Employee satisfaction and retention: social marketing and happiness

Satisfacción y retención de empleados: marketing social y felicidad

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Abstract: this research analyses the critical factors influencing employee satisfaction and retention in the context of the Great Resignation by exploring the key organizational elements that significantly impact employee contentment and loyalty. The justification for this study lies in the need for organizations to understand and address the issues leading to high turnover rates and employee dissatisfaction, which have been exacerbated by recent global workforce changes. The main objectives are to identify the key factors that contribute to employee satisfaction and to provide insights into how organizations can enhance their work environments, career growth opportunities, and management practices to retain talent. The methodology involves a semantic network analysis of 138,764 employee reviews from 136 companies, collected via Glassdoor between 2021 and 2023. These reviews were analyzed using the Semantic Networks Tool to identify recurring themes related to work environment, career growth, workload, and management practices. The main results indicate that both current and former employees highly value a supportive and positive work environment and career growth opportunities. However, significant disadvantages include overwork, long hours, and poor management practices. The study highlights that the critical factors influencing employee satisfaction and retention include a positive work environment, opportunities for career growth, and effective management practices.

Keywords: Glassdoor, semantic network analysis, social marketing, satisfaction, retention, happiness management, work environment, social marketing.

Resumen: esta investigación analiza los factores críticos que influyen en la satisfacción y retención de los empleados en el contexto de la Gran Renuncia, explorando los elementos organizacionales clave que impactan significativamente en la satisfacción y la lealtad de los empleados. Existe la necesidad de que las organizaciones comprendan los problemas que conducen a altas tasas de rotación, insatisfacción y abandono de los empleados. Se identifican los factores clave que contribuyen a la satisfacción de los empleados, proporcionando información sobre cómo las organizaciones pueden mejorar sus entornos de trabajo, oportunidades de crecimiento profesional y prácticas de gestión para retener el talento. La metodología implica un análisis de redes de 138 764 opiniones de empleados de 136 empresas, publicadas en Glassdoor entre 2021 y 2023. Estas reseñas se analizaron mediante una herramienta de redes semánticas que permitió identificar temas recurrentes relacionados con el entorno laboral, el crecimiento profesional, la carga de trabajo y las prácticas de gestión. Los principales resultados indican que tanto los empleados actuales como los exempleados valoran mucho un ambiente de trabajo positivo y de apoyo, y oportunidades de crecimiento profesional. Sin embargo, las desventajas que señalan incluyen el exceso de trabajo, las largas jornadas y las malas prácticas de gestión. El estudio destaca que los factores críticos que influyen en la satisfacción y la retención de los empleados incluyen un ambiente positivo, oportunidades de crecimiento y prácticas eficaces.

Palabras claves: Glassdoor, análisis de redes, marketing social, satisfacción, retención, felicidad, ambiente de trabajo, marketing social.

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Introduction

In the era of the Great Resignation, organizations worldwide are compelled to reassess their management and leadership models as unprecedented numbers of employees voluntarily leave their jobs. This phenomenon has had significant implications for the global workforce. According to a report *World Employment and Social Outlook: Trends 2022,* by the International Labour Organization (ILO), the Great Resignation has led to a reduction in the global workforce by approximately 4.3% in 2021 (ILO, 2022). Furthermore, the surge in voluntary resignations has exacerbated talent shortages, particularly in industries like apparel retail, management consulting, internet and software, and fast food, creating critical challenges for organizational sustainability (Massachusetts Institute of Technology, 2022). These statistics underscore the urgent need for organizations to develop strategies that not only attract but also retain their workforce by fostering environments conducive to employee satisfaction and engagement.

The recent upheaval, characterized by a significant number of employees voluntarily leaving their jobs, underscores the necessity for businesses to foster environments that not only attract but also retain their workforce. This phenomenon has highlighted the pivotal role of happiness management and social responsibility in crafting successful organizational strategies that respond to the demands of a competitive, globalized market (Ravina-Ripoll *et al.*, 2017).

There is academic research that highlights the complex interaction between employee happiness, organizational culture and leadership in the context of the Great Resignation. It is therefore increasingly clear that the pursuit of corporate happiness and responsible governance is not simply a strategic advantage but a fundamental necessity (Cuesta-Valiño *et al.*, 2023). For example, theories of social responsibility and happiness management are crucial to exploring new avenues of corporate governance that ultimately lead to more competitive and sustainable business practices in a rapidly evolving global landscape (Reyes-Ramírez *et al.*, 2022).

The theories of social responsibility and happiness management are central to modern business practices, especially in the context of the increasing awareness of corporate ethics and employee well-being (Gutiérrez-Rodríguez *et al.*, 2023). Social responsibility refers to the idea that businesses should operate in ways that enhance society and the environment rather than contribute negatively to them. This concept extends beyond philanthropy and compliance; it integrates into core business operations intending to make a positive impact on social, economic, and environmental factors.

Happiness management, often referred to as employee well-being or wellness management, focuses on the strategies and practices that prioritize the psychological and emotional well-being of employees (Salvador-Moreno *et al.*, 2021). This theory is based on the understanding that happy employees are more productive, loyal, and motivated, which can significantly enhance organizational performance.

Combining social responsibility with happiness management can create a powerful synergy that benefits both the organization and its employees. For instance, a company that adopts eco-friendly practices not only contributes positively to the environment but can also boost employee morale and pride in their workplace. Similarly, social initiatives such as community volunteering provide personal fulfilment for employees and promote a positive corporate image. In the context of the Great Resignation, these theories are particularly relevant. Businesses that adopt responsible practices and focus on employee happiness are more likely to attract and retain top talent, sustain long-term profitability, and foster a resilient organizational culture. This integrated approach not only addresses the immediate needs of employees and society but also sets the stage for enduring success in a competitive business environment.

Analysing Glassdoor employee reviews offers invaluable insights into how effectively companies are implementing the theories of social responsibility and happiness management. This platform serves as a direct line to employee sentiment and organizational culture, reflecting real-time feedback on corporate practices and their impact on

employee satisfaction and retention. Studies have demonstrated that employee reviews can significantly influence organizational reputation and attract potential talent (Long and Thean, 2011). For example, a positive correlation has been found between constructive feedback in reviews and improvements in organizational practices, which in turn boost job satisfaction and reduce turnover intentions (Klotz and Bolino, 2016). Thus, by closely monitoring and analysing employee feedback on these platforms, organizations can gauge the effectiveness of their governance models and make necessary adjustments to align with the principles of social responsibility and happiness management. This not only enhances their competitive edge but also ensures sustainability in a business landscape that is increasingly driven by ethical considerations and employee well-being.

While considerable research has explored various aspects of employee well-being, organizational culture, and management practices, there is a notable gap in the literature when it comes to comprehensively linking these factors with long-term organizational success, particularly in the context of significant global workforce changes like the Great Resignation. Most studies have examined employee well-being and organizational outcomes in isolation, failing to consider the interconnected nature of these variables and their combined impact on organizational resilience and sustainability (Aguinis and Glavas, 2012; Cameron *et al.*, 2011). Additionally, existing research often overlooks the role of integrated strategies that combine social responsibility with happiness management to foster an environment conducive to both employee satisfaction and retention. This study addresses these gaps by providing an integrated analysis that not only examines the critical factors influencing employee satisfaction and retention but also demonstrates how these factors are essential for achieving long-term organizational success in a rapidly evolving global landscape.

