



## THE INFLUENCE OF COMPENSATION, CAREER DEVELOPMENT, AND JOB SATISFACTION ON EMPLOYEE RETENTION

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### Article Information    Abstract

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Problems that arise when mismanaging human resources can be seen from a decrease in employee performance. PT Oranje Nutrition Global has a fairly high turnover rate during 2022-2023 or it can be indicated that employee retention is still low. Therefore, it is necessary to carry out further research in order to find solutions to the problems faced by the company. This research aims to analyze the influence of Compensation, Career Development and Job Satisfaction on employee retention at PT Oranje Nutrition Global. This research is survey research and a quantitative approach is used in this research. The population in this study were all employees of PT Oranje Nutrition Global Semarang. The sample was determined using a saturated sampling technique according to the population of 31 respondents because the population was relatively small. This research also uses multiple linear regression tests using the IBM SPSS Statistics 23 program. The findings of this research explain that: (1) Compensation has a significant positive effect on employee retention at PT Oranje Nutrition Global (2) Career development has a significant positive effect on employee retention at PT Oranje Nutrition Global (3) Job satisfaction has a significant positive effect on employee retention at PT Oranje Nutrition Global. Suggestions for PT Oranje Nutrition Global, they must evaluate the compensation given to their employees by paying more attention to adjusting compensation to the performance given by employees because compensation has the greatest influence on performance.

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### INTRODUCTION

The development of a company cannot be separated from the support of all parties inside and outside the company. One of them comes from Human Resources (HR) which is closely related to employees. Employees are the main wealth owned by a company because without their participation, company activities will not take place, be it input, process or output activities within the company. All forms of attitudes, environments and working conditions of employees must be maintained so that employee productivity can survive and even increase (Ardana, 2019). Therefore, the success of an enterprise largely depends on its employees.

The problem that arises when mismanaging human resources is a decrease in

employee performance. The success of the company depends on how employees perform, efficiency, honesty, diligence, and integrity (Ahmed & Uddin, 2012) (Fatima, 2011), high employee retention will affect organizational performance in achieving organizational goals and missions. Factors to influence employee retention rates are compensation, career development, and job satisfaction. Based on the results of the study (Arya et al., 2018). Compensation has a significant positive effect on Employee Retention, while according to the results of research (Msengeti & Obwogi, 2014) Compensation has a significant effect on Employee Retention.

Based on the results of the study (Normansyah et al., 2023) Career Development

has a significant positive effect on Employee Retention while the results of the study (Evan Wahyudi, M. Bakri, 2022) Career Development has a positive effect not significantly on Employee Retention. Based on the results of research (Pradipta & Suwandana, 2019), Job Satisfaction has a significant positive effect on employee retention, while the results of the study (Wibawa Prasetya & Suryono, 2014) Job Satisfaction has a positive effect not significant on employee retention . Thus there are differences in results from previous research.

The phenomenon that occurs in almost every company or organization that exists, including companies in Semarang, namely PT Oranje Nutrisi Global Semarang which is one of the companies in Lamper Kidul Village, South Semarang District, Semarang City. PT Oranje

Nutrisi Global Semarang is a company engaged in processed beverages from citrus fruits whose marketing is through *streetfood* which currently has approximately five branch outlets and one central outlet in Semarang. In achieving and realizing the goals of a company, as stipulated in its vision and mission, PT Oranje Nutrisi Global Semarang presents human resources of the latest equivalent high school graduates who have special abilities and skills to meet the job qualifications needed to fulfill service to customers (Perdhana, 2023). In an effort to realize these goals, employee retention needs to be considered in order to achieve organizational goals. According to (K. E. O. Dewi & Riana, 2019) employee retention can be seen through company turnover data. The following employee turnover data of PT Oranje Nutrisi Global Semarang for March 2022 to March 2023 can be seen in table 1 below:

