



Investigating the Effects of Organizational Long-Term Orientation and Employees' Pay Satisfaction on Turnover Intentions

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Abstract: *This research investigates the impact of organizational long-term orientation (LTO) and employees' pay satisfaction on their intentions to leave their jobs. Drawing from stewardship theory, it proposes that both organizational LTO and pay satisfaction will inversely influence employees' intentions to quit. Furthermore, these two antecedents are expected to have an interactive influence on turnover intentions. The theoretical model was empirically tested with data collected from an online survey of 335 white-collar employees across various industries in Türkiye. The data were analyzed using moderated multiple regressions. The findings provide empirical support for the hypothesized negative relationships between both organizational LTO and pay satisfaction with employees' intentions to leave their jobs. Furthermore, LTO has a significant moderating effect. When pay satisfaction is low, LTO significantly reduces turnover intentions. No significant effect is found when pay satisfaction is high. Hence, the study shows that pay satisfaction has a key influence on employees' decisions to remain with the organization, especially in the context of high levels of unemployment and economic uncertainty observed in developing countries like Türkiye. Nevertheless, the study findings also suggest that organizations that have a high level of LTO can buffer at least some of the negative effects of low pay on employee retention.*

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1. Introduction

In the evolving landscape of organizational behavior and human resource management, understanding how to retain employees is an essential area of research. As the workforce becomes more dynamic, grasping the factors that foster employee commitment is crucial for the long-term success and sustainability of organizations. At the heart of this academic inquiry lies the intricate relationship between organizational long-term orientation (LTO), employee pay satisfaction, and the likelihood of employees choosing to stay with or leave the organization.

Employee turnover intentions encompass an individual's evaluative tendency and psychological inclination towards considering the departure from their current job (Parasuraman, 1982). This concept not only acts as a precursor to actual turnover behavior but also serves as a critical metric for gauging the potential risk of actual turnover, thereby offering insights into the effectiveness of organizational policies and the overall health of the work environment (Vanderberg & Nelson, 1999). While the role of pay satisfaction

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in influencing turnover intentions is widely acknowledged (Currall et al., 2005; Özücü & Bayramov, 2022; Özkiliççi & Aytacı, 2022), this study strives to present a more complex conceptual model by bringing LTO into the picture, which opens up an avenue for research that was not previously explored in the literature.

Extant literature on organizational temporal orientation suggests that having a long-term focus is highly valuable for ensuring high performance (Hoffman & Wulf, 2014), firm value, the sustainability of business operations (Flammer & Bansal, 2017), organizational resilience and innovation (Schepers et al., 2020), yet little research has been done so far to uncover how it impacts employee perceptions and behaviors (Chandler et al., 2016). Addressing this gap, the current study aims to explain the relationship between organizational LTO and employees' turnover intentions. For this purpose, the paper delves into LTO's theoretical underpinnings in stewardship theory (Davis et al., 1997), presenting it not just as a strategic element but as a core philosophy that shapes organizational decisions and influences how employees perceive their roles. It goes beyond just short-term plans, emphasizing the value of focusing on the future development of the organization as well as the employees as key stakeholders.

Furthermore, another aim of this paper is to examine how pay satisfaction impacts employees' turnover intentions. Ideally, employees would perceive their compensation as commensurate with their contributions. However, real-world scenarios, especially in economies with high unemployment, low wages, and financial instability, often present a mismatch between employee expectations and organizational capabilities. In such environments, LTO's significance becomes more pronounced, acting as a key factor in addressing turnover intentions triggered by dissatisfaction with compensation.

Lastly, the paper also aims to explore the interaction between LTO and pay satisfaction, exploring whether the harmful effects of low pay satisfaction on turnover intentions can be substantially mitigated by the presence of high levels of organizational LTO. Accordingly, the paper seeks to explain how LTO can be leveraged not only as a mechanism for organizational survival but as a strategic asset to thrive, even in the face of economic adversities and limitations on competitive compensation offerings.

To test the study model depicted in Figure 1, survey data were collected from 335 white-collar employees, working across a range of industries in Türkiye, which were analyzed using moderated multiple regressions to test the hypothesized main and interactive effects.

