



The Influence of Work Environment, Compensation, Career Development, and Employee Retention on Turnover Intention (Survey on Plastic Division Employees CV. Surya Nedika Isabella)

ABSTRACT

Yeyen Suryani¹

Kuningan University

West Java, Indonesia

E-mail: yeyen.suryani@uniku.ac.id

Iskandar²

Kuningan University

West Java, Indonesia

E-mail: skandar@uniku.ac.id

Ilham Akbar³

Kuningan University

West Java, Indonesia

E-mail: ilham.akbar@uniku.ac.id

M.Aksha Nur Ibrahim⁴

Kuningan University

West Java, Indonesia

E-mail: 20200510295@uniku.ac.id

The objective of this study is to investigate the impact of the work environment, salary, career development, and staff retention on turnover intention within the Plastic Division of CV. Surya Nedika Isabella. The study used a quantitative methodology, employing a saturated sample of 40 employees from this specific division. Information was gathered using a survey that employed an ordinal scale. The analysis was conducted using descriptive statistics and classical assumption tests, such as normality, multicollinearity, and multiple linear regression tests, through the SPSS 22 software. The results suggest that various factors, including the work environment, compensation, career development, and employee retention, collectively influence turnover intention. Specifically, the work environment has a significant and positive impact on turnover intention. Similarly, compensation also has a significant positive effect on turnover intention. Additionally, career development significantly and positively affects turnover intention. However, employee retention has an insignificantly impact positive on turnover intention.

Keywords: Work environment, Compensation, Career development, Retention employees, Turnover intention



Received: 11 August, 2024

Accepted: 13 August, 2024

Available online: 14 August, 2024

DOI: 10.61242/ijabo.24.414

JEL Classifications: J24, O15



License

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

In the age of Society 5.0, companies encounter intense business rivalry, necessitating the recruitment of employees who can competently compete with other corporations and adeptly operate cutting-edge technologies. Humans are the primary resource responsible for driving all operations within a company, regardless of its size. By prioritizing the well-being and satisfaction of its human resources or employees, a corporation can mitigate the risk of employee attrition. Therefore, it is imperative for companies to provide priority to their employees by treating them fairly as a means of recognizing their contributions to the corporation.

While employee turnover might be substantial in specific circumstances, particularly for employees who frequently fail to meet expectations, it is crucial to prevent an excessively high turnover rate. Effectively managing employee turnover is essential for the organization to sustain its growth and capitalize on advancements. An intense inclination to quit a work can lead to financial and temporal setbacks, compelling the company to frequently recruit fresh personnel, ultimately resulting in unfavorable consequences.

This condition is believed to impact various aspects of the work environment, including job satisfaction, compensation provision, career advancement initiatives, and staff retention methods. CV. Surya Nedika Isabella was founded in October 2010 and specializes in the production and distribution of bottled drinking water (AMDK). The venue is situated on Jl. Mayor Idma No. 780, in the Babakan Mulya Village of the Jalaksana District, within the Kuningan Regency. The company employs state-of-the-art machinery in its manufacturing process to create top-notch products, resulting in heightened client contentment. Resume. Surya Nedika Isabella's objective is to fulfill the community's demand for cost-effective and high-quality bottled drinking water (AMDK). Currently, the Plastic Division of CV. Surya Nedika Isabella has a workforce of 40 employees. In order to obtain a more thorough comprehension of the present circumstances at CV. In Surya Nedika Isabella, where a substantial number of employees have indicated their desire to resign from the company, the preliminary survey results are as follows:

Table 1.1 Pre-Survey Questionnaire Results

No	Statement	Respondent Answer		Percentage	
		Yes	No	Yes	No
1	Work Environment The security within the room is very comfortable, safe, and good, making me feel at ease while working.	4	16	20%	80%
2	Compensation I always receive my salary on time.	5	15	25%	75%
3	Career Development I always receive care and attention from my supervisor.	3	17	15%	85%
4	Employee Retention Do you have plans to work at another company in the near future?	14	6	70%	30%

Source: Data Processed by the Researcher, 2024

Researcher needs to analyze the many concerns among the personnel in the plastic division of CV. Surya Nedika Isabella in order to discover effective strategies to address these problems. The preliminary survey results suggest that several statements from each

variable indicate employees' inclination to depart from the organization. This scenario has the ability to hinder the company's goals and diminish employees' motivation to remain with the organization.

