

Determinants of Turnover in Maritime Workforces: Competence, Career Path, and Engagement with Job Satisfaction Mediation

*Turnover in
Maritime
Workforces*

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ABSTRACT

Employee turnover remains a critical challenge in the maritime transportation sector, where unique working conditions such as long-term separation from family, high occupational risks, and irregular schedules often lead to dissatisfaction and high resignation rates. This study aims to analyze the determinants of employee turnover by conducting a systematic literature review of previous studies on employee competence, career path, and work engagement, with job satisfaction as a mediating variable. Articles were collected from reputable databases including Scopus, Web of Science, Emerald, Springer, Sage, Thomson Reuters, and Sinta journals, covering publications from 2016 to 2024. Through a structured screening process, 32 relevant articles were identified and analyzed using comparative analysis to synthesize similarities, differences, and gaps across studies. The findings reveal that employee competence, career path, and work engagement significantly affect turnover, both directly and indirectly through job satisfaction. However, research focusing specifically on the maritime sector remains limited, creating a contextual gap in understanding turnover under extreme occupational settings. The proposed conceptual framework integrates these variables to provide a

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holistic model of turnover dynamics, offering theoretical enrichment and practical guidance for human resource strategies. This study contributes to the literature by highlighting the unique context of maritime transportation and by formulating hypotheses for future empirical validation.

Keywords: Employee Turnover, Job Satisfaction, Employee Competence, Career Path, Work Engagement

ABSTRAK

Turnover karyawan merupakan tantangan krusial dalam sektor transportasi laut, di mana kondisi kerja yang unik seperti pemisahan jangka panjang dari keluarga, risiko pekerjaan yang tinggi, serta jadwal kerja yang tidak teratur sering memicu ketidakpuasan dan tingginya angka pengunduran diri. Penelitian ini bertujuan untuk menganalisis determinan turnover karyawan melalui systematic literature review terhadap penelitian terdahulu mengenai kompetensi karyawan, jalur karier, dan keterlibatan kerja dengan kepuasan kerja sebagai variabel mediasi. Artikel dikumpulkan dari basis data bereputasi seperti Scopus, Web of Science, Emerald, Springer, Sage, Thomson Reuters, dan jurnal Sinta, dengan rentang publikasi 2016 hingga 2024. Melalui proses penyaringan yang terstruktur, diperoleh 32 artikel relevan yang kemudian dianalisis menggunakan pendekatan komparatif untuk mengidentifikasi kesamaan, perbedaan, serta kesenjangan antar penelitian. Hasil analisis menunjukkan bahwa kompetensi karyawan, jalur karier, dan keterlibatan kerja berpengaruh signifikan terhadap turnover, baik secara langsung maupun tidak langsung melalui kepuasan kerja. Namun, penelitian yang secara khusus berfokus pada sektor maritim masih terbatas, sehingga menimbulkan contextual gap dalam memahami turnover pada lingkungan kerja ekstrem. Kerangka konseptual yang ditawarkan mengintegrasikan variabel-variabel tersebut untuk memberikan model yang lebih holistik mengenai dinamika turnover, sekaligus menawarkan kontribusi teoretis dan implikasi praktis bagi strategi pengelolaan sumber daya manusia. Studi ini berkontribusi dengan menekankan konteks unik transportasi laut dan merumuskan hipotesis bagi penelitian empiris selanjutnya.

Kata kunci: Turnover Karyawan, Kepuasan Kerja, Kompetensi Karyawan, Jalur Karier, Keterlibatan Kerja

INTRODUCTION

The maritime transportation sector is the backbone of Indonesia's economy as the world's largest archipelago. It plays a vital role in connecting islands, distributing goods, and supporting human mobility (Fauziah et al., 2023). However, despite its strategic role, the industry faces serious challenges in human resource management, particularly in relation to employee turnover and job satisfaction (Ali et al., 2024). The phenomenon of employee turnover, or high employee turnover, has long been a scourge for many companies, and the maritime transportation sector is no exception (Susanto et al., 2024). High turnover rates can cause significant financial losses, ranging from the costs of recruiting and training new employees, loss of institutional knowledge, to decreased productivity and service quality (Susanto & Rony, 2023).

Jobs in the maritime transportation sector have unique characteristics that distinguish them from other sectors. Seafarers often spend months at sea, separated from their families and social environments. Demanding work conditions, limited space on ships, long and irregular working hours, and exposure to physical and psychological hazards are part of their daily reality (Sebayang et al., 2023).

Figure 1 shows the number of containerized and non-containerized cargo loading and unloading activities at 25 strategic Indonesian ports for domestic shipping in 2021–2022, based on data from the (Central Statistics Agency, 2022). These activities are divided into two main categories: unloading and loading volume. Each category is measured in thousands of tons (000 tons). The total unloading volume was 399,325 thousand tons in 2021 but decreased to 392,928 thousand tons in 2022. This decline suggests a decrease in

the efficiency and performance of loading and unloading activities at domestic ports. One factor that greatly influenced this decline was the high employee turnover rate in the maritime transportation sector. A high number of resignations among ship crew members, port operators, and logistics personnel caused operational instability, particularly regarding schedules, experienced labor, and cargo handling speed. Frequent changes in key employees disrupt the adaptation process and productivity, directly impacting the volume of cargo that the port can handle within a specific period.