This paper is structured in the following format: In the following section, the theoretical rationale for the study and a detailed literature review are provided, outlining the constructs and their interconnections. The third section covers the methodology utilized, including the design and data collection processes. The fourth section entails analyzing the statistical results and presenting key findings. The fifth and last section provides a conceptual and practical discussion of these results, which synthesizes the insights gained from the findings, reflects on their real-world significance, and suggests avenues for future research in the field of organizational behavior and human resource management.

2. Theoretical Rationale and Literature Review

2.1. Turnover Intentions

According to Tett and Meyer (1993), turnover intention represents a conscious and deliberate willingness to leave an organization, typically measured with reference to a specific timeframe, such as within the next six months. It constitutes the final stage in a sequence of withdrawal cognitions and encompasses the intention to seek alternative employment and the intention to exit the current organization (Mobley et al., 1979). Importantly, turnover intentions have the potential to manifest as actual turnover when the right circumstances and opportunities arise (Wong & Cheng, 2020). Research has consistently shown that turnover intentions serve as the most robust predictor of eventual turnover, underlining its significance in understanding and predicting employees' decisions to leave an organization (Griffeth et al., 2000).

2.2 Organizational Long-Term Orientation and Turnover Intentions

LTO is a concept that emphasizes the importance of future-focused planning, consistency, and perseverance in decision-making processes within organizations. It involves prioritizing decisions and actions based on their long-range implications and impacts (Lumpkin et al., 2010). LTO is seen as a higher-order heuristic that guides organizations in realizing their long-term aspirations and priorities (Lumpkin & Brigham, 2011). It has been conceptualized as encompassing three main dimensions: futurity, continuity, and perseverance (Brigham et al., 2014). According to this conceptualization by Brigham et al. (2014), futurity refers to the significance placed on future planning and long-term goals. Continuity emphasizes the value of maintaining consistency and durability over time, ensuring that the organization's actions are sustainable and consistent with its long-term vision. Perseverance underscores the need for diligent and persistent efforts in the present to achieve desired outcomes in the future.

In previous research, LTO has been conceptualized and studied at various levels of analysis. At the national level, Hofstede's work (2011) focused on distinguishing cultures based on their orientation towards short or long-term values. Bearden et al. (2006) created an individual-level LTO scale and Ganesan (1994) explored its role in dyadic relationships. In contrast, organizational-level research on LTO is less common and varies in approach. Zahra et al. (2004) considered LTO as an aspect of family firm culture, measuring it through strategic controls, and contrasting it with short-term orientation assessed via financial controls. Wang and Bansal (2012) investigated how LTO influences the link between corporate social responsibility and new venture performance. Hoffmann and Wulf (2014) examined LTO's role in enhancing firm performance when family members are part of the top management team. Zellweger et al. (2012) studied the impact of LTO on family firm image and performance. Memili et al. (2018) examined LTO's moderating effects on the relationship between family ownership and the adoption of sustainability practices. Croom et al. (2018) examined the moderating effects of LTO on the relationship between sustainability orientation on operational performance. Lin et al. (2019) studied the impact of top managers' temporal orientation on strategic decision-making processes and found that LTO enhances the comprehensiveness, speed, and creativity of decision-making. Flammer et al. (2019) studied the impact of integrating corporate social responsibility criteria in executive compensation and found that these practices have a positive effect on organizational LTO. Aksoy (2019) developed a scale of organizational LTO, encompassing three dimensions as defined by Lumpkin and Brigham (2011) and validated by Brigham et al. (2014). More recently, Zheng et al. (2020) examined LTO's mediating role between CEO's self-regarding values and firm innovation and Handrito et al. (2023) studied the personal and contextual drivers of firm owners' LTO.

Stewardship theory (Davis et al., 1997) emerged as a counterpoint to agency theory's emphasis on individuals' short-term, self-interested behaviors (Eisenhardt, 1985). Accordingly, this theory posits that individuals, when acting as stewards, prioritize the long-term interests of the organization or group over personal, short-term gains (Arikan, 2023; Davis et al., 1997). Within this theoretical context, organizational LTO emerges as a pivotal factor that shapes the behaviors and motivations of organizational stakeholders including employees. Hernandez (2012) explained that LTO can be fostered through the mechanism of psychological ownership, which in turn generates stewardship and prosocial behaviors within the workplace. Structural factors like leadership and reward systems that emphasize intrinsic benefits instill a sense of collective responsibility and shared fate among employees, thereby strengthening their commitment to the organization's long-term success (Hernandez, 2008).