**Table 1.** Employee Turnover Data of PT Oranje Nutrisi Global Semarang for March 2022 – March 2023

Moon	Beginning	Enter	Out	End	Percentage
March	11	6	4	13	1.30%
April	13	7	2	18	1.80%
May	18	1	3	16	1.60%
June	16	1	2	15	1.50%
July	15	4	1	18	1.80%
August	18	5	4	19	1.90%
September	19	2	5	16	1.60%
October	16	6	1	21	2.10%
November	21	4	3	22	2.20%
December	22	6	2	26	2.60%
January	26	5	3	28	2.80%
February	28	1	2	27	2.70%
March	27	5	1	31	3.10%
Total					27%

Sources: HR PT Oranje Nutrisi Global Semarang

Based on the data in table 1, it shows that the employee turnover rate fluctuates during 2022-2023. The most employees who left in September amounted to 5 people. The turnover rate in the period March 2022 – March 2023 is 27%. Therefore, the turnover rate can be categorized as quite high, so it can be indicated that employee retention is still low (Musalim Ridlo, M Ahsin Rozaq, Yudi Saputra, 2022). Therefore, companies need to pay attention to the retention rate of their employees, so that the turnover rate does not get higher.

Based on the above phenomenon, the author is interested in conducting a research entitled **"Implementation of Corporate Support to increase Employee Retention of PT Oranje Nutrisi Global Semarang "**.

The problems that can be formulated from the description above are` : 1) Is there any effect of compensation on employee retention of PT Oranje Nutrisi Global Semarang?; 2) Is there any effect of career development on employee retention of PT Oranje Nutrisi Global Semarang?;

3) Is there any effect of job satisfaction on employee retention of PT Oranje Nutrisi Global Semarang?

## THEORETICAL FRAMEWORK

### Employee Retention

Employee retention continues to be an important HR activity for organizations in an effort to achieve organizational goals and objectives (Jackson, 2006). Many companies today worry about competitive human resources and it is a challenge for a company to find and retain employees who perform well (Jackson, 2006). All forms of attitudes, conditions, and working conditions of employees must be maintained with the hope that employee productivity can survive well and even increase. Therefore, companies are required to pay attention to everything related to employee rights. According to (Jackson, 2006) states there are five indicators in employee retention: Organizational component, Career opportunities, Awards given, Task and job design, Employee relations.

### Compensation

(Mudayen, 2010) defines compensation as a reward or remuneration for services provided regularly by companies in the form of money (financial) and non-money (*non-financial*) to employees for the labor assistance they have purchased in an effort to achieve company goals. Another opinion according to (Husein Umar, 2009) compensation is everything received by employees, namely in the form of salaries, wages, incentives, bonuses, premiums, treatment, insurance and others, and the like paid directly by the company (Dewi Sanjaya & Martono, 2012). There are four indicators to measure compensation according to (Simamora, 2004): Salaries and wages, Incentives, Benefits, facilities.

### Career Development

Career development is basically oriented to the development of the organization / company in responding to future business challenges. Every organization / company must accept the fact, that its existence in the future depends on human resources (Nawawi, 2006). Career development is an effort to improve the technical, theoretical,

conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training. Individuals who want their careers to develop must work as much as possible, namely by showing good performance (Hasibuan, 2012). Career development indicators according to (A. Sihotang, 2006) are: Organizational policy, Work performance, Educational background, Training, Work experience, Loyalty to the organization, Sociability and human relations

### Job Satisfaction

According to (Luthans, 2006) job satisfaction is a positive emotional state of a person resulting from appreciation or something he has done. Employees can assess how satisfied or dissatisfied individuals are with their work (Ranihusna, 2023). Job satisfaction can also be described as having a positive attitude towards work in employees (Rahma Aidina, 2022). If job satisfaction reflects more of a worker's response to work or some aspect of his job where daily activities may affect the level of job satisfaction, then the company's commitment is broader in that it reflects a worker's affective response to the organization as a whole (Martoyo, 2007). According to (Luthans, 2006) job satisfaction can be measured through 5 (five) indicators as follows: The job itself According to (Luthans, 2006) job satisfaction can be measured through 5 (five) indicators as follows: The job itself, Supervision, Opportunity to advance, Co-worker.