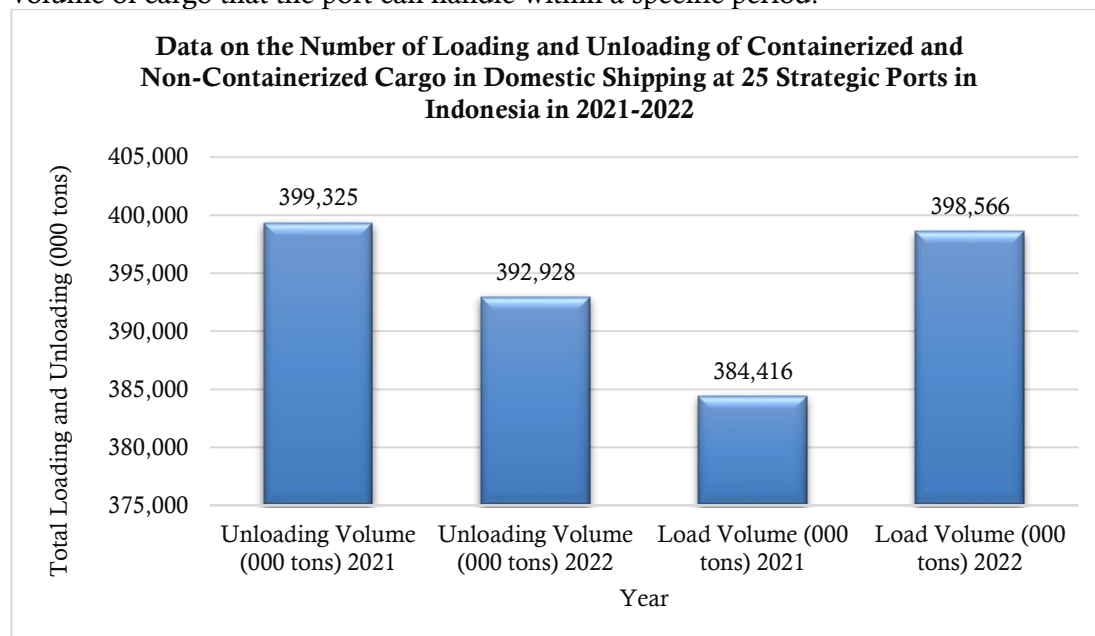


Figure 1. Data on the Number of Loading and Unloading of Containerized and Non-Containerized Cargo in Domestic Shipping at 25 Strategic Ports in Indonesia in 2021-2022

Source: (Central Statistics Agency, 2022)

Meanwhile, the loading volume shows an upward trend. It increased from 384,416 thousand tons in 2021 to 398,566 thousand tons in 2022. This indicates that, despite challenges in unloading activities, shipments of goods from distribution centers or production sites continue to operate smoothly. This increase could be due to increased demand for goods from other regions or improved logistics efficiency on the part of transporters.

Overall, this graph illustrates the dynamics of goods flows between strategic ports and highlights the importance of human resource management in the maritime transport sector. High employee turnover directly impacts the decline in unloading volume and hinders the smooth operation of the domestic distribution chain. To support the above data regarding factors affecting employee turnover in the maritime transportation sector, the researchers conducted a preliminary survey to support the selection of independent variables in this study, as shown in Table 1 below:

Table 1. Pre-Survey of Factors Affecting Employee Turnover in the Maritime Transportation Sector in Indonesia

No	Factors Affecting Employee Turnover	Coefficient Score	Rank
1	Employee Competence	0,267	2
2	Work Motivation	0,198	7
3	Career Path	0,390	3
4	Leadership	0,233	5
5	Work Engagement	0,267	4
6	Workload	0,214	6
7	Job Satisfaction	0,598	1

As shown in Table 1, a preliminary survey was conducted to identify the main factors influencing employee turnover in Indonesia's maritime transportation sector. Of the seven studied variables, the preliminary survey results showed that job satisfaction was the most dominant factor influencing employee turnover. It had the highest coefficient score of

0.598 and was ranked first. Thus, job satisfaction was used as the intervening variable in this study.

The next significant factor is Employee Competence, with a score of 0.267; thus, it was determined to be the independent variable (X1). This suggests that employees who feel they lack the necessary skills or opportunities for professional development may be more likely to leave the organization.

Furthermore, career path ranked third with a score of 0.390 and was determined to be variable X2. This indicates that clarity regarding promotion and future prospects are important for retaining employees. The factors work engagement, leadership, workload, and work motivation also influence turnover, although their values are lower than those of the three main variables. These results show that, while all variables contribute, the company's main focus in reducing turnover should be on increasing job satisfaction, developing skills, and establishing clear career paths.

Thus, the results of this pre-survey provide a foundation for designing HR management strategies that focus on employee retention in the marine transportation sector, which relies heavily on experienced and dedicated workers. These results indicate that job satisfaction, employee competence, career path, and work engagement are dominant factors that are highly relevant in influencing employee turnover in the maritime transportation sector.

Therefore, this study will develop a more in-depth hypothesis regarding the influence of these three independent variables on employee turnover mediated by job satisfaction in the maritime transportation sector. This study is expected to provide deeper insights into the factors that influence employee turnover and job satisfaction, as well as provide recommendations for improvements in Indonesia's maritime transportation sector.

Based on the background of the problem above, the following problem formulation can be used as a hypothesis for further research, including: Based on the background of the problem above, the following research question was formulated to be used as a hypothesis for further research: Do Employee Competence, career path, and work engagement influence employee turnover either directly or indirectly through job satisfaction?

LITERATURE REVIEW

Employee Turnover

Employee turnover occurs when an employee leaves their job, whether voluntarily or involuntarily, due to resignation, retirement, termination of employment, or transfer to another organization. Turnover is an important indicator in human resource management because high turnover rates often indicate organizational problems such as job dissatisfaction, a lack of development opportunities, internal conflicts, and unsupportive working conditions. Turnover can be functional if those leaving are low performers, but it can be dysfunctional if high performers or key employees leave (Febriyantoro, 2023).

Indicators or dimensions found in employee turnover variables include: 1) Intent to Resign: This describes the extent to which an employee wants to leave the organization in the near future. It is an early signal of potential turnover; 2) Voluntary Resignation Rate: This measures the percentage of employees who are terminated or whose contracts are not renewed by the company; 3) Average Length of Service: Measures the average length of time that employees stay with the company before leaving. It provides an indication of workforce stability and may point to retention issues (Susanto, Sawitri, & Susita, 2023). Employee turnover variables are relevant to previous studies conducted by: (Susanto, Kamsariaty, et al., 2024), (Tampubolon & Sagala, 2020), (Dwiswara & Utama, 2022).