LITERATURE REVIEW

Human Resource Management (HRM) involves the systematic management of several aspects related to employees, including recruiting, development, remuneration, integration, maintenance, and termination. The aim is to achieve the objectives of the organization, people, employees, and society. According to Edwin B. Flippo (as mentioned in S.P. Hasibuan, 2020)

Turnover Intention

Turnover intention, as defined by Mobley et al. (as stated in Nugroho, 2015), is the voluntary propensity or decision of employees to resign from their current position or transition to a different workplace.

Working Environment

The work environment encompasses the various situations and factors that surround employees and have an impact on their performance of assigned tasks (Putra & Rahyuda, 2016).

Compensation

Handaru et al. (2018) define compensation as a type of remuneration given to employees as acknowledgement of their efforts to the organization. The remuneration amount reflects the employees' and their families' status, recognition, and degree of satisfaction of their needs.

Career Development

Fendy (2013) asserts that career development is a fundamental component of human resource development initiatives in organizations. This is because organizational changes and business procedures necessitate individuals to cultivate greater adaptability and receptiveness to change and progress.

Employee Retention

Employee retention, as defined by Ragupathi (2014), is a managerial technique aimed at keeping employees in the organization for a long period of time. This entails incentivizing personnel to remain with the business until the completion of a project or for as long as is realistically achievable.

The Relationship Between Work Environment, Compensation, Career Development, and Employee Retention on Turnover Intention

Kristin et al. (2022) found that the work environment significantly and positively affects turnover intention. A study by Gani et al. (2022) supports this, showing that compensation significantly and positively affects turnover intention. According to a study by Hadir Sugianto et al. (2022), career development has a significant positive impact on turnover intention. In conclusion, Kristin et al. (2022) found that the work environment significantly and positively affects turnover intention. Gani et al. (2022) found that compensation has a significant and positive impact on turnover intention. Additionally, research by Hadir Sugianto et al. (2022) indicates that career development positively and significantly affects turnover intention.

Gok et al. (2023) found that employee retention positively impacts turnover intention, though the effect is not statistically significant. Therefore, the hypothesis that can be drawn is:

H1: The work environment, compensation, career development, and employee retention have an effect on turnover intention.

The Relationship Between Work Environment and Turnover Intention

The work environment encompasses external variables, both tangible and intangible, that affect the people within a business. The work environment is presently characterized as the physical location where employees carry out their responsibilities and earn remuneration. The aspect mentioned is a crucial determinant in employees' decision to either leave their current job or accept a job offer from another firm offering a greater income (Marzuqi, 2021). In order to attain maximum productivity, employees want a work environment that is both favorable and comfortable (Pricelda & Pramono, 2021, as referenced in Putri & Wijayanto, 2023). These findings corroborate the notion that a positive and conducive work environment has the potential to mitigate the likelihood of employee attrition. Thus, the hypothesis that can be inferred is:

H2: A positive work environment has a negative effect on turnover intention.

The Relationship Between Compensation and Turnover Intention

Compensating employees is a means of expressing gratitude for their valuable services to the organization. Nevertheless, it is crucial to acknowledge that not every company provides remuneration that aligns with employees' expectations, perhaps resulting in a higher intention to leave the company. According to the statement, the research conducted by Gani et al. (2022) reveals that remuneration has a notable adverse impact on turnover intention. In contrast, a study conducted by Johar Kuswahyudi et al. (2022) demonstrates that remuneration has a notable adverse impact on turnover intention. Thus, the hypothesis that can be inferred is:

H3: Compensation has a significant negative effect on turnover intention.