Furthermore, research indicates that social marketing strategies can positively influence employee satisfaction and organizational outcomes. While social marketing primarily focuses on influencing behaviour to improve societal well-being, particularly health-related issues, its

communication strategies can address various social problems (Del Rosario Ángel *et al.*, 2024).). Overall, these studies emphasize the importance of internal and social marketing in enhancing employee satisfaction and organizational performance. Internal marketing practices have been shown to significantly impact employee satisfaction, commitment, and productivity in retail and commercial sectors. These practices create a work environment that employees highly value, contributing to job satisfaction (Lorenzo *et al.*, 2019).

The purpose of this study is to examine how elements of social responsibility and happiness management can be effectively integrated into corporate strategies to enhance employee satisfaction and retention, particularly during periods of high turnover such as the Great Resignation. Specifically, this research aims to achieve the following objectives:

- To explore the integration of theories: to explore how social marketing, theories of social responsibility and happiness management can be synergistically applied within organizations to create a positive and sustainable work environment.
- To identify the critical factors: to identify and analyse the key factors influencing employee satisfaction and retention, with a focus on work environment, career growth opportunities, and management practices.
- To assess the impact on organizational success: to assess how the integration of these elements into corporate strategies can mitigate turnover rates and contribute to long-term organizational success in a competitive global market.

By clearly articulating these objectives, this study seeks to provide a comprehensive framework that not only addresses the immediate challenges of employee retention but also contributes to the broader discourse on sustainable corporate practices in the context of global workforce changes.

Literature review

In this section, we provide an overview of the literature pertinent to the critical factors influencing employee satisfaction and retention, especially in the context of the Great Resignation. The literature review is structured into three key subindexes: The Great Resignation and Employee Satisfaction, Theories of Social Responsibility and Happiness Management, and Social Marketing and Social Internal Marketing in an Organizational Environment. Each subindex addresses different aspects of employee retention strategies, examining various theories, empirical studies, and practical applications. This framework allows for a comprehensive analysis of the multifaceted approaches necessary to improve employee satisfaction and retention, highlighting the interconnected nature of organizational culture, leadership, and marketing practices in fostering a supportive and engaging workplace environment.

The Great resignation and the employee satisfaction

Research has increasingly pointed to the profound impact of organizational culture and leadership styles on employee satisfaction and their subsequent decisions to stay with or leave an organization. For instance, Klotz and Bolino (2016) explore different resignation styles, highlighting how the nature of an employee's relationship with their organization can dictate their exit approach, which in turn affects the organizational climate and the morale of remaining staff. Furthermore, the study by Rachman *et al.* (2022) emphasizes the significant roles of job satisfaction and organizational commitment in mediating employee intentions to quit, suggesting that enhancing these aspects can mitigate turnover rates.

The implications of management practices on employee outcomes are also evident in the work of Singh (2018), who discusses the positive correlations between career management practices and career satisfaction. This study indicates that well-structured career management can significantly decrease employees' intentions to leave, thus promoting a stable workforce. Additionally, MacIn-

tosh and Doherty (2010) argue that the alignment of organizational culture with employee values plays a critical role in enhancing job satisfaction and reducing turnover intentions, thereby advocating for leadership that is both transformative and responsive to employee needs.

The strategic application of transformational leadership is further explored in the context of Generation Y employees in the oil and gas industry by Jauhar *et al.* (2017), who find that leadership styles significantly affect job satisfaction, which in turn influences turnover intentions. This underscores the necessity for leaders to adapt their styles to meet the expectations and values of a diverse workforce, particularly in industries experiencing high turnover rates.

In light of the Great Resignation, the role of authentic leadership has been increasingly recognized as critical in fostering organizational loyalty and job security, which are key factors in enhancing employee retention and satisfaction (Chiang-Vega *et al.*, 2021). Olaniyan and Hystad (2016) demonstrate that authentic leadership can significantly lower job insecurity and intentions to quit by fostering a work environment characterized by trust and integrity.

The cultural dimensions of resignations, as discussed by Van *et al.* (2021), provide a unique insight into how organizational ethics and leadership integrity impact employee perceptions and happiness. Such cultural considerations are pivotal in shaping the policies that govern employee engagement and resignation.

Moreover, the critical analysis of turnover intentions by Suprani *et al.* (2022) sheds light on how job satisfaction and organizational commitment serve as mediators in the relationship between employee well-being and turnover intentions. This suggests that improving job satisfaction can significantly contribute to reducing turnover rates, thus enhancing organizational stability.

The theories of social responsibility and happiness management

The theories of social responsibility and happiness management are pivotal in the context of modern business practices, especially given the

challenges highlighted by the Great Resignation. This phenomenon has underscored the necessity for organizations to rethink their management and leadership models to foster environments that not only attract but also retain employees. As discussed in the introduction of this special issue, the Great Resignation has brought to light the critical importance of corporate happiness and organizational justice in developing comprehensive strategic management. Companies must now cultivate flexible and innovative ecosystems that promote employee well-being to remain competitive in a globalized market (Klotz and Bolino, 2016; Rachman *et al.,* 2022).

Social responsibility in business goes beyond philanthropy and compliance, integrating into core operations to positively impact social, economic, and environmental factors. This approach aligns with the concept of stakeholder theory, which posits that businesses must consider the interests of all stakeholders, including employees, shareholders, the community, and the environment (Freeman, 2010). By balancing profit with societal challenges, organizations can develop ethical strategies that enhance their reputation and operational sustainability (Porter and Kramer, 2006). Corporate citizenship extends this concept by viewing companies as societal "citizens" expected to promote human rights, democracy, and environmental sustainability. This perspective encourages businesses to take active roles in addressing global issues such as climate change, poverty, and inequality (Matten and Crane, 2005).

Happiness management, also known as employee well-being or wellness management, focuses on strategies and practices that prioritize the psychological and emotional well-being of employees. This theory is grounded in the understanding that happy employees are more productive, loyal, and motivated, which can significantly enhance organizational performance (Seligman, 2002; Cameron *et al.,* 2011). Positive psychology in the workplace, for instance, applies principles of positive psychology to improve job satisfaction, resilience, and overall workplace happiness. Techniques such as gratitude exercises, strength-based tasks, and fostering a positive work environment are common practices (Diener *et al.*, 2015). Ensuring that employees are engaged and involved

in organizational matters through transparent communication and inclusive decision-making can lead to higher job satisfaction and lower turnover rates (Kahn, 1990; Rodas *et al.*, 2022).

Combining social responsibility with happiness management creates a powerful synergy that benefits both the organization and its employees. For instance, a company that adopts eco-friendly practices not only contributes positively to the environment but also boosts employee morale and pride in their workplace (Robertson and Barling, 2013). Similarly, social initiatives such as community volunteering provide personal fulfilment for employees and promote a positive corporate image. In the context of the Great Resignation, these theories are particularly relevant as businesses that adopt responsible practices and focus on employee happiness are more likely to attract and retain top talent, sustain long-term profitability, and foster a resilient organizational culture (Grant *et al.,* 2007).