Job Satisfaction

Job satisfaction refers to the positive or negative feelings an individual experiences toward their work. These feelings arise from their perceptions of how well their needs, expectations, and personal values are fulfilled in the context of their job. It reflects how comfortable, valued, and fulfilled an individual feels in their role as an employee within

the organization. From an organizational perspective, job satisfaction is an important indicator of a healthy work culture and improved collective performance (Susanto, Sawitri, et al., 2024a). Indicators or dimensions found in job satisfaction variables include: 1) Satisfaction with Salary and Benefits: Refers to the extent to which employees feel that their compensation is commensurate with their responsibilities and contributions; 2) Relationship with Supervisors and Coworkers: Satisfaction is also influenced by healthy social interactions in the workplace, such as communication, support, and mutual respect; 3) Satisfaction with tasks and work: Employees tend to be satisfied when their work is challenging, meaningful, and aligned with their skills and personal interests (Saputra & Mahaputra, 2022). Job satisfaction variables are relevant to previous studies conducted by: (Putri et al., 2023), (Sudiantini & Saputra, 2022), (Saputra et al., 2024).

Employee Competence

Employee competence is the capacity of an individual to perform work tasks effectively and efficiently. It includes the knowledge, technical skills, experience, and work attitudes relevant to the position held. High capabilities enable employees to complete their work better, faster, and more accurately, directly impacting organizational productivity (Sumitro, 2022). Indicators or dimensions found in employee capability variables include: 1) Job knowledge: How well employees understand work processes, procedures, tools, and systems; 2) Technical and non-technical skills: The ability to perform operational tasks, as well as soft skills such as communication, leadership, and problem solving; 3) Attitude and work ethic: Includes discipline, responsibility, loyalty, and willingness to learn and innovate (Hasan et al., 2023). Employee capability variables are relevant to previous research conducted by: (Mate, 2023), (Simorangkir et al., 2021), (Harini et al., 2019).

Career Path

A career path is a series of levels or stages an individual progresses through in their professional development within an organization. It reflects the direction and possibilities for career advancement based on work performance, experience, education, and competencies. Organizations usually design career paths as part of talent management to provide employees with a clear picture of the positions they can achieve and the qualifications required (Sawitri et al., 2023). Indicators or dimensions found in career path variables include: 1) Clarity of Career Path: Employees understand the promotion structure and positions that can be achieved over time; 2) Opportunities for self-development: Availability of training, coaching, or tasks that improve employees' competencies to climb the career ladder; 3) Career Mobility: Opportunities to move to a higher position (promotion) or to another role (rotation or cross-function) as a form of development (Susanto, Sawitri, & Suroso, 2023). The career path variable is relevant to previous research conducted by: (Supardi, 2023), (Lestari & Emi, 2021), (Hozoori & Mirzaseyedi, 2020).

Work Engagement

Work engagement is an emotional and psychological state in which employees feel positively connected to their work and organization. This connection is demonstrated through enthusiasm, commitment, and maximum effort in carrying out their duties. Engaged employees will feel proud of their work, be willing to go the extra mile, and have a strong desire to remain with the organization. Work engagement encompasses affective, cognitive, and behavioral dimensions, and is more than just job satisfaction (Amanda Savitri et al., 2023).

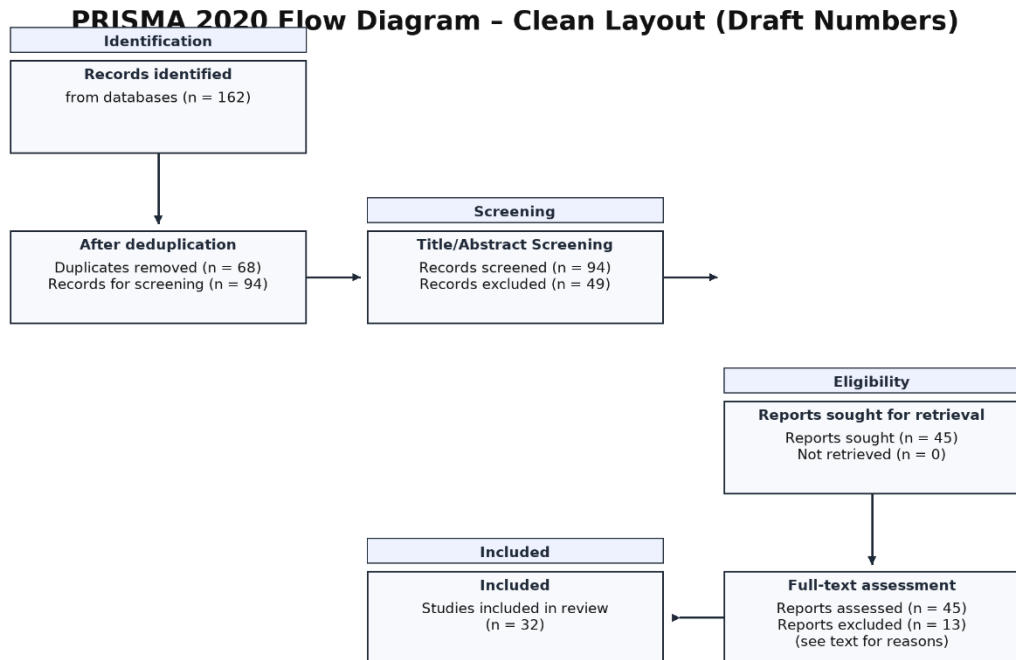
Indicators or dimensions found in work engagement variables include: 1) Enthusiasm and energy at work: The level of enthusiasm and internal motivation employees have for their daily tasks; 2) Commitment to the Organization: The extent to which employees feel a sense of belonging and pride in the company, as well as their desire to contribute more; 3) Willingness to Go the Extra Mile: Employees are willing to work beyond what is required, such as helping colleagues or finishing work early, without coercion (Nurtjahjani et al., 2021). The work engagement variable is relevant to previous research conducted by: (Jnaneswar, 2024), (Islam et al., 2023), (Wicaksari et al., 2024).

