroll and incentive systems have met the expectations and needs of employees. The results of this study align with those of Novitania and Tasrim (2024), who stated that there is a relationship between compensation and employee turnover.

4.6. The Influence of Leadership on Employee Turnover

Based on a review of the literature and relevant previous studies, it can be concluded that leadership influences employee turnover in land transportation companies in Indonesia. To reduce employee turnover rates, companies or organizations need to pay attention to or implement the types of leadership provided, including: 1) Communication skills: Effective two-way communication, where leaders actively listen to employees' input and concerns, fostering mutual trust and reducing misunderstandings; 2) Employee empowerment: Effective leaders delegate meaningful responsibilities and grant employees autonomy to make decisions within the scope of their work; 3) Leadership style: Leaders who inspire, motivate, and focus on individual development will make employees feel supported in their professional growth; 4) Feedback skills: Leaders must be skilled in providing constructive, specific, and timely feedback.

If companies or organizations in the land transportation sector can pay attention to or implement communication skills, employee empowerment, leadership style, and feedback skills, this will have a positive impact on employee turnover rates, which include: 1) Turnover intention: Employees who work under strong and supportive leadership will have a much lower intention to leave the company. They feel valued, heard, and have a clear path for growth; 2) Absenteeism rates: Good leadership is often correlated with lower absenteeism rates. Employees feel more motivated to come to work because they have positive relationships with their leaders and feel that their contributions are significant. (3) Length of tenure: Leadership that builds and empowers employees encourages long-term loyalty. Employees feel secure and thrive within the organization; therefore, they tend to stay longer in their jobs. 4) Reasons for resignation: In many turnover cases, the decision to leave is often associated with poor leadership, such as unfairness, lack of communication, or lack of recognition. By implementing quality leadership, these causes can be significantly minimized. The results of this study are in line with the previous research conducted by Masood et al. (2020), which states that there is a relationship between leadership and employee turnover.

4.7. The Influence of Career Path on Employee Turnover

Based on a review of the literature and relevant previous studies, it can be concluded that career paths influence employee turnover in land transportation companies. To reduce employee turnover, companies or organizations need to pay attention to or implement career path programs, including: 1) Clarity of promotion paths: Companies need to establish a transparent promotion system with objective criteria such as minimum length of service, KPI achievement, and competency requirements; 2) Opportunities for rotation or cross-functional development: Companies need to provide job rotation and cross-functional skill development programs; 3) Perception of career mobility: Land transportation companies can build this perception by actively showcasing internal employee success stories, holding open discussion sessions about career development potential, and ensuring that the promotion process appears fair; and 4) Career development support: Providing active assistance from management or the HR department to help employees plan and achieve their career goals. In the land transportation sector,

this could include mentoring programs from experienced managers or support for obtaining specialized driving certification.

If companies or organizations in the land transportation sector can address or implement clarity in promotion pathways, opportunities for cross-functional rotation or development, perceptions of career mobility, and career development support, this will have a positive impact on employee turnover rates, including: 1) turnover intent: Employees who see a clear future and growth opportunities within the company are significantly less likely to consider leaving; 2) absenteeism rates: When employees feel that the company cares about their career development and there are incentives to stay, they tend to be more motivated and engaged, which often translates into better attendance rates; and 3) length of service: Companies that offer solid and well-supported career paths tend to retain employees for longer periods of time. Employees who see growth potential choose to build a career in one place rather than move around frequently. 4) Reasons for resignation: If turnover continues to occur, the reasons for resignation are likely no longer due to a lack of opportunities or internal career satisfaction but rather external factors not directly related to the company's HR strategy. This indicates that the company has successfully addressed the controllable turnover triggers. The results of this study are in line with previous research conducted by Hakim, Agustan, and Rangkuti (2022), which states that there is a relationship between career paths and employee turnover.