Analysing employee reviews on platforms like Glassdoor offers invaluable insights into how effectively companies are implementing these theories. These reviews serve as a direct line to employee sentiment and organizational culture, reflecting real-time feedback on corporate practices and their impact on employee satisfaction and retention. Studies have demonstrated that constructive feedback in reviews can significantly influence organizational reputation and attract potential talent (Long and Thean, 2011). By closely monitoring and analysing employee feedback, organizations can gauge the effectiveness of their governance models and make necessary adjustments to align with the principles of social responsibility and happiness management. This not only enhances their competitive edge but also ensures sustainability in a business landscape increasingly driven by ethical considerations and employee well-being (Aguinis and Glavas, 2012).

Social marketing and internal social marketing in the organizational environment

Social marketing is a marketing discipline that aims to influence the target audience to adopt or maintain a behaviour to improve both the indi-

vidual well-being of people and that of society (Andreasen, 1994).

However, social marketing studies have generally paid little attention to organizational context (Smith and O'Sullivan, 2012). In this environment, approaches based on concepts such as internal marketing or internal social marketing have been used; however, although they may seem similar to social marketing, they are different. Internal marketing tries to show the importance of relationships between employees and the organization in the search for competitive advantages in companies. It can be defined as the company's effort to know, analyse, understand, and respond to the needs of its customers. Employees (Park and Tran, 2018; Qiu *et al.*, 2022). According to Brennan *et al.* (2015), social and internal marketing concepts can be combined, giving rise to the term internal social marketing. This marketing discipline applies internal marketing to influence the behaviour of employees in the organizational environment and to achieve social rather than commercial objectives. In other words, internal social marketing uses social marketing to motivate and coordinate employee behaviours regarding social issues in an organizational context (Previte and Russell-Bennett, 2014; Rafiq and Ahmed, 2000; Wells *et al.*, 2016). The authors above have considered the application of the concept of internal social marketing to achieve sustainable behaviours in the work environment related to both pro-environmental attitudes, such as recycling and saving resources, as well as healthy behaviours, such as promoting adequate nutrition in the work environment. These behaviours are intended to engage and motivate employees within an organization to improve employee satisfaction, commitment, and overall performance, improving organizational success and customer satisfaction. Based on this approach, González *et al.* (2020) carried out a study on cooperatives in Ecuador. They identified several dimensions to promote employee well-being and align their goals with organizational objectives: Value exchange, internal market segmentation (employees), internal communication, leadership, and family conciliation. The same author found that successful internal marketing strategies include clear communication of organizational objectives, continuous training and development programs,

and initiatives that balance work and family life. These strategies help create a motivated workforce aligned with the company's vision and values.

Furthermore, internal social marketing significantly influences service innovation within organizations. By meeting employee needs, companies can foster an environment conducive to creativity and innovation, leading to better service offerings and competitive advantages (Raeisi *et al.,* 2020). At this point, it is necessary to comment on all of the above, stating that a voluntary behavioural change caused by intrinsic motivation factors can result in positive effects, less resistance from the community, and more likely to persist over time (Geiger *et al.,* 2021).

Comments on Glassdoor and the role of the Great Resignation

Several research has shown how employee reviews on Glassdoor provide insight into resignation and termination practices, which are crucial during periods of major workforce change, such as the Great Resignation. Glassdoor in shaping organizational strategies during periods of substantial workforce changes such as the Great Resignation. Employee feedback online reflects a range of experiences with resignation and dismissal, providing valuable insights into corporate culture and management practices.

On the one hand, the study by Klotz and Bolino (2016) delves into the nuanced nature of how employees resign and its implications for organizational climate and management. Their research uses social exchange theory to analyse the impact of resignation styles on managers and colleagues, revealing that the way employees exit can significantly affect the workplace environment. This understanding is crucial, as the narratives shared on platforms like Glassdoor often highlight these resignation experiences, influencing potential and current employees' perceptions.

On the other hand, Richardson (2001) offers practical guidance on constructive dismissal. This paper explains the importance of handling dismissals properly to avoid legal repercussions and damaging public perception, as reflected in Glassdoor reviews. It underscores the need

for transparent and fair termination processes to maintain a positive organizational reputation.

Neaves (2017) investigates in her explorative study which personal reasons behind employee resignations. Neaves finds that discrepancies between employee expectations and organizational realities often lead to resignation, a sentiment frequently expressed in Glassdoor reviews. These insights highlight the importance of aligning organizational practices with employee expectations to enhance retention and satisfaction.

Another research was developed by Karl and Hancock (1999), that analysed the effectiveness of expert advice on termination practices. The study discovers that deviations from recommended practices in conducting dismissals can lead to negative employee experiences, which are often shared on Glassdoor, emphasizing the necessity of adhering to best practices in termination processes to foster a positive end-of-employment experience.

Lastly, the research by Richter *et al.* (2018) shows that how layoffs are conducted profoundly influences employee reactions and subsequent reviews on public forums like Glassdoor. Respectful and considerate layoff processes can mitigate adverse reactions, underlining the importance of maintaining dignity and respect in difficult organizational transitions.

Employee comments on Glassdoor are not just reflections of individual experiences but are indicative of broader organizational practices. They emphasize the practical implications of ethical management and effective communication during the resignation and dismissal processes, particularly during turbulent times like the Great Resignation. This body of research underscores the need for organizations to manage transitions effectively, ensuring a supportive work environment that upholds a positive corporate image amidst significant workforce changes.

Understanding the factors that motivate employees to resign is crucial for organizations aiming to improve retention and manage turnover effectively. The study by Klotz and Bolino (2016) delves into the nature, causes, and consequences of employee resignation styles, emphasizing how the relationships between employees and their organizations or supervisors influence resignation methods. They found that resignation styles significantly impact how managers and coworkers react to an employee's departure, which in turn affects the overall workplace atmosphere. This points to the importance of maintaining positive relational exchanges to mitigate the negative impacts of resignations.

In a related exploration, Klotz and Zimmerman (2015) study the detailed processes employees navigate from planning their exit to their final working day. Their research highlights that individual differences significantly influence how employees handle the resignation process, affecting both their performance during the notice period and the broader organizational dynamics.

Sojan (2023) investigates the broader labour market dynamics, suggesting that movement beyond organizational boundaries and internal labour market rotation are significant factors driving employee turnover. Sojan suggests that strategies such as applying motivational theories and enhancing job satisfaction can effectively reduce turnover.

Further illuminating the importance of career opportunities, Leonardi and Panggabean (2021) examine how perceptions of career advancement opportunities impact organizational commitment and the intention to leave. Their study indicates that positive career prospects can significantly diminish employees' resignation intentions by reinforcing their commitment to the organization.

Lastly, Jia and Zhang (2017) focus on the influence of salary standards on resignation rates, particularly within the banking sector. Their findings underscore the critical role of competitive compensation structures in retaining employees, particularly in industries with high attrition rates.