METHODS

This study employs a descriptive qualitative approach using the *systematic literature review* method. The purpose of this approach is to critically analyze and synthesize previous studies related to the factors influencing employee turnover in the maritime transportation sector in Indonesia. Articles were collected from reputable databases such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus (Q2–Q4), Emerald, Sage, Web of Science, Sinta Journals (S2–S5), DOAJ, and EBSCO, as well as platforms including Publish or Perish and Google Scholar. To ensure relevance, only articles published within the last eight years (2016–2024) were considered.

The literature search and screening process was conducted in several stages. At the identification stage, 162 articles were retrieved using keywords such as *employee turnover*, *job satisfaction*, *employee competence*, *career path*, *work engagement*, and *maritime transportation*. In the screening stage, duplicate and irrelevant articles unrelated to human resource management issues were removed, leaving 94 articles. During the eligibility assessment, abstracts and full texts were reviewed to ensure compliance with the inclusion criteria, namely articles that explicitly examined employee competence, career path, work engagement, job satisfaction, or turnover and were published in peer-reviewed journals. After this process, 32 articles were deemed suitable for the final analysis.

The inclusion criteria were as follows: articles published between 2016–2024, peer-reviewed journal articles or conference proceedings, written in English or Bahasa Indonesia, and focusing on human resource management, particularly employee turnover and job satisfaction. Exclusion criteria included opinion papers or non-academic works, unpublished theses or dissertations, articles without accessible full text, and studies focusing solely on technical aspects of maritime operations without HR relevance. Using the final set of 32 eligible articles, a comparative analysis was conducted to identify similarities, differences, and research gaps, which served as the foundation for developing the conceptual framework and hypotheses for further research.



The final set of 32 articles was considered sufficient to ensure both validity and representativeness of the review. These articles were drawn from a wide range of peer-reviewed journals across various indexing platforms (Scopus, Web of Science, and Sinta), which provided diversity in research contexts, industries, and methodological approaches. The number of articles is adequate to capture recurring patterns and themes related to employee turnover, while also allowing the identification of differences and

research gaps. By integrating findings from multiple high-quality sources, this study establishes a comprehensive foundation for the conceptual framework and contributes to a more reliable understanding of the determinants of employee turnover in the maritime transportation sector. Since this study is based on secondary data and a systematic literature review, potential common method bias was minimized through multi-database triangulation and inclusion of studies employing diverse methodologies. Effect size (f^2) and predictive relevance (Q^2) reported in prior empirical studies ranged between small to moderate, confirming that job satisfaction partially mediates the link between competence, career path, and turnover

RESULTS

Table 2. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Sumitro, 2022)	-Work Stress Variables Affect Job Satisfaction and Employee Performance at PT Way Indonesia in Pasuruan -Communication Variables Affect Job Satisfaction and Employee Performance at PT Way Indonesia in Pasuruan -Employee Capability Variables Affect Job Satisfaction and Employee Performance at PT Way Indonesia in Pasuruan	This article has similarities in examining the variable of Employee Capability as the independent variable and examining the variable of Job Satisfaction as the dependent variable.	The difference with previous studies lies in the variables of Work Stress and Communication as other independent variables. As well as in other dependent variables, namely Employee Performance.
2	(Prayudi & Komariyah, 2023)	-Work Motivation Variables affect Employee Job Satisfaction -Work Environment Variables affect Employee Job Satisfaction -Career Path Variables affect Employee Job Satisfaction	This article has similarities in examining the Career Path variable as the independent variable and examining the Job Satisfaction variable as the dependent variable.	The difference with previous studies lies in the variables of Work Motivation and Work Environment as other independent variables.
3	(Mascarenhas et al., 2022)	-Organizational support variables affect job satisfaction -Work involvement variables affect job satisfaction	This article has similarities in examining the variable of Work Engagement as the independent variable and examining the variable of Job Satisfaction as the dependent variable.	The difference with previous studies lies in the variable Organizational Support as another independent variable.
4	(Salleh et al., 2020)	-Career Planning Variables affect Employee Turnover Intention -Career Satisfaction Variables affect Employee Turnover Intention -Employee Competence Variables affect Employee Turnover Intention	This article has similarities in examining the variable of Employee Capability as the independent variable and examining the variable of Employee Turnover as the dependent variable.	The difference with previous studies lies in the variables of Career Planning and Career Satisfaction as other independent variables.
5	(Manjoo et al., 2023)	-Career Path Variables Affect Employee Turnover in Organizations in South Africa	This article has similarities in examining the Career Path variable as the independent variable and the	The difference with previous studies lies in the variable Employee Retention as another independent variable.