Leaders play a crucial role in embedding LTO within the organization. The leaders' long-term oriented temporal focus enhances subordinates' resilience (Lin & Liao, 2020) by guiding their attention to the future (Lord et al., 1999). Furthermore, leaders' commitment to long-term objectives and demonstration of behaviors that prioritize the organization's future establish relational (rather than transactional) psychological contracts with employees, based on mutual trust and long-term commitment (Hernandez, 2008). This foundation of trust builds over time, grounded in leaders' consistent reliability and dependability (McAllister, 1995). Employees who witness their leaders' dedication to long-term goals feel valued and perceive themselves as integral to the organization's mission, fostering a deep sense of organizational commitment. The influence of the leader's LTO is further facilitated by reciprocity and mutual social exchange

(Hernandez et al., 2020). When employees perceive their leaders' investments in long-term goals and employee welfare, they in turn, are likely to reciprocate with increased commitment and loyalty to the organization (Löhde et al., 2020), and their intentions to seek alternative employment opportunities are reduced (Rondi et al., 2022).

At the organizational level, LTO fosters a culture where employees feel a part of the organizational future, aligning their personal career aspirations with the organization's long-term goals. Indeed, research shows that the presence of LTO values among a family firm's dominant coalition cultivates a stewardship climate throughout the organization (Arz, 2021). Such a stewardship climate is closely linked to other-serving governance behaviors that enhance employees' commitment to and identification with the company (Madison et al., 2016). Furthermore, LTO entails clearer communication of roles, expectations, and the organization's future trajectory (Lumpkin & Brigham, 2011), providing employees with a sense of stability and collective purpose. The emphasis on continuity and perseverance in LTO helps in creating a work culture that values employee growth and development, key factors in employee retention.

H₁: Organizational LTO has a negative effect on employees' turnover intentions.

2.2. Pay Satisfaction

Employees' decision to stay with the organization or quit is heavily influenced by job satisfaction, particularly in terms of compensation. Pay satisfaction is a critical aspect of overall employee satisfaction, as it directly impacts an individual's financial well-being and livelihood (Currall et al., 2005). High pay satisfaction is associated with contentment and reduced turnover intentions, as employees are more likely to remain in their roles when they feel adequately compensated for their work. When employees perceive a significant gap between what they believe they should earn and what they actually earn, it leads to dissatisfaction with their pay. This dissatisfaction can then exacerbate turnover intentions. Milkovich et al. (2005) emphasized the importance of fair and equitable compensation, as it is not just a financial transaction, but also represents the value and respect accorded to employees by their organization.

The research on the relationship between pay satisfaction and turnover, both intended and actual, has been somewhat limited and primarily focused on satisfaction with pay level. Past studies have established a significant link between pay satisfaction and reduced turnover intentions (Currall et al., 2005). For instance, Lum et al. (1998) demonstrated that pay satisfaction influenced turnover intent both directly and indirectly through job satisfaction and organizational commitment. Similarly, Vandenberghe and Tremblay (2008) found that when employees are satisfied with their pay, they develop a stronger emotional attachment to the organization (affective commitment) and perceive a greater loss if they were to leave (perceived sacrifice commitment). Both these forms of commitment then act to reduce their intentions to leave the organization. Among studies conducted in Türkiye, Örucü et al. (2022) found that pay satisfaction mediates the impact of psychological contract violations on turnover intentions. Similarly, Özkılıççı and Aytaç (2022) found that pay satisfaction has a significant negative influence on turnover intentions, even after controlling for general work satisfaction and cognitive workload.

H₂: Pay satisfaction has a negative effect on employees' turnover intentions.