The Relationship Between Career Development and Turnover Intention

Career development is a structured strategy employed by firms to ensure that personnel possessing the necessary skills and expertise are adequately prepared and available when required by the company. According to Anggara & Nursanti's (2019) research, career growth has a notable adverse effect on turnover intention. Consequently, the following hypothesis can be made:

H4: Career development has a significant negative effect on turnover intention.

The Relationship Between Employee Retention and Turnover Intention

Employee retention is a measure of a company's capacity to retain high-quality employees inside the business for an extended period of time. Companies must prioritize staff retention as a critical aspect of their operations. The company's efforts to retain personnel have a substantial impact on their performance in their responsibilities. Inadequate focus on employee retention can result in employees' inclination to go from the firm.

The company's employee retention measures, such as fostering strong relationships between employees and supervisors, providing encouraging career options, and offering rewards, have a beneficial impact on employees. This not only boosts job satisfaction but also diminishes employees' inclination to quit the company as they see that their entitlements are effectively addressed by the organization (Wulansari et al., 2020). Thus, according to the statement, the research conducted by Wulansari et al. (2020) suggests that staff retention has a notable adverse impact on turnover intention. Therefore, the hypothesis that can be inferred is:

H5: Employee retention has a significant negative effect on turnover intention.

RESEARCH METHOD

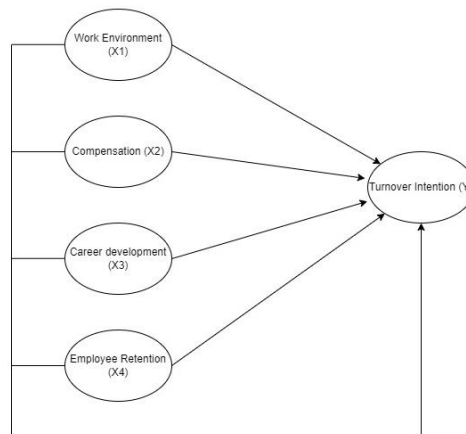


Figure 1. Research Model

This study utilizes a quantitative research method. Quantitative research methods rely on the positivist ideology and are employed to examine a particular population or sample. Data collection is conducted through the utilization of research equipment, while data analysis is predominantly quantitative and statistical in nature, with the objective of testing pre-established hypotheses. Positivist philosophy perceives reality and phenomena as being capable of being classified, relatively stable, tangible, observable, measurable, and marked by cause-and-effect linkages (Sugiyono, 2016:8).

According to Sugiyono (2016), a population is a comprehensive group that includes things or persons with distinct features and characteristics chosen by the researcher for study and drawing conclusions. Therefore, the study only targets individuals who work in the plastic section of CV. Surya Nedika Isabella is provided as an example. The population for this study comprises all 40 workers that work in the plastic section of CV. The name is Surya Nedika Isabella.

The sample approach used in this study is non-probability sampling, specifically saturation sampling. Saturated sampling is a method that entails incorporating every individual from the population into the sample. This methodology is sometimes referred to as a census, in which the complete population is employed for sampling purposes (Sugiyono, 2016:85). The sample for this research consists of all 40 employees in the plastic section of CV. Surya Nedika Isabella.

Questionnaires were utilized for data gathering. According to Sugiyono (2016:142), a questionnaire is a technique for collecting data by presenting a sequence of written questions and statements for respondents to provide answers to. The questionnaire was distributed to all 40 employees in the plastic division of CV. Surya Nedika Isabella.

Participants provided their responses voluntarily, without any external coercion or influence. The study employed the Likert scale, a measurement tool that assigns values from 1 to 5, to evaluate attitudes, views, and perceptions pertaining to social phenomena (Sugiyono, 2016).

RESEARCH RESULTS

Table 1. Results of Normality Test
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	482.93391283
Most Extreme Differences	Absolute	.089
	Positive	.065
	Negative	-.089 .089
Test Statistic		
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

According to the table provided, the results suggest that all research variables have a normal distribution. This can be deduced from the Asymp. Sig. (2-Tailed) values, all of which above 0.05 (e.g., 0.200). This indicates that the sample data follows a normal distribution.