Methodology

Sample, data collection and descriptive analysis

Glassdoor is a widely used platform that provides a comprehensive look at various jobs and companies through user-generated content. It allows current and former employees to submit anony-

mous reviews about their workplaces, offering insights into company culture, salaries, benefits, and management practices. Additionally, Glassdoor features job openings, interview questions, and company ratings. This transparency aims to aid job seekers in making informed career decisions and helps employers understand areas for workplace improvement. Glassdoor has become an invaluable resource in the job market ecosystem, but it has different bias, such as self-selection bias and response bias. To mitigate the impact of these biases, several strategies were employed in this study.

Firstly, for this research a total of 138,764 reviews were collected from 136 companies over the period from 2021 to 2023. The data were collected using web scraping techniques via Octoparse 8 version, tool that allows you to download all user reviews, from the creation of each company's profile on Glassdoor, until the date of download. This tool enabled the downloading of large volumes of structured data, facilitating its cleaning and analysis. The data were organized by rows (each representing an anonymous review) and columns (each detailing characteristics of the reviews such as rating, advantages, disadvantages, etc.), making it ready for subsequent analytical processes. This large dataset helps to balance the extremes and capture a more comprehensive picture of employee sentiment.

Secondly, the sample selection was based on specific criteria to ensure a robust and representative dataset. Only companies with over 10,000 employees were included, ensuring that the re-

views represented experiences from large, potentially more structured organizations. The companies selected spanned various sectors including construction, consulting and advisory, consumer goods, financial services, industry, IT, advertising and public relations, healthcare, telecommunications, transportation, and tourism. This diversity aimed to capture a broad spectrum of employee experiences across different industries that are being intensely impacted by the great resignation (Massachusetts Institute of Technology, 2022).

Finally, to understand the key organizational elements that significantly impact employee contentment and loyalty, Glassdoor reviews were divided into four groups prior to semantic network analysis: advantages and disadvantages for both current employees and ex-employees. This classification provides a clear view of the primary themes and sentiments expressed by both groups, highlighting the similarities and differences in their experiences and perceptions.

Descriptive analysis of the data obtained shows that of the 138 64 reviews, 121 838 had the advantages section, and 52 694 disadvantages. Specifically, of the 86 113 employees who shared their review, 76 162 users indicated advantages, and 10 640 disadvantages. Regarding the 52 641 ex-employees who wrote reviews, 45 676 shared the advantages, and 45 676 the disadvantages. The distribution of reviews obtained with web scraping by sector is shown in Table 1.

Table 1

Distributions of the reviews obtained with web scraping by sector

Glassdoor reviews				
Sector	**2021**	**2022**	**2023**	**Total**
Accounting & Tax	8937	15 715	14 308	38 960
Restaurants & Cafes	3449	10 898	11 640	25 987
Computer Equipment	5539	5669	8058	19 266
Business Consulting	1976	2240	1767	5983
Consumer Products Manufacturing	1608	1537	1462	4607
Electronics Manufacturing	520	1419	2193	4132
Biotechnology & Pharmaceuticals	1117	1220	1180	3517
Banking & Lending	1266	1159	1084	3509
Computer Services	1559	1102	730	3391
Internet & Web Services	756	1061	850	2667

Glassdoor reviews				
Sector	**2021**	**2022**	**2023**	**Total**
Food & Beverage Manufacturing	814	912	843	2569
Hospitals & Healthcare	466	756	1283	2505
Architecture & Engineering	738	686	765	2189
Business Software & Network Solutions	667	832	676	2175
Department Stores, Clothing & Shoe Stores	575	769	682	2026
HR Consulting	512	690	706	1908
Telecommunications Services	742	593	550	1885
Machinery Manufacturing	537	603	504	1644
Hotels & Resorts	590	523	450	1563
Energy & Utilities	499	530	532	1561
Freight Shipping & Transportation	126	167	945	1238
Construction	439	418	366	1223
Medical Product Manufacturing	127	127	881	1135
Asset & Investment Management	362	352	261	975
Transportation Equipment Manufacturing	219	274	297	790
Insurance Companies	223	216	241	680
Real Estate	125	145	149	419
Advertising & Public Relations	86	99	75	260
Total	**34 574**	**50 712**	**53 478**	**138 764**

Semantic network analysis

The analysis conducted for this research utilized a semantic network analysis approach to understand the connections and patterns within employee reviews from Glassdoor.

Semantic network analysis is a powerful method for examining the relationships between different entities. In this context, entities refer to the words and phrases used in employee reviews. By creating a network of these entities, we can visualize and analyse the connections and co-occurrences, providing insights into the main themes and sentiments expressed by employees. The semantic network analysis was performed using the NoCodeFunctions Semantic Networks Tool. This tool is designed to analyse large text corpora by creating semantic networks that illustrate the relationships between terms. The analysis involved several key steps and parameters to ensure the robustness and relevance of the results with text data engineering (Table 2).

Table 2

Key steps on text data engineering for word semantic network analysis

Steps	Explanation	Parameters
Language	The first step in a semantic network analysis is to select the language in which the texts are written, since it facilitates the next step, which is normalization, allowing for better locating plurals and semantic similarities.	English
Normalization	The raw text data was subjected to normalization, a crucial step to standardize the text for further analysis. This process involved converting all text to lowercase to ensure uniformity, removing punctuation, numbers, and special characters that do not contribute to the semantic meaning. Additionally, common stop words (e.g., "the," "and," "is") were removed focus the analysis on meaningful content.	Applied
Minimum word length	To eliminate insignificant words and focus on meaningful content, a minimum word length of 4 characters was set. This parameter helps in excluding common short words that do not contribute significantly to the analysis.	4 characters

Steps	Explanation	Parameters
Minimum word frequency	The words that appeared less than twice in the dataset were excluded. This threshold helps in filtering out rare terms, ensuring that the analysis focuses on commonly discussed topics and themes.	2 occurrences
Tokenization and length of n-grams	After normalization, the text data was tokenized. Tokenization refers to the process of breaking down the text into individual words or terms (tokens). This step is essential for analysing the frequency and co-occurrence of specific terms within the reviews. The analysis included n-grams (sequences of words) with a maximum length of 4. N-grams help in capturing phrases and multi-word expressions that provide more context and meaning than individual words. For example, "career growth" as a n-gram is more informative than "career" and "growth" analysed separately.	Up to 4 words
Lemmatization	To further refine the tokens, lemmatization was applied. Lemmatization reduces words to their base or root form (lemma), allowing for the grouping of different forms of a word (e.g., "running" and "ran" to "run"). This step helps in consolidating similar terms and improving the accuracy of the semantic analysis. Lemmatization is the process of reducing words to their base or root form. This step is crucial for standardizing different forms of a word, ensuring that variations such as singular/plural and different tenses are considered as the same entity. Lemmatization improves the consistency and clarity of the analysis.	Applied
Pointwise mutual information (PMI)	To identify significant word associations, the Pointwise Mutual Information (PMI) method was employed. PMI measures the association between two words by comparing the probability of their co-occurrence with the probability of their individual occurrences. Higher PMI values indicate stronger associations between terms, which is critical in constructing meaningful semantic networks. PMI is a statistical measure used to identify the association between pairs of words. It helps in highlighting strong connections between terms, which are indicative of significant co-occurrences within the text. Applying PMI to network connections ensures that the network reflects meaningful relationships between words.	Applied
Co-occurrence Analysis	The last step is the co-occurrence analysis. It was performed to identify relationships between key terms in the reviews. This analysis was crucial for understanding the thematic structure of the text data and for constructing the network visualizations used in the study.	Applied

The tool's configuration and the application of these parameters ensured that the analysis focused on significant and meaningful terms, capturing the essence of employee sentiments as expressed in the reviews. The analysis leveraged the concept of co-occurrence, which refers to the frequency with which two or more words appear together in the text. Co-occurrence is a fundamental aspect of semantic network analysis, as it helps in identifying related terms and constructing a network that reflects the underlying structure of the text.[1] By using co-occurrence and PMI, the semantic network analysis tool was able to highlight the key themes and topics discussed by current and former employees. The resulting network maps provided a visual representation of these themes, making it easier to identify patterns and draw insights.