2.4. Interactive Effects of LTO and Pay Satisfaction on Turnover Intentions

The interplay between LTO and pay satisfaction within organizations is complex yet pivotal in shaping employee retention strategies. While low pay satisfaction often heightens the likelihood of employees quitting (Currall et al., 2005), the presence of LTO can significantly regulate this outcome. When an organization fails to meet employees' expectations of providing income commensurate with their input and efforts, it risks breaching a psychological contract (Çitil, 2022). Organizations with high levels of LTO prioritize long-term retention of their key talent by fostering strong, enduring labor relationships through their human resources (HR) systems (Wang & Bansal, 2012). Such mutually beneficial employment relationships can act as effective buffers against the negative repercussions of such breaches (Bal et al., 2010; Cregan et al., 2021). Hence, in environments where employment relations are characterized by high quality and a long-term focus,

employees are more likely to tolerate managerial actions that might otherwise be viewed negatively, such as underpayment. This tolerance arises because the trust-based, relational contracts underpinned by LTO enhance the resilience of employee-employer relationships against intentions to leave. Hence, even when such organizations cannot immediately offer competitive levels of pay, they can still emphasize the broader aspects of the employment relationship by ensuring that employees feel integrated into the company's long-term vision and prioritizing their career growth.

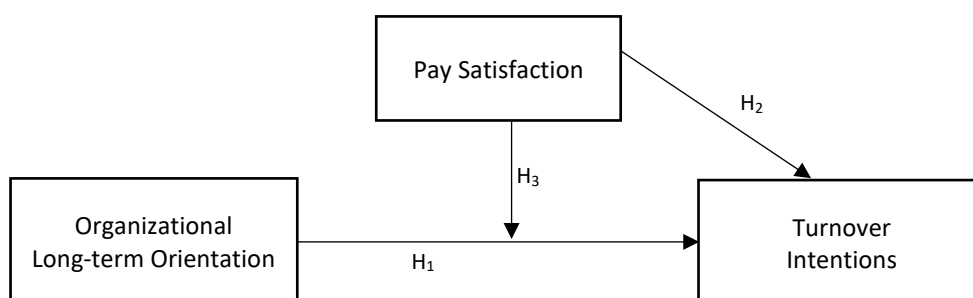
In the context of high LTO firms, employees are more likely to focus on long-term gains (Lumpkin et al., 2010) due to several motivational mechanisms. Firstly, employees in such firms bridge the gap between their current state and future aspirations by envisioning potential career advancements and long-term job security, motivating them to align behaviors with these long-term objectives rather than seeking immediate financial rewards (Karniol & Ross, 1996). By building trust-based relationships, long-term-oriented leaders help subordinates to link current adverse events to their long-term development and enhance employees' positive affective responses in the face of current setbacks (Lin & Liao, 2020; Lord et al., 1999).

Second, in organizations characterized by a high LTO, there is a clearer and more stable depiction of the future, along with a heightened value placed on achieving this envisioned future state (Brigham et al., 2014). This stability in the perceived future is crucial for fostering a work environment where individuals can effectively exercise self-control to prioritize long-term, distal goals (Karniol & Ross, 1996), such as securing stable, long-term employment and advancing their careers within the company. The clear and consistent communication of long-term objectives and benefits helps employees to see the tangible outcomes of their sustained efforts and aligns their personal career goals with the strategic directions of the organization (Bowen and Ostroff, 2004). This emphasis on a well-defined and valued future can mitigate the lure of proximal personal gains, such as immediate salary increases. This prediction aligns with previous empirical research suggesting that a high level of future orientation can mitigate the negative impacts of contingent rewards and a bottom-line mentality by reducing unethical behaviors among employees (Mawritz et al., 2023).

In summary, LTO can significantly counterbalance the negative effects on turnover intentions, particularly when pay satisfaction is low. In other words, LTO is expected to have a compensatory effect on turnover intentions, indicating a two-way interaction such that the LTO-turnover intentions relationship is more pronounced for employees with low pay satisfaction.

H₃: The negative effect of LTO on turnover intentions will be stronger when pay satisfaction is low rather than high.