### Hypotheses Development

A hypothesis is an estimate or reference that is formulated and temporarily accepted which can explain the observed facts or conditions, and is used as a guide for further research steps (Good and Scates in Riawan, 2017). Based on the theoretical basis and previous research, the hypothesis proposed in this research is:

**H1:** Compensation has a positive and significant effect on employee retention

**H2:** Career Development has a positive and significant effect on Employee Retention

**H3:** Job satisfaction has a positive and significant effect on employee retention

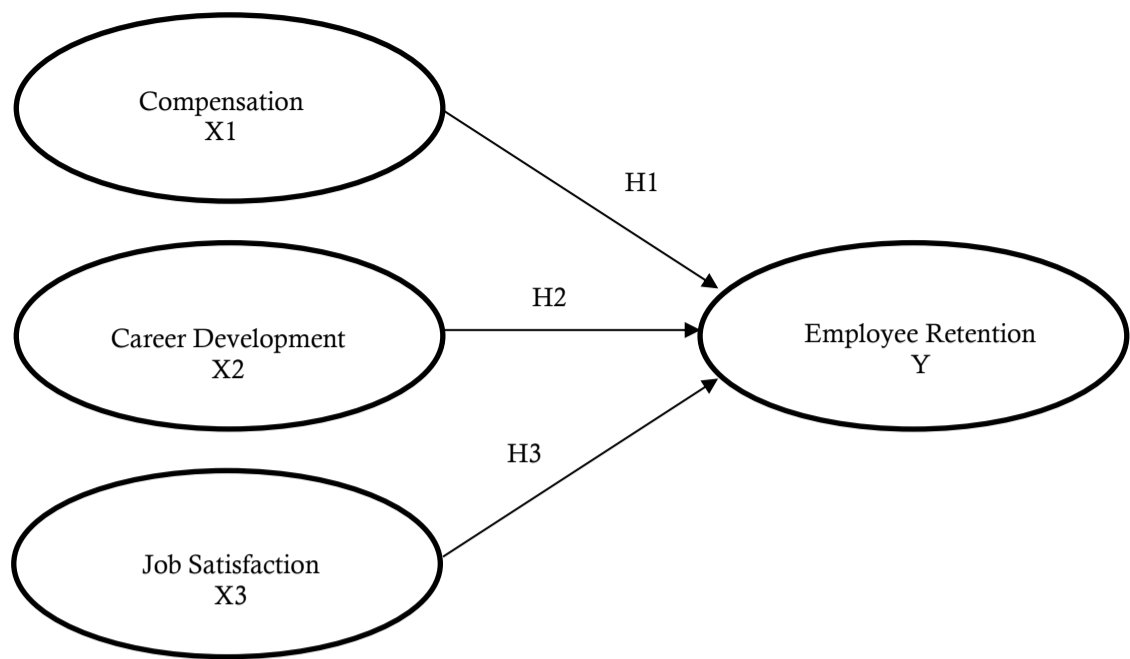


Figure 1. Research Model

METHOD

Population is a combination of all elements in the form of events, things or people who have similar characteristics and become the center of a person's attention in research because that is what is seen as a research universe (Sugiyono, 2019). The population in this study were employees at PT Oranje Nutrisi Global Semarang with a population of 31 employees.

The sample is part of the population to be studied. The research sample has population characteristics, so that the sample used can represent the observed population. The total population in this study was 31 respondents.