Using these parameters, the tool constructed semantic networks for the reviews. The semantic network analysis was divided into two main categories: reviews from current employees and reviews from former employees. Each category was further classified into advantages and disadvantages.

Results and discussion

The figures presented in this study and shown in this section have been generated from the VOSviewer extension and allow for the visualization of relationships between key terms and themes derived from employee reviews. In these network visualizations, nodes represent specific terms or keywords, while the size of each node indicates the frequency of that term's occurrence in the dataset (Wang *et al.*, 2024). Larger nodes signify terms that appear more frequently and are thus more central to the discussion. The connections,

1   See: https://bit.ly/4eoVUer

or edges, between nodes illustrate co-occurrences, meaning that the linked terms frequently appear together within the same context. The strength of these connections is depicted by the thickness of the edges; thicker lines represent stronger relationships or higher co-occurrence rates. By examining these visualizations, readers can quickly identify the most prominent topics and how they interrelate, providing a comprehensive overview of the critical factors discussed by employees. This approach allows even non-specialized readers to understand which elements are most influential in shaping employee satisfaction and retention.

For current employees, the reviews frequently highlight a positive work environment as a significant advantage. Terms such as "good working environment," "team," and "positive culture" are prominently mentioned, indicating that these factors play a crucial role in their job satisfaction (Figure 1). The emphasis on team

dynamics and a supportive culture underscores the importance of a collaborative and friendly workplace. Opportunities for career advancement and development are also highly valued. Phrases like "career growth," "opportunity," and "learning" are commonly noted, reflecting the importance of professional development and the availability of growth opportunities within the company. Although not as emphasized as the top two advantages, work-life balance remains a significant factor. Terms like "flexible hours" and "work-life balance" indicate that employees appreciate the ability to balance their professional and personal lives, which contributes to their overall satisfaction. Health benefits and insurance are frequently cited as advantages, showing that employees value the tangible perks provided by their employers, which contribute to their sense of security and well-being.

Figure 1
Advantages mentioned by the current employees

However, there are notable disadvantages for current employees as well. A common complaint is the heavy workload, with terms like "overwork" and "overtime" indicating dissa-

tisfaction with the amount of work and long hours required, suggesting that this is a significant stressor (Figure 2). Issues with management practices are also a major concern. Words such as

"poor management" and "micromanagement" suggest dissatisfaction with leadership and the way employees are managed. Concerns about compensation are highlighted by terms like "low pay" and "salary," indicating dissatisfaction with financial remuneration, which could be a potential risk factor for employee turnover. Phrases like "no promotion" and "dead-end job" suggest frustration with limited career growth opportunities, indicating that despite appreciating current opportunities, some employees feel stagnated in their roles.

Figure 2

Disadvantages mentioned by the current employees
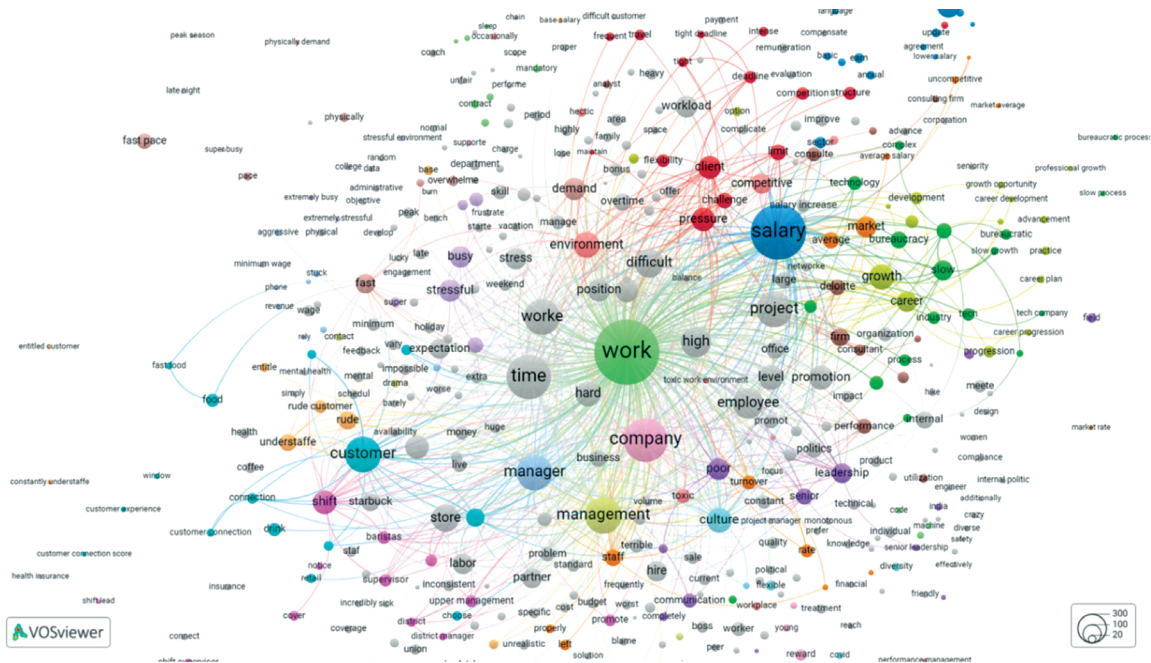
For ex-employees, a good work environment and supportive team are also highly valued, similar to current employees (Figure 3). The emphasis on these terms indicates that these were significant positive aspects of their employment experience. Learning opportunities and career advancement are commonly mentioned advantages, suggesting that these factors were valued even though they eventually left the organization, indicating that career development was an important consideration. Terms like "flexible schedule" and "work from home" are more prominently mentioned by ex-employees, indicating that flexibility was highly appreciated and perhaps even a deciding factor in their tenure. Health benefits and insurance are also noted as significant advantages, reflecting the ongoing importance of these perks.