Figure 1. The Research Model



3. Methodology

3.1. Measures

Organizational long-term orientation (LTO) is measured by the scale developed by Aksoy (2019). It consists of 13 items that constitute three dimensions (i.e., continuity, futurity, and perseverance), as described by Brigham et al. (2014). The full list of items is presented in Table 1. Pay satisfaction was measured

using four items developed by Spector (1985). Employees' turnover intentions are measured with three items from Chen et al. (1998). All measurements utilize a five-point Likert-type response scale, ranging from "strongly agree" to "strongly disagree". All scale items are provided in Appendix Table 1A. The research protocol and survey instruments are approved by Medipol University Ethics Committee, decision dated 06.09.2022 and numbered E-43037191-604.01.01-54051.

3.2. Design

Study participants were sourced from an email database maintained by a survey firm. This database comprised individuals who had given prior consent to be approached for participation in research studies. The recruitment email detailed the study's objectives and assured potential respondents of the confidentiality and anonymity of their responses. Furthermore, the email underscored that participation was entirely voluntary.

3.2 Participants

In alignment with stewardship theory, which emphasizes the alignment of employee and organizational goals, this study specifically focuses on white-collar workers because their roles often afford them more autonomy and responsibility, making their perceptions of organizational LTO and pay satisfaction particularly relevant to understanding turnover intentions. Accordingly, data were collected from 335 white-collar participants employed in full-time jobs at private firms operating in various sectors, with the highest frequencies in service (25.4%), education (21.5%), and manufacturing (20%). Participants resided in 55 different municipalities in Türkiye, with the highest percentage in Istanbul (21.5%), followed by İzmir (7.1%), and Ankara (5.1%). 204 participants (60.9%) were female. The mean age was 35.5, ranging from 26 to 61. Education level was generally high; 75.4% had a university (Bachelor's Degree); 18.4% were Master's degree and 6.2% were PhD degree. In terms of organizational tenure, 72.2% had reported working in their current company for more than one year.

4. Results

4.1. Confirmatory Factor Analyses

To analyze whether the study data supported the conceptualized factor structure, confirmatory factor analyses were conducted using Mplus version 10.8. Organizational LTO is constructed as a measurement model, with 13 items loaded onto three first-order latent dimensions, which are then loaded onto a second-order LTO factor. The measurement model with 13 items exhibited a high level of fit to the data ($\chi^2_{(62)} = 146.99$, $p < 0.01$; CFI = 0.96; RMSEA = 0.06; SRMR = 0.03), as all fit statistics are well within the range of acceptability criteria (Hu & Bentler, 1999). All standardized factor loadings are statistically significant, ranging between 0.46 and 0.87. This model is then further developed to include all study variables by adding three items for pay satisfaction and three items for turnover intentions. The overall levels of model fit ($\chi^2_{(158)} = 368.88$, $p < 0.01$; CFI = 0.94; RMSEA = 0.05; SRMR = 0.07) are also within boundaries of cutoff values that are conventionally considered as acceptable. Hence, the hypothesized factor structures are supported by the study data. Standardized factor loadings of all study items are provided in Appendix Table 1A.

4.2. Descriptives, Intercorrelations, and Reliabilities

The descriptive statistics, zero-order Pearson's correlations between final study variables are presented in Table 2. All measures have Cronbach alpha and composite reliabilities above the conventionally accepted 0.70 cutoff value. The average variances explained for all variables are also above the 0.50 cutoff, indicating acceptable levels of convergent validity.

Zero-order Pearson's correlations between variables are all found to be in the direction of theoretical expectations. As expected, significant relationships are observed among the study variables. Specifically, a strong negative correlation is observed between pay satisfaction and turnover intentions, indicating that

higher pay satisfaction is associated with reduced employee propensity to leave. Similarly, LTO and its components—continuity, futurity, and perseverance—also demonstrate negative correlations with turnover intentions, underscoring the importance of organizational commitment to long-term goals, stability, and persistent efforts in retaining employees. These findings collectively provide initial empirical evidence for the hypothesized theoretical study model.