In this study, researchers used a non-probability sampling technique in which convenience sampling was carried out. The definition of convenience sampling according to Sekaran (2006) is "convenience sampling reverses to the collection of the information from members of the population who are conveniently available to provide it". So convenience sampling is a collection of information from members of the population that is easy to obtain and is able to provide that information. Thus anyone who can provide information either accidentally or by chance meets the researcher, can be used as a sample, if it is seen that the person who provided the information is suitable as a data source (Sekaran, 2006).

In this study, the analytical method used analysis regresi berganda. According to

(Sugiyono, 2019) multiple linear regression analysis is used to test the relationship between two or more independent variables and one dependent variable. The regression equation is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + + b_3X_3$$

Information :

- α: Constant
- b<sub>1</sub>,b<sub>2</sub>,b<sub>3</sub>: regression coefficient
- X<sub>1</sub>: Compensation
- X<sub>2</sub>: Career Development
- X<sub>3</sub>: Job Satisfaction
- Y: Employee Retention

RESULT AND DISCUSSION

Multiple Linear Regression

Multiple linear regression analysis functions to calculate the magnitude of the influence between the independent variables, namely Compensation (X1), Career Development (X2), and Job Satisfaction (X3) on the dependent variable, namely Employee Retention (Y). By using the help of the IBM SPSS Statistics 23 program, a regression model can be obtained as in the following table:

Table 2. Normality Test Results Using the Kolmogorov-Smirnov (K-S) Method

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		31
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.71920437
Most Extreme Differences	Absolute	.152
	Positive	.145
	Negative	-.152
Test Statistic		.152
Asymp. Sig. (2-tailed)		.066 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on the results of the normality test above, it is known that the point follows and approaches a straight line and in the *Kolmogorov Smirnov* normality test table, it is known that the

significance value of the normality test results at the residual value is 0.066 (> 0.05) which can be interpreted as a regression model in this study is normally distributed.

Table 3. Multicollinearity Test

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.741	.796		-2.186	.038		
Compensation	-.179	.071	-.135	-2.533	.017	.148	6.776
Career Development	.701	.033	1.115	21.055	.000	.150	6.656
Job Satisfaction	.054	.046	.025	1.177	.250	.953	1.049

- a. Dependent Variable: Employee Retention

Based on the table above, it is known that all variables in the study have a *tolerance* value greater than 0.10 and a VIF value of more than 10

which means there is no multicollinearity problem in the research data.

Table 4. Heteroskedastisitas Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.056	.475		2.222	.035
Compensation	.083	.042	.801	1.975	.059
Career Development	-.059	.020	-1.202	-2.992	.006
Job Satisfaction	-.033	.027	-.190	-1.193	.243