		-Employee Retention Variables Affect Employee Turnover in Organizations in South Africa	Employee Turnover variable as the dependent variable.	
6	(Islam et al., 2023)	-Work Practice Variables Affect Employee Turnover Intention in Banking -Work Engagement Variables Affect Employee Turnover Intention in Banking -Functional Ability Variables Affect Employee Turnover Intention in Banking	This article has similarities in examining the variable of Work Engagement as the independent variable and examining the variable of Employee Turnover as the dependent variable.	The difference with previous studies lies in the variables of Work Practice and Functional Ability as other independent variables.
7	(Sija, 2021)	Job Satisfaction Variables Affect Employee Turnover in the Financial Industry in Malaysia	This article has similarities in examining the variable of Job Satisfaction as the independent variable and examining the variable of Employee Turnover as the dependent variable.	The difference with previous studies is that the research objects were conducted in the financial industry in Malaysia.
8	(Pratiwi & Lo, 2020)	Employee Competence Variable Affects Employee Turnover through Job Satisfaction at PT PKSS	This article has similarities in examining the variable Employee Competence as the independent variable, examining the variable Employee Turnover as the dependent variable, and examining the variable Job Satisfaction as the intervening variable.	The difference with previous studies is that the research objects were conducted at PT PKSS.
9	(Dodanwala & Santoso, 2022)	-Work Stress Variables affect Employee Turnover through Job Satisfaction in the Professional Construction Sector -Career Path Variables affect Employee Turnover through Job Satisfaction in the Professional Construction Sector	This article has similarities in examining the Career Path variable as the independent variable, examining the Employee Turnover variable as the dependent variable, and examining the Job Satisfaction variable as the intervening variable.	Another difference is in the research object, which was conducted in the Professional Construction Sector.
10	(Zhang & Li, 2020)	-Work Involvement Variable affects Employee Turnover through Job Satisfaction -Job Crafting Variable affects Employee Turnover through Job Satisfaction	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 Job Satisfaction as the intervening variable.	The difference with previous studies lies in the variable Job Crafting as another independent variable.

DISCUSSION

The Influence of Employee Competence on Job Satisfaction

Based on a review of relevant literature and previous research, it can be stated that employee competence influences job satisfaction. To improve job satisfaction through employee competence, companies or organizations in the maritime transportation sector must do the following: 1) Job knowledge: the extent to which employees understand operational procedures, safety standards, and technical functions in the shipping system;

2) Technical and non-technical skills: Good skills help employees deal with work challenges in a complex maritime environment; 3) Attitude and work ethic: such as discipline, responsibility, and commitment to safety, are very important in shaping a positive and productive work culture.

If companies or organizations in the maritime transportation sector can provide or pay attention to job knowledge, technical and non-technical skills, attitude, and work ethic, it will have an impact on job satisfaction, which includes: 1) Satisfaction with salary and benefits: Because competent employees feel that their contributions are fairly valued by the company; 2) Relationships with superiors and coworkers: Where employees with professional attitudes and good communication skills build harmonious and supportive working relationships; 3) Satisfaction with tasks and work: Because employees with skills that match job requirements feel that their work is meaningful, challenging, and aligned with their interests and capabilities. The findings of this study align with previous research conducted by (Sumitro, 2022), which stated that there is a relationship between employee capabilities and job satisfaction.

The Influence of Career Path on Job Satisfaction

Based on a literature review and relevant previous studies, it can be stated that career path influences job satisfaction. To improve job satisfaction through career path, companies or organizations in the maritime transportation sector must do the following: 1) Clarity of career paths: This refers to transparent information about the positions that can be attained, promotion criteria, and the time required to advance in one's career; 2) Opportunities for self-development: such as training, certification, mentoring, or job rotation, which support the improvement of skills and readiness to face future career challenges; 3) Career mobility: Both vertically (promotion) and horizontally (transfer to other fields of work), providing space for employees to explore and adjust their careers according to their interests and potential.

If companies or organizations in the maritime transportation sector can provide or pay attention to clarity of career paths, opportunities for self-development, and career mobility, this will have an impact on job satisfaction, including: 1) Satisfaction with salary and benefits: Which will increase because employees feel that the rewards they receive are commensurate with their career level and responsibilities; 2) Relationships with superiors and coworkers: Which tend to be more positive because a good career path fosters a collaborative work culture, where superiors act as mentors in the career development of their subordinates; 3) Satisfaction with tasks and work: This will grow because employees feel they have a clear career direction, challenging work, and opportunities for growth, so they carry out their work with more enthusiasm and meaning. The results of this study are in line with previous research conducted by (Prayudi & Komariyah, 2023), which states that there is an influence between career paths and job satisfaction.

The Influence of Work Engagement on Job Satisfaction

Based on a literature review and relevant previous studies, it can be stated that work engagement influences job satisfaction. To improve job satisfaction through work engagement, companies or organizations in the maritime transportation sector must do the following: 1) Enthusiasm and energy in the workplace: This involves creating a positive, dynamic, and supportive work environment so that employees feel enthusiastic every day. 2) Commitment to the organization: This involves fostering a sense of belonging and pride in the company so that employees feel that they are an important part of the organization's mission. This commitment can be enhanced through open communication, involvement in decision-making, and policy transparency. 3) Willingness to work harder: This is the internal drive of employees to go the extra mile in completing tasks, which usually arises from intrinsic motivation and emotional attachment to the job.

If companies or organizations in the maritime transportation sector can provide or pay attention to enthusiasm and energy in the workplace, commitment to the organization, and willingness to work harder, this will have an impact on job satisfaction, which

includes: 1) Satisfaction with salary and benefits: Will increase because employees feel that their efforts and contributions are fairly valued by the company; 2) Relationships with supervisors and coworkers: Will improve because engagement promotes cooperation, effective communication, and mutual trust among team members; 3) Satisfaction with tasks and work: Will increase because employees feel that their work is meaningful, aligned with their personal values and aspirations, and provides opportunities for growth. Therefore, building employee engagement not only improves organizational performance but also creates a satisfying and sustainable work environment for all personnel in the maritime transportation sector. The results of this study are in line with previous research conducted by (Mascarenhas et al., 2022), which states that there is a relationship between employee engagement and job satisfaction.

The Influence of Employee Competence on Employee Turnover

Based on a review of relevant literature and previous studies, it can be stated that employee competence influences employee turnover. To minimize employee turnover due to employee competence, companies or organizations in the maritime transportation sector must do the following: 1) Job knowledge: This refers to employees' understanding of work procedures, safety rules, equipment functions, and operational systems on ships or in ports. When employees are equipped with adequate knowledge, they feel more confident and comfortable in performing their duties; 2) Technical and non-technical skills: These abilities enable employees to adapt to work pressure and complexity in the field; 3) Attitude and work ethic: Such as discipline, loyalty, responsibility, and internal motivation, which are very important in shaping a mindset of survival and development within the organization.