Table 1. Descriptive Statistics, Reliabilities, and Correlation Matrix

Variable	<i>M</i>	<i>SD</i>	α	<i>CR</i>	<i>AVE</i>	1	2	3	4	5
1. Pay satisfaction	2.66	0.16	0.82	0.83	0.55					
2. Long-term orientation	3.66	0.75	0.91	0.98	0.94	0.45**				
3. Continuity	3.87	0.97	0.74	0.83	0.49	0.50**	0.89**			
4. Futurity	3.45	0.79	0.81	0.76	0.45	0.13*	0.70**	0.43**		
5. Perseverance	3.66	0.94	0.82	0.82	0.54	0.45**	0.88**	0.73**	0.39**	
6. Turnover intentions	2.64	1.30	0.82	0.83	0.62	-0.63**	-0.43**	-0.48**	-0.09	-0.45**

Notes: $N = 335$. * $p \leq 0.05$; ** $p \leq 0.01$

4.3. Hypotheses Testing

The study hypotheses are tested using the general linear model option under the *GAMLj* module in Jamovi. In the first model, only the main effects are tested, with independent variables (LTO and pay satisfaction) regressed onto the dependent variable (turnover intentions). In the second model, the interaction term is also added to the model. In the third model, demographic control variables are added as well.

The normality of the residuals in the dataset is analyzed using the Kolmogorov-Smirnov and Shapiro-Wilk tests, which do not indicate significant departure from normality ($D(3) = 0.03$, $p = 0.89$; $W(3) = 0.99$, $p = 0.18$).

Findings indicate that the main effects of both pay satisfaction and LTO are both negative and statistically significant in Models 1 and 2 (see Model 2; $\beta = -0.13$, $p < 0.05$ for LTO and $\beta = -0.59$, $p < 0.01$ for pay satisfaction). Hence, Hypotheses 1 and 2 are both supported. The interaction term in Model 2 is also significant ($\beta = 0.12$, $p < 0.01$).

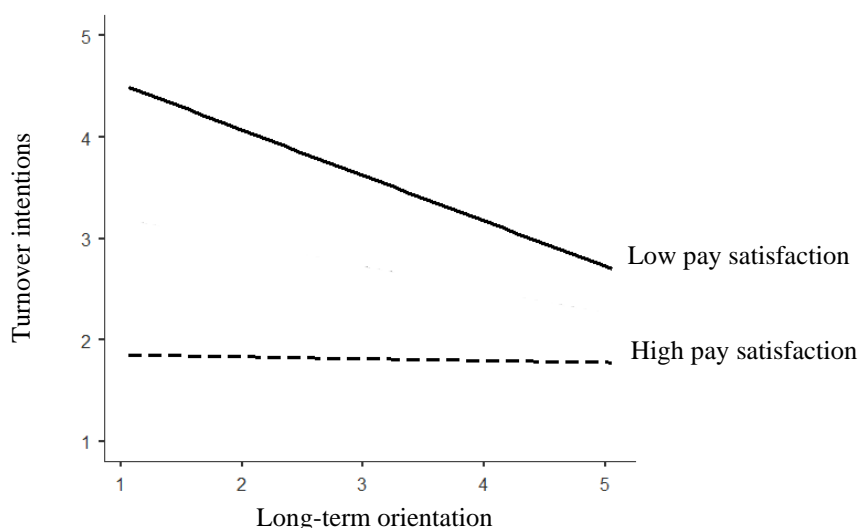
Table 2. Multiple Regression Results

Variables	Model 1			Model 2		Model 3	
	VIF	β	<i>SE</i>	β	<i>SE</i>	β	<i>SE</i>
Long-term orientation (LTO)	1.26	-0.18**	0.10	-0.13*	0.09	-0.13*	0.10
Pay satisfaction (PaySat)	1.26	-0.56**	0.05	-0.59**	0.05	-0.58**	0.05
LTO \times PaySat				0.12**	0.06	-0.13**	0.07
Controls							
Female						-0.02	0.12
Age						-2.37**	0.01
Blue collar						-0.01	0.11
R-squared		0.43		0.44		0.46	
Δ R-squared				0.013**		0.01	

Note: $N = 335$. Dependent variable: Turnover intentions. Model 1: Main effect only. Model 2: Main and interactive effects only. Model 3: Main and interactive effects with demographic controls. Independent variables were grand mean-centered before the interaction term was formed. Heteroskedasticity-robust standard errors were used. * $p \leq 0.05$; ** $p \leq 0.01$.