- a. Dependent Variable: Abs\_Res

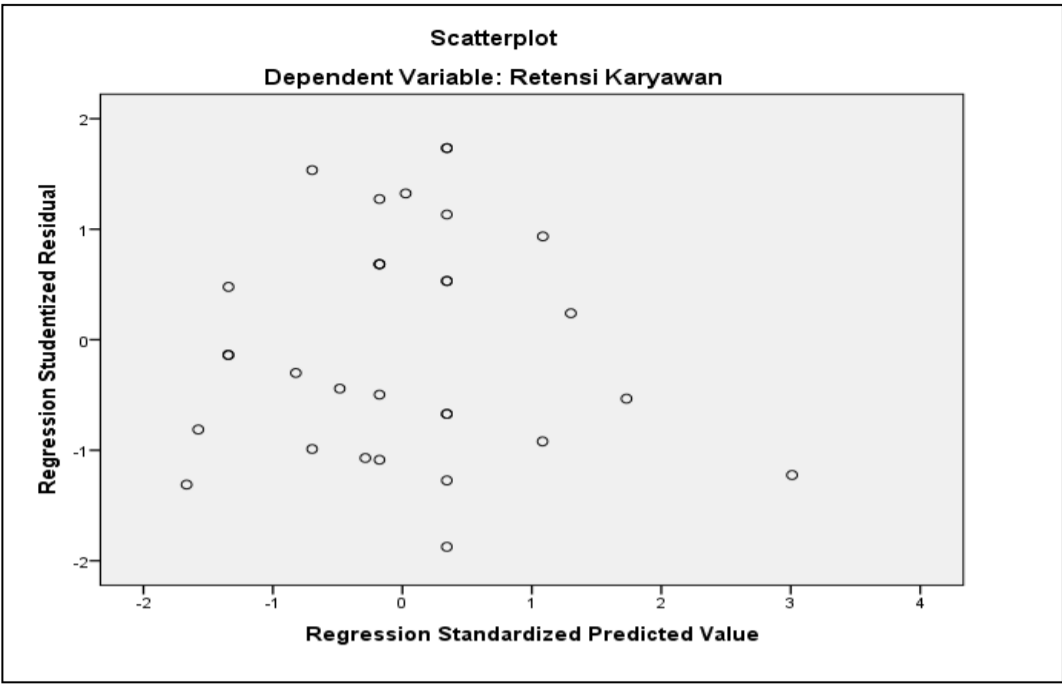


Figure 2. Scatterplot Heteroscedasticity Graph

Based on the results of the scatterplot test above, it shows that the points on the graph have spread out and do not form a pattern, and in the results of the heteroscedasticity test using glaciers,

the significance value of all independent variables is greater than 0.05 so that it can be said that the data does not have heterokedasticity.

Table 5. Multiple Linear Regression

Coefficients <sup>a</sup>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	1.179	2.581		.457	.652	
1	Compensation	.354	.146	.387	2.416	.023
	Career Development	.277	.129	.326	2.143	.041
	Job Satisfaction	.202	.095	.276	2.121	.043

a. Dependent Variable: Employee Retention

Based on table 5 above, the following equation is obtained:

$$Y = a + bx_1 + bx_2 + bx_3$$
$$Y = 1.179 + 0.354 x_1 + 0.277 x_2 + 0.202 x_3$$

The regression coefficient value of the job satisfaction variable is 0.202 and is positive, indicating that every 1 unit increase in the value of the job satisfaction variable will increase the value of the job satisfaction variable by 0.202.

The equation can be interpreted as follows: a constant value of 1.179 indicates that if all independent variables are zero, the employee retention variable will have a value of 1.179. The regression coefficient of the compensation variable is 0.354, which is positive, suggesting that for every 1-unit increase in the compensation variable, the employee retention variable will increase by 0.354. Similarly, the regression coefficient of the career development variable is 0.277, also positive, indicating that each 1-unit increase in the career development variable will result in a 0.277 increase in the employee retention variable.

Based on Table 5, the results of the t-test can be interpreted as follows. The t-table value for a two-tailed test with an alpha of 5% and degrees of freedom (df) of 29 (31-2) is 2.045. First, the compensation variable has a t-calculated value of 2.416, which is greater than the t-table value (2.416 > 2.045), with a significance value of 0.023 (p < 0.05). This result indicates rejecting H0 and accepting the hypothesis that the compensation variable has a significant positive effect on employee retention. Second, the career development variable has a t-calculated value of 2.143, which exceeds the t-table value (2.143 > 2.045), with a significance value of 0.041 (p < 0.05). This finding supports rejecting H0 and

accepting the hypothesis that career development has a significant and positive effect on employee retention. Finally, the job satisfaction variable has a t-calculated value of 2.121, also greater than the t-table value ( $2.121 > 2.045$ ), with a significance

value of 0.043 ( $p < 0.05$ ). This result leads to rejecting  $H_0$  and accepting the hypothesis that job satisfaction significantly and positively influences employee retention.

Table 6. F Test Result

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	586.957	3	195.652	14.255	.000 <sup>b</sup>
	Residual	370.591	27	13.726		
	Total	957.548	30			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Compensation, Career Development, Job Satisfaction

From the output it can be seen that the calculated F is 14,255 with a significance/probability level of  $0.000 < 0.05$  indicating that simultaneously (together) the compensation, career development and job

satisfaction variables have a significant effect on the employee retention variable and based on these values it is also concluded that the model Regression can be used to predict employee retention variables.