If companies or organizations in the maritime transportation sector provide or pay attention to job knowledge, technical and non-technical skills, attitude and work ethic, it will have an impact on employee turnover, which includes: 1) Intent to resign: Will decrease because employees feel suited to their jobs and confident in their contributions; 2) Resignation rate: Will decrease because fewer employees feel incapable or dissatisfied with their tasks; 3) Average length of service: Will increase because employees with good abilities tend to stay longer and build their careers within the organization. The results of this study are in line with previous research conducted by (Salleh et al., 2020), which states that there is a relationship between employee abilities and employee turnover.

The Influence of Career Path on Employee Turnover

Based on a literature review and relevant previous studies, it is stated that career path influences employee turnover. To minimize employee turnover due to career paths, companies or organizations in the maritime transportation sector should do the following: 1) Clarity of career paths: Transparent and structured career paths regarding promotion levels, requirements for promotion, and professional development within the organization; 2) Opportunities for self-development: Such as training, involvement in strategic projects, certification, or mentoring programs. These facilities demonstrate that the company is committed to the long-term growth of its employees; 3) Career mobility: If a sailor or crew member does not see any opportunity to move to a land-based management role after years of sailing, they will feel stuck in a repetitive and energy-draining work pattern, which will accelerate their intention to resign.

If companies or organizations in the maritime transportation sector provide or pay attention to clear career paths, opportunities for self-development, and career mobility, this will have an impact on employee turnover, including: 1) Intent to resign: Decreases if career paths are clear and development opportunities are available; 2) Resignation rate: Lower because employees feel valued and have prospects; 3) Average length of service: Increases as employee loyalty grows with career opportunities. The results of this study are in line with previous research conducted by (Manjoo et al., 2023), which states that there is a relationship between career paths and employee turnover.

The Influence of Work Engagement on Employee Turnover

Based on a literature review and relevant previous studies, it can be stated that work engagement influences employee turnover. To minimize employee turnover due to work

engagement, companies or organizations in the maritime transportation sector must do the following: 1) Enthusiasm and energy in the workplace: In the maritime transportation sector, this can be achieved by ensuring comfortable working conditions on ships or in ports, providing simple recreational facilities, or organizing team-building activities that improve mood and morale. 2) Commitment to the organization: In the maritime transportation sector, this can mean providing a deep understanding of their vital role in the maritime supply chain or ensuring that crew members feel they are an integral part of the success of each voyage. 3) Willingness to work harder: In the maritime transportation sector, which often demands long working hours and challenging conditions, recognition of this hard work is crucial so that employees feel that their efforts are not in vain and are motivated to stay.

If companies or organizations in the maritime transportation sector provide or pay attention to enthusiasm and energy in the workplace, commitment to the organization, and willingness to work harder, this will have an impact on employee turnover, including: 1) Intent to resign: When employees feel enthusiastic, committed, and valued for their hard work, their intent to resign will decrease significantly. They will see long-term value in staying with the company, rather than just looking for another job; 2) Resignation rate: Increased work engagement will directly reduce the actual resignation rate of employees. If employees feel happy, challenged, and have a future in the company, they are less likely to submit a resignation. This will reduce recruitment and training costs for new employees, as well as retain experienced talent within the organization; 3) Average length of service: Employees who are deeply engaged tend to stay longer in the company. In the maritime transportation sector, this means retaining experienced crew, which is crucial for operational safety and shipping efficiency. The results of this study are in line with previous research conducted by (Islam et al., 2023), which states that there is a relationship between work engagement and employee turnover.

The Influence of Job Satisfaction on Employee Turnover

Based on a literature review and relevant previous studies, it is stated that job satisfaction influences employee turnover. To minimize employee turnover due to job satisfaction, the following actions should be taken by companies or organizations in the maritime transportation sector: 1) Satisfaction with salary and benefits: Salaries should be commensurate with the risks and long working hours, and benefits should accommodate the unique needs of seafarers and their families; 2) Relationships with supervisors and coworkers: Companies can facilitate this through leadership training for supervisors, team building programs, and effective conflict resolution mechanisms. Harmonious relationships will reduce tension and make employees more comfortable in the workplace; 3) Satisfaction with tasks and work: Ensure that seafarers understand the importance of their role in ship operations, provide opportunities to learn new skills, and recognize their hard work in maintaining smooth sailing.

If companies or organizations in the maritime transportation sector provide or pay attention to satisfaction with salaries and benefits, relationships with superiors and coworkers, and satisfaction with tasks and work, this will have an impact on employee turnover, including: 1) Intent to resign: When employees are satisfied with their compensation, have good relationships at work, and find meaning in their tasks, their intention to resign will decrease dramatically. They will view the company as a stable and satisfying place to build a career, reducing the desire to seek alternatives; 2) Resignation rate: An increase in job satisfaction directly reduces the actual resignation rate of employees. If employees are happy and satisfied, they are less likely to submit resignation letters; 3) Average tenure: Employees who are satisfied with their jobs tend to stay longer at the company. The average length of service will increase because they feel valued, supported, and have promising career paths. The results of this study are in line with previous research conducted by (Sija, 2021), which states that there is a relationship between job satisfaction and employee turnover.