4.8. The Influence of Work Engagement on Employee Turnover through Career Paths

Based on a review of the literature and relevant previous studies, it can be concluded that work engagement influences employee turnover through career paths in land transportation companies. To reduce employee turnover, companies or organizations need to pay attention to or implement career path and work engagement programs, which include: 1) Emotional involvement: Creating an environment where employees, from drivers, dispatch staff, to mechanics, feel emotionally connected and proud of their company; 2) Cognitive engagement: Encouraging employees to actively think, analyze, and provide innovative ideas related to their work; 3) Physical engagement: Providing humane work schedules, adequate rest facilities, and attention to health and safety at work; 4) Sense of ownership: Fostering a feeling that employees have significant responsibility and control over their work; 5) Clarity of promotion pathways: Companies need to establish a transparent promotion system with objective criteria; 6) Opportunities for cross-functional rotation or development: Providing job rotation programs or cross-functional skill development; 7) Perception of career mobility: Building confidence among employees that there are real opportunities for advancement and growth within the company; and 8) Career development support: This support shows that the company is investing in the future of its employees.

If companies or organizations in the land transportation sector can pay attention to or implement these eight indicators, it will have a positive impact on employee turnover rates, which include: 1) Turnover intent: Employees who feel engaged and have a clear career path tend to have lower turnover intent. They are more likely to remain with the organization. 2) Absenteeism rate: Employees who are actively engaged and feel valued tend to have lower absenteeism rates. High engagement encourages employees to be present and contribute; 3) length of service: with good career development programs and engagement, employees are more likely to stay longer in the company, which reduces turnover; and 4) reasons for resignation: employees who have clear career paths and development support are less likely to leave the company because of dissatisfaction. They are more likely to seek opportunities within the organization rather than leaving it. The results of this study are in line with those of Suaedi (2024), who stated that there is an influence of work engagement on employee turnover through career paths.

4.9. The Influence of Remuneration on Employee Turnover through Career Paths

Based on a review of the literature and relevant previous studies, it can be concluded that remuneration influences employee turnover through career paths in the land transportation sector. To reduce employee turnover, companies or organizations need to pay attention to or implement career path and remuneration programs, which include: 1) basic salary: basic compensation that reflects workload and responsibilities; 2) allowances and benefits: including meal, transportation, and health allowances; 3) incentives and performance bonuses: to motivate employees based on achieving targets; 4)

compensation fairness: the perception that rewards received are commensurate with contributions made; 5) clarity of promotion pathways: understanding of available career levels; 6) opportunities for cross-functional rotation or development: to enhance employees' overall competencies; 7) perception of career mobility: belief that effort and performance will open up promotion opportunities; and 8) career development support: such as training, coaching, or mentoring.

If companies or organizations in the land transportation sector can pay attention to or implement these eight aspects, it will have a positive impact on employee turnover rates, including: 1) turnover intent: decreases because employees feel valued and have a future in the company; 2) absenteeism rate: decreases due to job satisfaction and intrinsic motivation; 3) length of service: increases as loyalty grows from a fair career system and compensation; 4) reasons for resignation: shift from internal factors to external or personal reasons, as employees' basic needs and self-actualization are met. The results of this study are in line with previous research conducted by Sinaga et al. (2022), which states that remuneration influences employee turnover through career paths.

4.10. The Influence of Leadership on Employee Turnover through Career Paths

Based on a review of the literature and relevant previous studies, it can be concluded that leadership influences employee turnover through career paths in the land transportation sector. To reduce employee turnover, companies or organizations need to pay attention to or implement career path and leadership programs, which include: 1) Communication skills: The ability to convey instructions clearly, openly, and build positive interpersonal relationships; 2) Employee empowerment: Providing trust, responsibility, and opportunities for growth; 3) Leadership style: An approach that aligns with the organization's culture and team characteristics, whether transformational, transactional, or democratic; 4) Feedback provision: Providing constructive performance evaluations that help employees grow professionally; 5) Clarity of promotion pathways: A transparent and realistic career progression map; 6) Opportunities for rotation or cross-functional development: Expanding work horizons and increasing flexibility; 7) Perception of career mobility: Belief that employees have opportunities for promotion based on performance; and 8) Career development support: Training, coaching, and mentoring that enable continuous growth.

If companies or organizations in the land transportation sector can pay attention to or implement these eight things, it will have a positive impact on employee turnover, which includes: 1) Turnover intention: Lower because employees feel valued, listened to, and see a future in the organization; 2) Absenteeism rate: Decreased due to increased emotional engagement and work motivation; 3) Length of service: Longer due to loyalty and satisfaction with leadership and career development systems; and 4) Reasons for resignation: Fewer related to internal factors such as supervisor conflicts or career stagnation, as these have been anticipated and addressed. The results of this study align with previous research conducted by H. Lim and Rokhim (2021) influences and employee turnover through career paths.