Table 2. Results of Multicollinearity Test
 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	45573.977	485.875		93.798	.000		
Work Environment	-.704	.099	-.434	-7.099	.000	.309	3.232
Compensation	-.757	.059	-.809	-12.834	.000	.292	3.428
Development Career	-.365	.063	-.418	-5.757	.000	.220	4.548
Employee Retention	-.157	.066	-.111	-2.376	.023	.528	1.896

a. Dependent Variable: Total_Y

The Tolerance values for the Work Environment variable (X1) according to Table 2 are 0.309, for Compensation (X2) are 0.292, for Career Development (X3) are 0.220, and for Employee Retention (X4) are 0.528. All of these values are greater than 0.01. The Variance Inflation Factor (VIF) values for the different variables are as follows: 3.232 for Work Environment (X1), 3.428 for Compensation (X2), 4.548 for Career Development (X3), and 1.896 for Employee Retention (X4). It is worth noting that all of these values are below 10.00. Thus, it may be inferred that there are no signs of multicollinearity among the variables in the regression model.

Table 3. Multiple Linear Regression Analysis Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	45573.977	485.875		93.798	.000
Work Environment	-.704	.099	-.434	-7.099	.000
Compensation	-.757	.059	-.809	-12.834	.000
Development Career	-.365	.063	-.418	-5.757	.000
Employee Retention	-.157	.066	-.111	-2.376	.023

a. Dependent Variable: Turnover Intention

The regression equation produced from the findings in Table 3 of the Multiple Linear Regression Test is as follows:

$$Y = 45573.977 - 0.704X_1 - 0.757X_2 - 0.365X_3 - 0.066X_4 + e.$$

1. Constant Term: The constant value of 45573.977 indicates that when the values of Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) are all set to zero, the Turnover Intention (Y) is predicted to be 45573.977.
2. The Work Environment Coefficient (X1) of -0.704 indicates that there is a substantial negative effect of the Work Environment on Turnover Intention. A one-unit rise in Work Environment leads to a decrease of -0.704 in Turnover Intention, holding all other factors constant.
3. The Compensation Coefficient (X2) of -0.757 demonstrates that Compensation has a notable adverse impact on Turnover Intention. A one-unit rise in Compensation results in a fall of -0.757 in Turnover Intention, provided all other variables remain unchanged.
4. The Career Development Coefficient (X3) of -0.365 indicates a strong negative impact of Career Development on Turnover Intention. A one-unit rise in Career Development leads to a decrease of -0.365 in Turnover Intention, assuming all other variables remain constant.
5. The Employee Retention Coefficient (X4) of -0.066 indicates that there is a considerable negative relationship between Employee Retention and Turnover Intention. A one-unit increase in Employee Retention leads to a decrease of -0.066 in Turnover Intention, provided all other factors remain unchanged.

Table 4. Analysis Results of the Coefficient of Determination (R²)

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980 ^a	.959	.955	509.784

a. Predictors: (Constant), Work Environment, Compensation, Career Development, Employee Retention

Based on table 4, it is known that the adjusted R square value is 0.955 (0.955 x 100% = 95.5%). The magnitude of the influence of the Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) variables simultaneously

(together) affects Turnover Intention (Y) by 95.5% while the remaining 4.5% is explained by other variables not observed by researchers.

Table 5. F Test Analysis Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	215227228.998	4	53806807.249	207.045	.000 ^b
Residual	9095781.402	35	259879.469		
Total	224323010.400	39			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work Environment, Compensation, Career Development, Employee Retention

According to the data in table 5, the Fcount is 207.045 and the Sig. value is 0.000. The F test yielded a Ftable value of 2.61 using the formula $(K; n-k) = 4; 36 = 2.61$. In this case, the Fcount is 207.045, which exceeds the Ftable value of 2.61, indicating a significant result with a p-value of 0.000, which is less than the significance level of 0.05. Therefore, it is established that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, indicating acceptance. It may be inferred that the factors of Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) collectively have a substantial impact on the Turnover Intention variable.