The interaction is plotted at one SD above and below the mean values of pay satisfaction, as seen in Figure 2. As hypothesized, the negative relationship between LTO and turnover intentions is stronger when pay satisfaction is low. The tests of simple effects confirm that the slope at low pay satisfaction is statistically significant ($\beta = -0.26, p < 0.01$) whereas the slope at high pay satisfaction level is not ($\beta = -0.01, p = n.s.$). These findings are in line with the predictions regarding the shape of the interaction effect.

Figure 2. Plot of the Interactive Effect of LTO and Pay Satisfaction on Turnover Intentions



5. Discussion

This study explored the effects of organizational LTO and pay satisfaction on employee turnover intentions in various sectors in Türkiye. The research findings confirm that both LTO and pay satisfaction independently have negative associations with turnover intentions. The study results also indicate a nuanced interplay between organizational LTO and pay satisfaction in influencing turnover intentions. Notably, it is found that LTO significantly reduces turnover intentions primarily when pay satisfaction is low. In contrast, LTO has no effect on turnover intentions when pay satisfaction is high. This suggests that LTO is an effective buffer against turnover intentions in the context of high levels of pay dissatisfaction.

When examining the main effects of the study, the results reveal that employees' satisfaction with their pay is critical in shaping how they view their jobs. High pay satisfaction, per se, largely diminishes employees' intentions to leave. This can be attributed to the specific economic context of developing labor markets, such as in Türkiye, where employees frequently face challenges like low wages and limited job opportunities due to high unemployment rates. In such markets, characterized by constrained financial resources for both employees and employers, competitive wages are harder to maintain due to factors like economic instability and market dynamics. In these environments, the significance of pay satisfaction as a determinant of turnover intentions is amplified. According to equity theory (Adams, 1963), individuals assess the fairness of their compensation by comparing it to that of similar others or referent groups. In the context of developing economies with prevalent unemployment and low wage conditions, salary levels and job security become more salient in satisfying employees' basic needs (Seubert et al., 2021). Consequently, employees who are satisfied with their pay may have low intentions to leave across the board due to the perceived scarcity of favorable alternative employment opportunities in the market, which diminishes the likelihood of finding more advantageous job prospects or offers (Carsten & Spector, 1987). Indeed, a study by Ceylan and Yavaş (2020) focusing on IT project employees in Türkiye found that pay satisfaction exerted the most substantial influence on turnover intentions through motivation, surpassing factors like executive communication and perceived job opportunities. This underscores the critical role of pay satisfaction in

employee retention, particularly in labor markets where economic constraints and high unemployment rates make competitive remuneration a vital aspect of job satisfaction and stability.

Despite the importance of competitive pay, the significant interactive effects found in the study also suggest that fostering a strong LTO can serve as an alternative strategic advantage in combating turnover, particularly when financial constraints impact pay satisfaction. These findings suggest that, even when employers cannot meet employees' expectations for pay, they can mitigate some of the negative effects by adopting a long-term management approach. This strategy is particularly valuable in developing economies where high levels of pay are often unfeasible due to frequent macroeconomic crises, financial instability, and market wages depressed by hyper competition. In such environments, organizations can still focus on long-term, mutually beneficial goals by building trust and the prospect of long-term employment security rather than immediate high wages to retain staff. This focus on employees' futures through stewardship can partially offset the drawbacks of low pay, creating a competitive advantage for organizational effectiveness and long-term survival. This highlights the need for a management approach that combines procedurally fair compensation with a clear long-term organizational vision, planning, and implementation that prioritizes the investment in the long-term growth of all organizational stakeholders, especially employees.

Study Limitations and Recommendations for Future Research

The cross-sectional nature of the study means that data were collected at a single point in time. This design limits the ability to establish causality between LTO, pay satisfaction, and turnover intentions. Without longitudinal data, it's challenging to determine if LTO and pay satisfaction influence turnover intentions over time, or if the relationships observed are due to other unmeasured temporal variables. Hence, the use of more longitudinal research methods to examine the influence of LTO on employee and firm outcomes. Furthermore, longitudinal research is particularly useful for understanding how temporal preferences and perceptions, such as LTO, influence organizational dynamics and employee behaviors over time. For example, future studies can track how dynamic changes in an organization's emphasis on LTO affect employee outcomes. Such studies can provide much-needed insight into the stability and variability of temporal organizational preferences, which might fluctuate in response to changes within the organization or external economic conditions.