Disadvantages for ex-employees are notably similar to those for current employees. Issues with workload, such as "overwork" and "long hours," are frequently mentioned, suggesting that excessive workload was a contributing factor to their departure (Figure 4). Issues with management, such as "bad management" and "favouritism," are strongly highlighted, indicating that poor leadership and perceived unfairness were significant reasons for leaving. Complaints about "low pay" and "no bonus" are significant, although slightly less emphasized compared to current employees, reflecting ongoing concerns about financial compensation. The lack of career growth opportunities is more heavily emphasized by ex-employees, with phrases like "no career growth" and "limited opportunities" being prominent, suggesting that a lack of advancement prospects was a major reason for their departure.

Figure 3
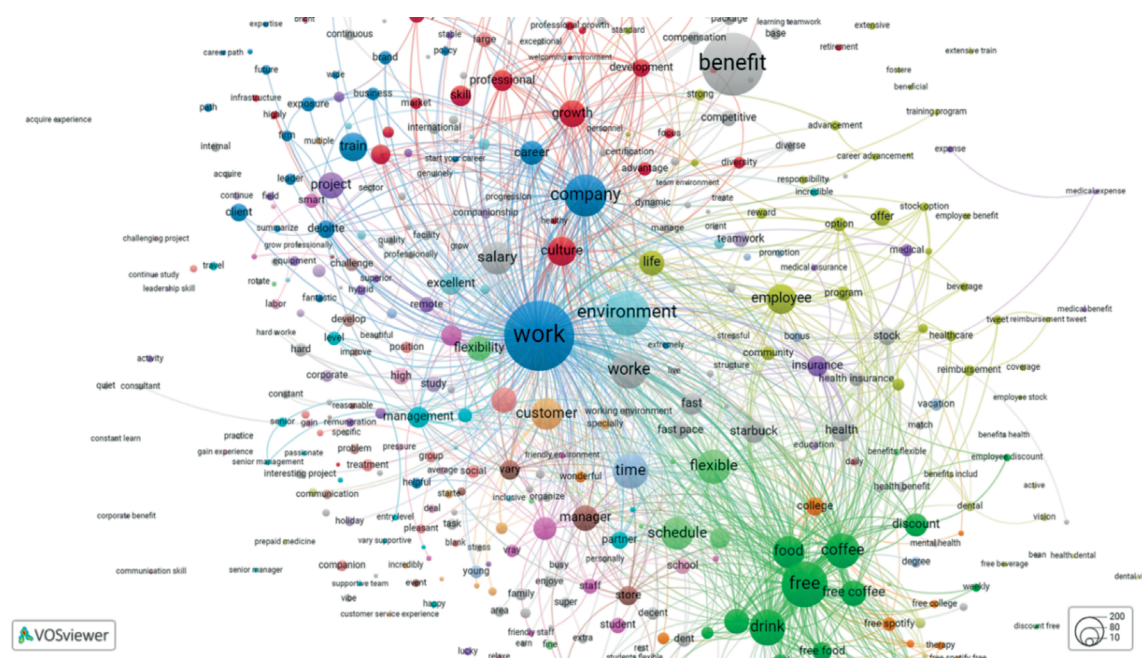
Advantages mentioned by the former employees

Table 3 highlights several key insights. Both current and former employees value a positive work environment and career growth opportunities, indicating that these are critical areas for employee satisfaction and retention. Workload and management issues are significant concerns for both groups, suggesting that these areas need improvement to enhance employee satisfaction and reduce turnover. Current employees emphasize compensation issues more, while former employees highlight the lack of career advancement more prominently, indicating different factors influencing their current status and reasons for leaving. Flexibility is a stronger advantage for former employees, indicating its importance in retention and satisfaction.

Table 3

Classification of reviews by advantages and disadvantages: current employees vs. former os

		Current employees	Former employees
Advantages	**Work-Life balance**	Phrases like "flexible hours" and "work-life balance" highlight this aspect.	"Flexible schedule" and "work from home" are appreciated by former employees.
	Work environment	Topics like "good working environment," "team," and "positive culture" are prominent.	Similar to current employees, former employees value a "good working environment" and "supportive team."
	Career growth	Terms such as "opportunity," "career growth," and "learning" indicate that employees value opportunities for advancement and development.	Terms like "learning opportunities" and "career advancement" are common.
	Benefits	Terms like "health benefits" and "insurance" show that employees appreciate the benefits provided by their employers.	Former employees also mention "health benefits" and "insurance" as advantages.

		Current employees	Former employees
Disadvantages	**Workload**	Issues like "overwork" and "overtime" indicate dissatisfaction with workload.	Similar to current employees, former employees mention "overwork" and "long hours."
	Lack of advancement	Phrases like "no promotion" and "dead-end job" indicate concerns about career growth.	"No career growth" and "limited opportunities" are concerns.
	Management	Topics like "poor management" and "micromanagement" suggest dissatisfaction with leadership.	Issues with "bad management" and "favouritism" are prominent.
	Compensación	Los términos como "sueldo bajo" y "salario" resaltan las preocupaciones sobre la compensación.	Resultan comunes las quejas sobre "baja paga" y "sin bonificación".

Addressing these issues by improving management practices, providing better career growth opportunities, and ensuring fair compensation can enhance employee satisfaction and reduce turnover. Additionally, offering flexible work arrangements can significantly improve employee retention and attract top talent.

Figure 4

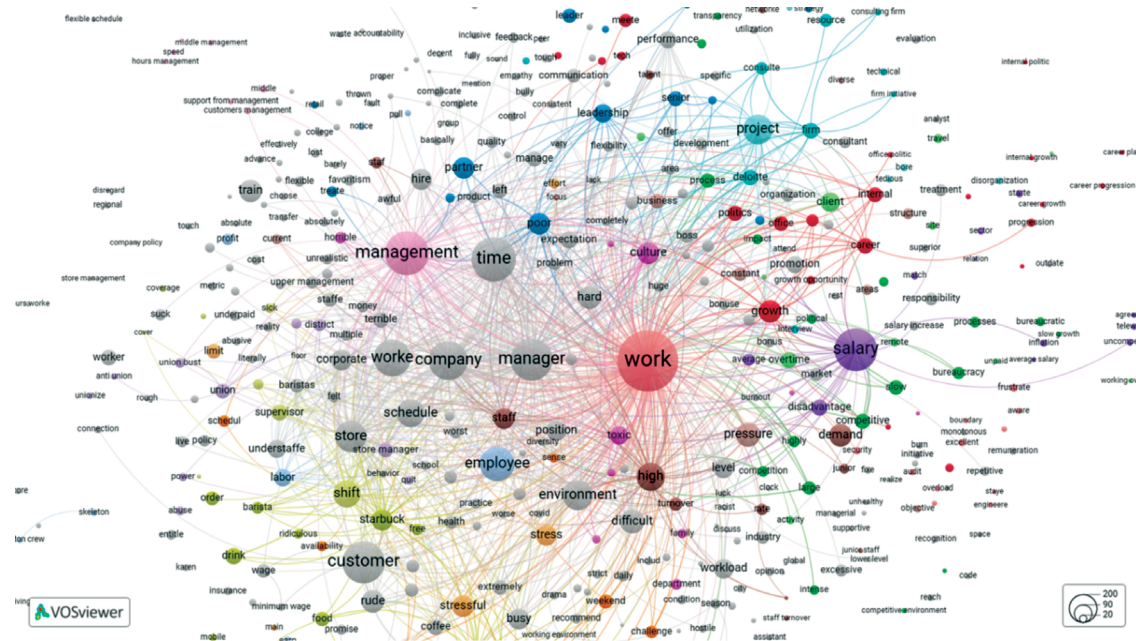*Disadvantages mentioned by the former employees*

Table 4 categorizes the similarities and differences between current and former employees' reviews provides a detailed look into their experiences and perceptions. Both groups value a positive work environment, highlighting terms such as "good working environment," "supportive team," and "positive culture." This indicates that a supportive and collaborative workplace is crucial for employee satisfaction across the board.