Table 7. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.570	3.705

a. Predictors: (Constant), Compensation, Career Development, Job Satisfaction

Based on the table above, the R square value of 0.613 or 61.3% means that the variables of compensation, career development and job satisfaction are able to explain and contribute to the variable of employee retention by 61.3%, of which the difference of 38.7% is explained by other variables that were not tested in this study.

The calculation results show that the indirect effect of compensation on employee performance through work motivation is greater than the direct effect of compensation on employee performance, so it can be concluded that work motivation is an intervening variable between compensation and employee performance.

**The Influence of Transformational Leadership on Employee Performance at Yogyakarta Primadana Savings and Loans Cooperative**

The calculated t value for transformational leadership is  $4.608 < t\text{-table } 2.001$  ( $df - nk - 1 = 59$ ). The level of significance is 0.000 while the level of significance is 0.05. This shows that the transformational leadership variable has a significant effect on work motivation. The results of this research show that the higher the level of

transformational leadership, the greater the work motivation of employees at Yogyakarta Primadana Savings and Loans Cooperative. High employee performance can be achieved if supported by leaders who have a proven transformational leadership style.

The results of the questionnaire regarding respondents' responses regarding transformational leadership obtained an average of 3.51. This figure, when viewed from the index scale range of 1 - 5, means that the respondent's response is about transformational leadership is high.

The results of this research prove that transformational leadership has a direct positive and significant effect on employee performance, in line with research by (Rachman, 2020) entitled "The Influence of Transformational Leadership on Employee Performance with Motivation as an Intervening Variable" showing that transformational leadership has a significant effect on employee performance with value. the significance of 0.000 is below 0.05.

This study aims to determine the effect of the implementation of company support in the form of compensation, career development and

job satisfaction on employee retention of PT Oranje Nutrisi Global Semarang. The sample in this study was employees at PT Oranje Nutrisi Global Semarang, totaling 31 people who were respondents to the object of research.

### **The Effect of Compensation Variables on Employee Retention of PT Oranje Nutrisi Global Semarang**

Based on the results of the t test, it shows that the hypothesis is accepted, which means that compensation has a significant and positive effect on employee retention at PT Oranje Nutrisi Global Semarang. This is evidenced by the compensation variable having a calculated t value greater than t table  $2.416 > 2.045$  with a significance value of  $0.023 < 0.05$ . From the results of the t test, compensation has a significant effect with a positive influence on employee retention. When compensation is good, employee retention will also be good, and vice versa.

Some indicators of compensation according to this study are salaries and wages, incentives, benefits and facilities. The results of the test showed that *indicator responsiveness* was the most dominant indicator for compensation at 0.806 (80.6%) with the question item "Get salary on time every month". The indicator of compensation that has the lowest value is 0.751 (75.1%) with the question item "Get a bonus if you meet the sales target". Based on this, PT Oranje Nutrisi Global Semarang must evaluate its employee bonuses to be more considered.

The results of this study have similarities with the results of previous research. According to research (Putra & Rahyuda, 2016) and (Marina et al., 2018) states that compensation has a positive and significant effect on employee retention.

### **The Effect of Career Development Variables on Employee Retention of PT Oranje Nutrisi Global Semarang**

Based on the results of the t test, it shows that the accepted hypothesis means that career development has a significant effect and a positive influence on employee retention at PT Oranje Nutrisi Global Semarang. This is evidenced by the career development variable having a calculated t value greater than t table  $2.143 > 2.045$  with a significance value of  $0.041 < 0.05$ . From the results of the t test, career development has a significant effect with a positive influence on employee retention. When career development is getting better, employee retention will also be good, and vice versa.