In the current study, LTO was measured exclusively through individual-level employee evaluations. While these personal perceptions are highly proximal and predictive of individuals' intentions to leave and other withdrawal behaviors (Li et al., 2016), they may be more subjective and not fully representative of the objective qualities of the work environment. Consequently, future research should consider measuring LTO at a higher analytical level, incorporating perspectives from both top and middle management. Employing a multi-level methodology could help address potential biases associated with self-reporting and common-method biases (Podsakoff et al., 2023), thereby enhancing the comprehensiveness and rigor of the model tested. This approach would open up possibilities for more sophisticated analyses and a deeper understanding of the dynamics at play (Shen, 2015).

There is a need for further research on LTO and its influence on managerial and employee outcomes, especially in developing economies that are predominantly volatile and short-term oriented. The current research only scratched the surface of this issue by examining the Turkish context. Future research is encouraged to test the external validity of these findings by exploring the boundary conditions of the relationship between LTO and employee outcomes by investigating how contextual factors, such as organizational culture, industry type, and national culture, moderate this relationship would provide a deeper understanding of how LTO operates and shapes organizational effectiveness.

Future research can also focus on more macro-level outcomes of LTO. Whether the adoption of LTO provides a competitive advantage in environments dominated by short-sighted firms warrants investigation. This inquiry would delve into understanding if LTO functions effectively in creating a strategic edge amidst the prevalence of near-term focused competitors. For instance, the interaction between LTO and variables like organizational resilience, adaptability, and innovation in these contexts can be explored. Alternatively, LTO might be dysfunctional as it might lead to a misalignment between the environmental dynamism and

the organization's ability to remain flexible and adapt. Such research could provide crucial insights into the strategic implications of LTO in rapidly changing business landscapes.

Declarations and Disclosures

Ethical Responsibilities of Authors: The author of this article confirms that her work complies with the principles of research and publication ethics.

Ethical Approval: The research protocol and survey instruments are approved by Medipol University Ethics Committee, decision dated 06.09.2022 and numbered E-43037191-604.01.01-54051.

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Appendix

Table 1A. Survey Items and Factor Loadings

	Standardized Factor Loading
Employee Turnover Intentions	
1. I often think of leaving my company.	0.83
2. I will probably look for a new job within the next year.	0.84
3. If I have the chance to choose again, I will prefer to work in this company again.	0.68
Pay Satisfaction	
1. I think I get a fair wage for the work I do.	0.76
2. Salary hikes are too few and intervals are too long.	0.59
3. When I look at the salary I receive, I think that my company does not value me enough.	0.78
4. I am satisfied with the opportunities provided to me regarding wage increases.	0.82
Organizational Long-Term Orientation (LTO)	
Futurity	
In this company...	
1. Most management decisions are made to save the day. (R)	0.47
2. The amount of progress made toward future plans is regularly monitored.	0.74
3. Long-term steps are planned in advance (e.g., potential successors are identified).	0.66
4. The long-term business objectives are clearly defined and unambiguous.	0.78
Continuity	
5. Sustainable relationships based on trust are established with customers and suppliers.	0.62
6. The management strives for accomplishments that have lasting and comprehensive impact.	0.81
7. Maintaining continuity in management policies is considered essential.	0.73
8. A key objective is to leave a strong legacy for future generations.	0.74
9. The long-term survival of the company is the management's primary concern.	0.59
Perseverance	
10. To secure success in the future, present-day conveniences and advantages are willingly forsaken when the situation demands.	0.63
11. To attain greater returns in the long run, the management is willing to accept smaller gains or minor losses in the short term.	0.52
12. Improvements and developments that will bring success in the long term are prioritized over temporary measures.	0.86
13. To reach long-term objectives, everyday difficulties are dealt with patience.	0.78

Notes. Items marked with (R) are negatively worded.