Additionally, career growth opportunities are highly appreciated by both current and former employees, with frequent mentions of "career growth," "opportunity," and "learning." This shows the importance of providing clear paths for advancement and professional development to maintain employee engagement and retention.

However, there are notable differences in how these groups perceive work-life balance and fle-

xibility. Current employees tend to emphasize work-life balance more, mentioning terms like "flexible hours" and "work-life balance" as significant advantages. This suggests that achieving a balance between professional and personal life is a key factor for their satisfaction and a reason they might choose to stay with the company. On the other hand, former employees highlight flexibility more strongly, with terms like "flexible schedule" and "work from home" being prominent. This indicates that flexible working conditions were highly valued and that their absence might have been a factor in their decision to leave.

Compensation is another area where perceptions differ between the two groups. Current employees seem more focused on concerns about salary and lack of bonuses, which are frequently mentioned disadvantages. This might indicate dissatisfaction with financial remuneration that could potentially lead to attrition if not addressed.

Former employees also mention compensation issues but tend to emphasize the lack of career growth more heavily. Terms like "no career growth" and "limited opportunities" are significant, suggesting that a lack of advancement prospects was a major reason for their departure.

Workload and management issues are significant concerns for both groups. Both current and former employees frequently highlight overwork and long hours as disadvantages, indicating a need for companies to address work-life balance more effectively. Issues with management, such as poor leadership and favouritism, are common complaints among both groups, underscoring the importance of effective leadership and fair treatment in the workplace. These shared concerns suggest that improving management practices and addressing workload issues could enhance employee satisfaction and reduce turnover.

Table 4

Comprarative analysis of similarities and differences in the reviews: current employees vs. former

Similarities	Differences
Work environment: Both current and former employees value a good working environment, supportive teams, and a positive culture.	**Work-Life balance:** Current employees emphasize work-life balance more as an advantage, while former employees highlight flexibility more. Current employees highlight work-life balance more frequently as an advantage, with slightly larger balls for related terms. This might indicate that current employees value their current work-life balance, which could be a reason they stay.
Career growth: Opportunities for advancement and learning are appreciated by both groups.	**Compensation:** Current employees seem more focused on concerns about salary and lack of bonuses, while former employees also mention these but emphasize no career growth more heavily. Current employees emphasize compensation issues more, which might indicate dissatisfaction that could potentially lead to attrition if not addressed.
Workload: Both groups highlight overwork and long hours as disadvantages.	**Flexibility:** Former employees emphasize flexibility more strongly as an advantage, with larger balls for terms like "flexible schedule" and "work from home." This indicates that former employees particularly valued flexible working conditions, and their absence might have been a factor in their decision to leave.
Management: Issues with management, such as poor leadership and favouritism, are common complaints.	**Lack of advancement:** Former employees highlight the lack of advancement and limited opportunities more prominently, with larger balls for related terms. This suggests that former employees left due to stagnation in their career growth.

Finally, Table 5 ranking the reasons for employees leaving versus staying provides valuable insights into the key factors influencing these decisions. For employees who decide to stay, a supportive and positive work environment stands out as a crucial factor. Current employees frequently highlight the importance of team dynamics and a positive culture, suggesting that a harmonious and collaborative workplace is a significant reason for their continued employment. Additionally, opportunities for career growth and learning are prominently mentioned. This indicates that access to professional development and advancement opportunities plays a pivotal role in retaining employees. Furthermore, the balance between work and personal life is often cited as a reason for

staying, emphasizing the importance of work-life balance in employee satisfaction and retention.

On the other hand, the reasons for leaving are starkly different. Lack of career advancement is a primary reason cited by former employees. Terms such as "no career growth" and "limited opportunities" are frequently mentioned, indicating that employees are likely to leave if they feel their professional growth is stagnated. Management

issues are also a significant factor contributing to attrition. Complaints about "bad management" and "favouritism" suggest that poor leadership and perceived unfairness can drive employees to seek opportunities elsewhere. Additionally, workload is a major concern among those who leave. Frequent mentions of "overwork" and "long hours" indicate that excessive workload can lead to burnout, prompting employees to resign.

Table 5
Ranking of reasons for employees´s retention vs. attrition

Reasons for leaving vs. reasons to stay	
Leaving	**Stay**
Lack of advancement: Former employees often cite "no career growth" and "limited opportunities" as reasons for leaving, indicating that a lack of career progression can lead to attrition.	**Work environment:** Both current and former employees appreciate a supportive and positive work environment, but current employees particularly emphasize "team" and "positive culture," indicating that a good work environment is a reason for staying.
Management issues: Complaints about "bad management" and "favouritism" suggest that poor leadership contributes to employees leaving.	**Career growth:** Opportunities for advancement and learning are highlighted as reasons for staying by current employees.
Workload: Overwork and long hours are common complaints among former employees, suggesting that excessive workload can lead to burnout and departures.	**Work-life balance:** Current employees frequently mention work-life balance as an advantage, indicating that achieving this balance is a reason for staying.

Conclusions

The findings of this research provide crucial insights into the factors that influence employee satisfaction and retention, highlighting several key areas that organizations need to address to improve workplace conditions.

Both current and former employees underscore the significance of a supportive and positive work environment. This is evident from the frequent mentions of terms such as "good working environment," "positive culture," and "supportive team" (Klotz and Bolino, 2016). These elements are crucial for fostering employee satisfaction and engagement. A harmonious work environment promotes collaboration and a sense of belonging, which are essential for maintaining high morale and productivity. This alignment with organizational culture can significantly enhance job satisfaction and reduce turnover intentions, as noted by MacIntosh and Doherty (2010). Thus, maintaining a positive team culture and work environment is

not just beneficial but essential for retaining talent and ensuring organizational stability.

The desire for career growth and learning opportunities is a prominent theme among both current and former employees. This trend highlights the importance of providing clear paths for advancement and professional development. Singh (2018) found a strong positive correlation between career management practices and career satisfaction, indicating that structured career growth opportunities can significantly reduce turnover rates. Furthermore, the emphasis on terms such as "career growth," "learning opportunities," and "advancement" reflects the employees' need for continuous professional development (Leonardi and Panggabean, 2021). Organizations that invest in their employees' career development not only enhance job satisfaction but also build a more skilled and committed workforce.

The issue of overwork and long hours emerges as a major disadvantage for both current and former employees, indicating a critical area for or-

ganizational improvement. Terms like "overwork" and "long hours" are frequently mentioned, suggesting that excessive workloads contribute significantly to employee dissatisfaction and burnout (Spagnoli *et al.*, 2020). This aligns with the findings of Suprani *et al.* (2022), who noted that high workloads and poor work-life balance are key factors driving turnover intentions. Addressing these issues by implementing policies that promote a better work-life balance, such as flexible working hours and manageable workloads, can significantly improve employee well-being and retention.