4.11. Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review.

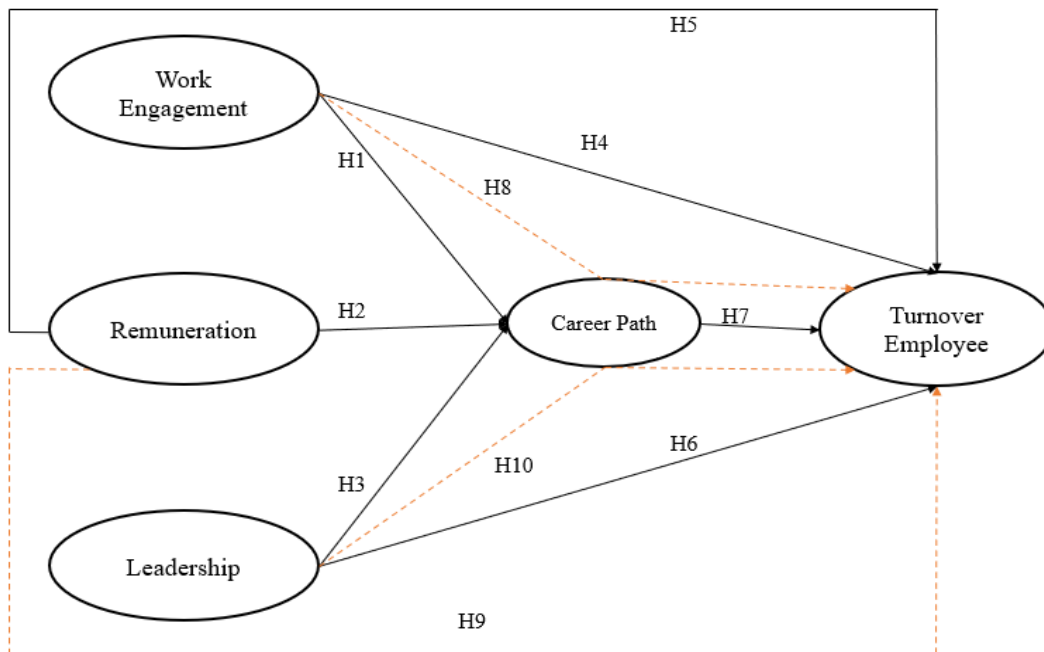


Figure 2. Conceptual Framework

Based on Figure 2, work engagement, remuneration, and leadership influence employee turnover through career paths. However, in addition to the variables of work engagement, remuneration, leadership, and career paths that influence employee turnover, there are other variables that influence it, including:

- 1) Workload: (Ali, Istianingsih, & Farhan, 2022; Gazali, Sandi, Lestari, & Zainurrafiqi, 2023; Mahaputra & Saputra, 2021; Narpati, Meutia, & Ningrum, 2022).
- 2) *Work Life Balance*: (Hasan, Khan, Butt, Abid, & Rehman, 2020; Pradila & Fadli, 2023; Saputra, Ali, Hadita, Sawitri, & Navanti, 2024).
- 3) Organizational Culture: (Gabriela et al., 2023; Sitanggang et al., 2022; Susita & Albar, 2024).

5. Conclusions

5.1. Conclusion

Based on the problem formulation, results, and discussion above, the conclusions of this literature review focused on the land transportation sector are as follows: 1) work engagement affects career path; 2) remuneration affects career path; 3) leadership affects career path; 4) work engagement affects employee turnover; 5) remuneration influences employee turnover; 6) leadership influences employee turnover; 7) career path influences employee turnover; 8) work engagement influences employee turnover through career path; 9) remuneration influences employee turnover through career path; and 10) career path influences employee turnover through career path.

5.2. Suggestions

Based on the results of this study, it is recommended that directors and management of land transportation companies pay attention to factors that can influence high employee turnover rates, such as work engagement, remuneration, leadership, and career paths within the company.

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