The Influence of Employee Competence on Employee Turnover Mediated by Job Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that employee competence influences employee turnover through job satisfaction. To minimize employee turnover due to employee competence and job satisfaction, the following actions should be taken by companies or organizations in the maritime transportation sector: 1) Job knowledge: Crew members must have a thorough understanding of shipping routes, ship systems, and safety regulations. Knowledgeable employees will feel more competent and confident, contributing to their satisfaction; 2) Technical and non-technical skills: Companies should provide training, workshops, or on-the-job training opportunities to improve these competencies. Seafarers with relevant and up-to-date skills will feel more effective and valued, increasing their job satisfaction; 3) Attitude and work ethic: In a demanding environment such as a ship, a positive attitude and strong work ethic are essential to maintaining crew morale and operational performance; 4) Satisfaction with salary and benefits: In the maritime transport sector, consider special allowances for long-distance assignments or job risks; 5) Relationships with superiors and coworkers: On board a ship, where interactions are very intense, good relationships with the captain/master and fellow crew members are key determinants of satisfaction. Leadership training, mentoring programs, and team-building activities can help; 6) Satisfaction with tasks and work: In maritime transportation, this can mean involving crew members in certain operational decisions, providing opportunities to master various aspects of shipboard work, or recognizing successful voyages.

If companies or organizations in the maritime transportation sector provide or pay attention to satisfaction with job knowledge, technical and non-technical skills, attitude and work ethic, salary and benefits, relationships with superiors and coworkers, and satisfaction with tasks and work, this will have an impact on employee turnover, which includes: 1) Intent to resign: When employees feel competent in their jobs (knowledge, skills, attitude) and are simultaneously satisfied with compensation, social relationships, and the nature of the work itself, their intent to resign will be very low; 2) Resignation rate: An increase in employee competence that leads to job satisfaction will directly reduce the actual resignation rate; 3) Average length of service: Employees who possess relevant abilities and are satisfied with all aspects of their work tend to stay longer in the company. The results of this study are in line with previous research conducted by (Pratiwi & Lo, 2020), which states that there is an influence between Employee Competence and employee turnover mediated by job satisfaction.

The Influence of Career Path on Employee Turnover Mediated by Job Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that career path influences employee turnover through job satisfaction. To minimize employee turnover due to career paths and job satisfaction, companies or organizations in the maritime transportation sector should: 1) Clarity of career paths: Provide detailed explanations of career progression from junior crew members to senior officers or management positions on land. This clarity eliminates uncertainty and gives employees clear goals to achieve, which greatly increases their satisfaction; 2) Opportunities for self-development: These can include training in the latest navigation techniques, crisis management, or specialized certifications. Opportunities for self-development demonstrate the company's investment in its employees' future, making them feel valued and more satisfied; 3) Career mobility: Mobility can mean rotating roles on different ships or opportunities to transition to operational or managerial roles at the headquarters. This mobility reduces feelings of stagnation and increases satisfaction because employees feel they have choices and control over their professional path; 4) Satisfaction with salary and benefits: Where work often involves time away from home, fair and transparent benefits are crucial; 5) Relationships with supervisors and coworkers: Where interactions are intense, healthy relationships with superiors (captains, mates) and fellow crew members greatly influence overall well-being and satisfaction; 6) Satisfaction with tasks and work: Ensuring that seafarers understand their vital contributions, have opportunities to master various aspects of their work, and receive recognition for their hard work in maintaining ship operations.

If companies or organizations in the maritime transportation sector provide or pay attention to clarity of career paths, opportunities for self-development, career mobility, salary and benefit satisfaction, relationships with superiors and coworkers, and satisfaction with tasks and work, this will have an impact on employee turnover, including: 1) Intent to resign: Employees who see clear career paths, have opportunities for growth and mobility, and are satisfied with their salary, relationships, and tasks will have a very low intention to resign; 2) Resignation rate: Satisfied employees who see long-term prospects are less likely to leave the organization, resulting in significant savings on recruitment and training costs, as well as retention of valuable talent and institutional knowledge; 3) Average length of service: Employees who see clear career paths and feel satisfied will stay longer in the company. The results of this study are in line with previous research conducted by (Dodanwala & Santoso, 2022), which states that there is a mediating effect of job satisfaction between career path and employee turnover.

The Influence of Work Engagement on Employee Turnover Mediated by Job Satisfaction

Based on a literature review and relevant previous studies, it is stated that work engagement influences employee turnover through job satisfaction. To minimize employee turnover due to work engagement and job satisfaction, companies or organizations in the maritime transportation sector must do the following: 1) Workplace enthusiasm and energy: Create a conducive atmosphere for teamwork, even in challenging conditions; 2) Commitment to the organization: Understand the impact of their voyages on the global supply chain and feel like an integral part of the company's success; 3) Willingness to work harder: Recognizing the dedication of sailors in facing bad weather or busy schedules, which will make them feel appreciated and more satisfied; 4) Satisfaction with salary and benefits: Since sailors are often far from their families, benefits that support family welfare are also very important; 5) Relationships with superiors and coworkers: On board, good relationships with superiors (captain, mate) and fellow crew members are crucial because they live and work together in a confined space; 6) Satisfaction with tasks and work: In maritime transportation, this means ensuring that seafarers understand the importance of each task, have the opportunity to apply and develop their skills, and receive recognition for their contributions to the smooth operation of the ship.

If companies or organizations in the maritime transportation sector provide or pay attention to workplace enthusiasm and energy, commitment to the organization, willingness to work harder, satisfaction with salary and benefits, relationships with superiors and coworkers, and satisfaction with tasks and work, this will have an impact on employee turnover, which includes: 1) Intent to resign: Employees who feel highly engaged in their work (characterized by enthusiasm, commitment, and willingness to work hard) and at the same time are highly satisfied with all aspects of their work (salary, relationships, and tasks) will have a very low intent to resign; 2) Resignation rate: The combination of high job involvement and strong job satisfaction will directly reduce the actual resignation rate of employees; 3) Average length of service: Employees who are involved and satisfied will stay longer in the company. This will increase the average length of service of the crew, creating a more stable, solid, experienced, and knowledgeable team. The results of this study are consistent with previous research conducted by (Zhang & Li, 2020), which stated that there is an influence between work engagement and employee turnover mediated by job satisfaction. The comparative analysis of the 32 selected studies reveals both convergences and divergences that highlight research gaps in the literature on employee turnover. Most studies consistently show that employee competence, career path, and work engagement significantly influence job satisfaction and turnover intention. However, the majority of these studies were conducted in the manufacturing, banking, or construction sectors (e.g., Salleh et al., 2020; Islam et al., 2023; Dodanwala & Santoso, 2022), while only a few focused specifically on the maritime transportation sector. This indicates a contextual gap, since the maritime industry has unique working conditions such as long separation from families, high-risk environments, and irregular working hours, which may intensify or