Both groups express dissatisfaction with poor management and favouritism, highlighting the importance of effective leadership and fair treatment in the workplace. Phrases such as "poor management," "micromanagement," and "favouritism" point to significant issues that impact employee morale and trust in leadership (Rachman *et al.*, 2022). Effective leadership is crucial for fostering a positive organizational climate and employee engagement. As Olaniyan and Hystad (2016) demonstrated, authentic leadership that promotes trust and integrity can significantly reduce job insecurity and turnover intentions. Therefore, organizations need to focus on developing management practices that are transparent, fair, and supportive to enhance employee satisfaction and loyalty.

Leadership has been one factor considered crucial in worker resignation situations. From an internal social marketing point of view, it is considered one of the critical factors in achieving greater employee performance, as shown by the research of Almaslukh *et al.* (2022) and Akbari *et al.* (2017). The first identifies participative and supportive leadership as critical components of internal social marketing that significantly improve job satisfaction. These leadership styles facilitate effective communication, training, and development, vital to maintaining high employee morale and performance. The second proposes that transformational leadership can improve internal marketing efforts by fostering a motivating and supportive work environment. It, in turn, strengthens social capital and employee loyalty. Related to leadership is favouritism towards some specific employees. As indicated by Almaslukh

et al. (2022), favouritism can lead to a decrease in overall employee morale. When certain employees receive preferential treatment, others may feel undervalued and demotivated, leading to resentment and disengagement. Furthermore, the perception of unfairness can erode trust in the administration. Employees must believe that their efforts and contributions are recognized. Favouritism disrupts this belief and creates a divide between management and staff. Furthermore, when favouritism is perceived, the positive effects of internal social marketing efforts to improve job satisfaction are nullified. Another aspect that former employees have highlighted in the results is the lack of job promotion. Internal social marketing can foster employee satisfaction and readiness for career advancement, benefiting the organization through improved performance and reduced turnover (Raeisi *et al.*, 2020). Finally, workload appears as another critical factor to consider in employee resignation, which coincides with studies such as that of Spagnoli *et al.* (2020), who found that a high workload, when managed well, can improve performance by motivating employees, but it can also cause work addiction, which hurts health and personal life. The study emphasizes the need for managers to carefully monitor and balance workload to avoid adverse outcomes such as burnout and decreased work performance.

Therefore, this research has met the three proposed objectives. The first was related to exploring the integration of theories. The analysis of employee reviews reveals that organizations that successfully integrate these theories into their practices see improved employee morale and retention rates, highlighting the practical impact of these integrated strategies. The second was to identify the critical factors. The results of the semantic network analysis clearly demonstrate that a supportive work environment and opportunities for career growth are highly valued by employees, while issues such as excessive workload and poor management practices significantly contribute to dissatisfaction and turnover. Finally, the third was to assess the impact on organizational success. The study's findings indicate that companies that prioritize these factors not only reduce turnover but also build a more resilient workforce, ultimately

contributing to sustained organizational success in a competitive global market.

This research provides empirical evidence and actionable insights into how enhancing workplace environments and adopting ethical management practices can directly improve employee retention and satisfaction. In the context of the Great Resignation, where turnover rates are alarmingly high, understanding these factors is crucial for managers who seek to maintain a competitive edge. The findings highlight the importance of creating a positive work environment, offering clear career advancement opportunities, and implementing effective management practices—all of which are critical for fostering employee loyalty and reducing turnover. By integrating these insights into their organizational strategies, managers can not only retain top talent but also build a more resilient and motivated workforce, essential for long-term success in a competitive global market.

Furthermore, this study offers a novel exploration of the intersection between employee well-being and corporate responsibility, contributing to the growing body of literature on sustainable business practices. It addresses gaps in existing research by providing an integrated analysis that links employee satisfaction with long-term organizational success, particularly in the face of global workforce changes. Theoretical concepts such as social responsibility and happiness management are operationalized within real organizational settings, providing a valuable template for future empirical research. This study not only advances our understanding of how these concepts can be effectively applied in practice but also opens up new theoretical pathways for exploring the synergies between employee well-being, corporate ethics, and organizational performance. By bridging the gap between theory and practice, this research lays the groundwork for further studies that can explore these dynamics across different industries and cultural contexts.

While this study provides valuable insights into the factors influencing employee satisfaction and retention, particularly during the Great Resignation, it is essential to acknowledge the limitations related to the data source and the scope of the study. While the use of Glassdoor reviews provides valuable insights into employee satisfaction and organizational practices, it is important to acknowledge the potential biases inherent in this data source. One significant concern is self-selection bias. This bias arises because the individuals who choose to leave reviews on platforms like Glassdoor are often those who are either highly satisfied or deeply dissatisfied with their employment experience. As a result, the dataset may overrepresent extreme viewpoints, potentially skewing the analysis toward more polarized opinions. Additionally, response bias can occur when reviewers provide feedback that they believe is expected by others, rather than an objective reflection of their experience. This could be influenced by the public nature of the reviews and the knowledge that potential employers or other employees may view them. Because of that, one limitation of this research is its reliance on self-reported data from Glassdoor, which may introduce bias as the reviews are subjective and can be influenced by individual experiences and perceptions. Additionally, the scope of the study, focusing on large companies with over 10,000 employees, limits the applicability of the results to smaller organizations or those in different sectors. The organizational dynamics in smaller companies or industries not represented in the sample might differ significantly, meaning the factors identified here may not be as relevant or impactful in those contexts.

The limitations related to self-selection and response biases are explicitly acknowledged in the interpretation of the results. While Glassdoor reviews offer unique and real-time insights into employee experiences, the findings should be understood within the context of these limitations. To mitigate these limitations, future research could adopt a multi-method approach, combining quantitative analysis of Glassdoor reviews with qualitative methods such as interviews or focus groups with employees across different organizational sizes and industries. This mixed-methods approach would allow for a more comprehensive understanding of employee satisfaction and retention, capturing a broader spectrum of experiences and perspectives. Through the proposed mixed-method approach, future research can delve deeper into the specific mechanisms by which different

leadership styles—such as transformational, authentic, and participative leadership—uniquely impact organizational culture, employee engagement, and retention. By integrating quantitative analysis of broad datasets like Glassdoor reviews with qualitative insights gathered from interviews or focus groups, researchers can explore how these leadership models foster positive organizational climates or, conversely, contribute to employee dissatisfaction and turnover. This comprehensive examination will provide actionable insights for organizations seeking to optimize their leadership approaches for better outcomes, addressing a critical gap in the current literature and enhancing our understanding of the role leadership plays in shaping employee experiences and organizational success. Additionally, expanding the sample to include smaller companies and different industries could provide a more comprehensive understanding of employee experiences. Investigating the impact of specific interventions, such as leadership training programs or workload management policies, on employee well-being and organizational outcomes could also provide valuable insights for improving workplace practices.

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