Some indicators of career development according to this study are organizational policies, work performance, educational background,

training, work experience, loyalty to the organization and sociability (Silvia Hendrayanti; Khamilatul Diniyah, 2023). The results of the test showed that *indicator responsiveness* was the most dominant indicator for career development at 0.884 (88.4%) with the question item "Higher education provides opportunities for career development". The indicator of compensation that has the lowest value is 0.781 (78.1%) with the question item "Competent in interacting with internal and external is needed in career development". Based on this, PT Oranje Nutrisi Global Semarang must conduct an evaluation to pay more attention to employee activities related to career development through activities carried out by employees.

The results of this study have similarities with the results of previous research. According to research (L. P. Y. A. Pratiwi & Sriathi, 2017) and (K. O. E. Dewi & Riana, 2019) states that career development has a positive and significant effect on employee retention.

### **The Effect of Job Satisfaction Variables on Employee Retention of PT Oranje Nutrisi Global Semarang**

Based on the results of the t test, it shows that the accepted hypothesis which means job satisfaction has a significant effect with a positive influence on employee retention at PT Oranje Nutrisi Global Semarang. This is evidenced by the job satisfaction variable having a calculated t value greater than t table  $2.121 > 2.045$  with a significance value of  $0.043 < 0.05$ . From the results of the t test, job satisfaction has a significant effect with a positive influence on employee retention (N. Pratiwi & Hendrayanti, 2023). When job satisfaction increases, employee retention will also increase, and vice versa.

The results of this study have similarities with previous research. According to research (Ripaldi et al., 2017) and (Lisdayanti et al., 2015) stated that job satisfaction has a positive and significant effect on employee retention (Hendrayanti, 2021).

## **CONCLUSION**

Based on the analysis and discussion, several conclusions can be drawn. First, compensation has a significant positive effect on employee retention at PT Oranje Nutrisi Global Semarang. When compensation improves, employee retention also increases, and vice versa. Indicators of compensation in this research include salary, incentives, allowances, and facilities. Among these, the most dominant indicator is responsiveness, particularly the timely payment of salaries. However, the lowest-rated indicator is the provision of bonuses for meeting sales targets, suggesting the need for PT Oranje

Nutrisi Global to reevaluate its bonus policies to enhance employee satisfaction. These findings align with prior research by Ida Bagus Gede Swambawa Putra & Agoes Ganesha Rahyuda (2016) and Butarbutar & Inrawan (2015), which also found a positive and significant effect of compensation on employee retention.

Second, career development has a significant positive impact on employee retention. As career development improves, so does employee retention. Key indicators in this study include organizational policies, educational background, training, and work performance, with responsiveness being the most prominent, especially the opportunity provided by higher education for career growth. However, the lowest-rated indicator highlights the need for employees to interact competently with internal and external parties for career development. This suggests PT Oranje Nutrisi Global should evaluate employee activities to strengthen career development initiatives. These findings align with prior studies by Pratiwi & Sriathi (2017) and Kadek Elsa Osiana Dewi & I Gede Riana (2019), which also demonstrated a significant positive effect of career development on employee retention.

Third, job satisfaction has a significant positive effect on employee retention. The t-test results confirm that increased job satisfaction enhances employee retention. These findings are consistent with previous research by Alpen Ripaldi et al. (2017) and Lisdayanti et al. (2015), which found a positive and significant relationship between job satisfaction and employee retention.

Based on these conclusions, several recommendations can be made. PT Oranje Nutrisi Global Semarang should provide appropriate compensation awards based on employee performance to enhance retention of competent employees. Additionally, more transparent communication about job promotion opportunities is necessary to show employees they are valued, which can increase retention levels. Furthermore, the company should focus on fostering employees' interest in their responsibilities to improve motivation, performance, and loyalty.

For future researchers, it is recommended to explore other factors influencing employee retention, such as work environment and company culture, to identify additional variables that may have a greater impact.

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