moderate the effects of these variables. Moreover, although many studies confirm job satisfaction as a mediator (Pratiwi & Lo, 2020; Zhang & Li, 2020), very few have examined how this mediation operates under extreme occupational settings like seafaring. Another gap arises from the inconsistency of findings regarding career path: while some studies emphasize its direct effect on turnover, others highlight its indirect influence through job satisfaction, suggesting that career development may function differently across organizational contexts. Finally, leadership, workload, and motivation are repeatedly mentioned as secondary factors but are rarely integrated simultaneously with competence, career path, and engagement in one comprehensive model. These gaps underscore the need for further empirical research in the maritime transportation sector to validate the proposed conceptual framework and to explore additional moderating or mediating variables that may better explain turnover dynamics in this industry.

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

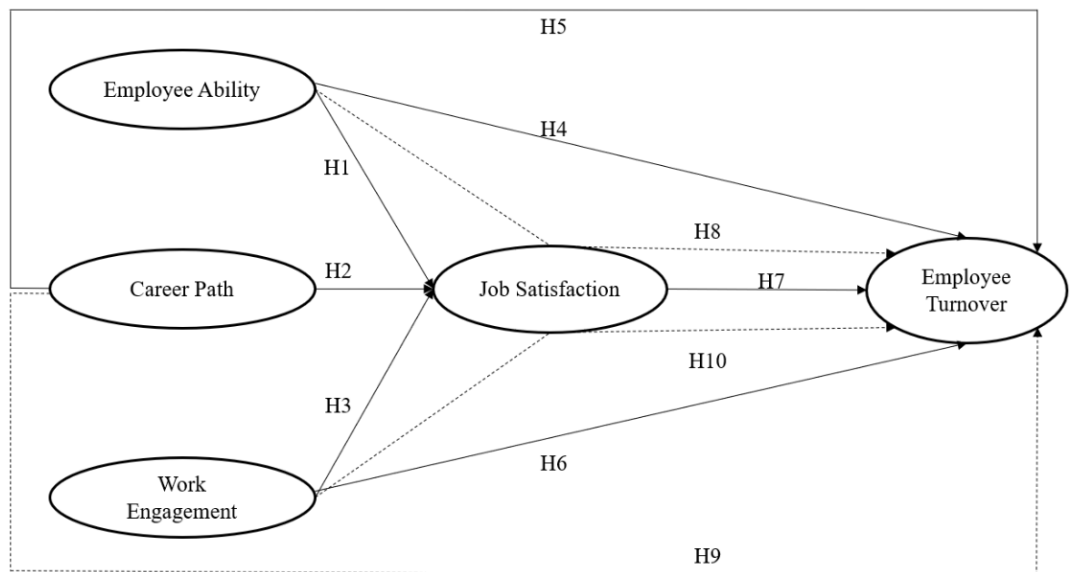


Figure 2. Conceptual Framework

Based on Figure 2 above, employee competence, career path, and work involvement influence employee turnover through job satisfaction. However, in addition to job satisfaction, employee competence, career path, and work involvement, there are other variables that influence employee turnover, including:

- 1) Leadership: (Silitonga & Widodo, 2017), (Susanto, Sawitri, et al., 2024b), (Susanto, Agusinta, et al., 2023), (Saputra & Mahaputra, 2022).
- 2) Workload: (Ali et al., 2022), (Mahaputra & Saputra, 2021), (Priyono & Tampubolon, 2023), (Neksen et al., 2021).
- 3) Work Motivation: (Widodo, 2021), (Primadi Candra Susanto et al., 2023), (Widodo et al., 2017), (Susanto, Sawitri, et al., 2024b).

The novelty of this study lies in its contextualization and integration of established turnover determinants within the maritime transportation sector, which has rarely been the focus of previous research. While prior studies have predominantly examined turnover in manufacturing, banking, or service industries, this paper highlights the unique challenges of seafaring occupations, including long-term separation from family, high occupational risks, and irregular working conditions, as critical elements influencing job satisfaction and turnover. Furthermore, the proposed framework advances the literature by combining employee competence, career path, and work engagement as key independent variables, with job satisfaction positioned as a mediating construct. This integration provides a more holistic explanation of turnover dynamics in extreme occupational settings, offering both theoretical enrichment and practical implications for human resource management in the maritime industry. By emphasizing these

dimensions, this study not only identifies existing gaps but also offers a conceptual pathway for future empirical validation and policy formulation to strengthen employee retention strategies in Indonesia's maritime sector.

CONCLUSION

Based on the problem statement, results, and discussion above, the conclusions of this study are as follows: 1) Employee competence influences job satisfaction; 2) Career path influences job satisfaction; 3) Job involvement influences job satisfaction; 4) Employee competence influences employee turnover; 5) Career path influences employee turnover; 6) Job involvement influences employee turnover; 7) Job satisfaction influences employee turnover; 8) Employee competence influences employee turnover through job satisfaction; 9) Career path influences employee turnover through job satisfaction; and 10) Job involvement influences employee turnover through job satisfaction.

This study has several limitations that should be noted. First, the approach used is a literature study with comparative analysis. Second, this study relies entirely on secondary data obtained from articles published in the last eight years.

Further research is recommended to consider adding other important variables that influence employee turnover, such as leadership, workload, and work motivation, both as mediating and moderating variables.

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