Table 6. T-test Analysis Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	45573.977	485.875		93.798	.000
Work Environment	-.704	.099	-.434	-7.099	.000
Compensation	-.757	.059	-.809	-12.834	.000
Development Career	-.365	.063	-.418	-5.757	.000
Employee Retention	-.157	.066	-.111	-2.376	.023

a. Dependent Variable: Turnover Intention

The T test yielded a Ttable value of 2.030 at a significance level of 0.025 with 35 degrees of freedom. The expression $(0.05/2 ; 40-4-1)$ is equal to $(0.025 ; 35)$ which simplifies to 2.030. Table 6 displays the computed value of Tstat as -7.099. The T test findings indicate that the Work Environment Tstat value is -7099, which is less than the Ttable value of 2.030. H1 is accepted and H0 is denied. This indicates that the Work Environment variable (X1) has a significant and negative impact on the Turnover Intention (Y) variable. Table 6 displays the computed value of Tstat as -12.834.

The T test findings indicate that the Compensation Thitung value is 12.384, which is greater than the Ttable value of 2.030. H2 is supported whereas H0 is rejected. This indicates that the Compensation variable (X2) has a large and negative impact on the Turnover Intention (Y) variable. Table 6 displays the computed value of Tstat as -5.757. The T-test results indicate that the TStat value for Career Development is -5.757, which is less than the Ttable value of 2.030. H3 is accepted and H0 is rejected. This indicates that the Career Development variable (X3) has a large and negative impact on the Turnover Intention (Y) variable.

Table 6 displays the computed value of Tstat as -2.376. The T test findings indicate that the Tstat value for Employee Retention is -2.376, which is less than the Ttable value of 2.030. H4 is rejected and H0 is accepted, indicating that there is a statistically negligible negative impact of the Employee Retention variable (X4) on the Turnover Intention variable (Y).

DISCUSSION

The F test results indicate that the variables of Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) collectively have a substantial impact on Turnover Intention among plastic division employees. The coefficient of determination determines the extent of effect, with 95.5% being attributed to it, while the remaining 4.5% being influenced by other variables. Among the four independent variables Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) compensation has the strongest influence on turnover intention, as indicated by the larger regression coefficient of -0.757. On the other hand, employee retention has a smaller regression coefficient of 0.157. This aligns with the findings of Kristin et al. (2022), who demonstrated that the work environment exerts a favorable and substantial impact on turnover intention. Research conducted by Gani et al. (2022) supports the notion that remuneration has a favorable and significant impact on turnover intention. According to a study conducted by Hadir Sugianto et al. (2022), there is evidence to suggest that career development has a beneficial and substantial impact on turnover intention. Research conducted by Gok et al. (2023) demonstrates that staff retention has a favorable but statistically negligible impact on turnover intention.

The test findings for the Work Environment variable (X1) on Turnover Intention (Y) indicate that H0 has been rejected and Ha has been accepted. This means that the work environment has a strong negative impact on turnover intention among employees. There is an inverse relationship between the quality of the work environment and the rate at which employees leave the company. Employee relations is a key factor in the work environment that influences turnover intention. According to Putra & Rahyuda (2016), the work environment refers to the surroundings of a person that can impact their performance in completing assigned tasks. This study is backed by prior research conducted by Kristin et al. (2022) regarding the impact of the work environment on turnover intention. Their findings indicate that the work environment has a notable adverse influence on turnover intention.

The test findings for the Compensation variable (X2) on Turnover Intention (Y) indicate that the null hypothesis (H0) has been rejected and the alternative hypothesis (Ha) has been accepted. This means that compensation has a statistically significant negative impact on turnover intention among employees. This indicates that there is an inverse relationship between the degree of compensation and the level of turnover intention. In other words, as the level of compensation increases, the level of turnover intention decreases.

Benefits are a compensation signal that influences turnover intention. This aligns with the viewpoint expressed by S.P Hasibuan in 2020. Compensation refers to the total income, whether in the form of currency or commodities, that employees receive as remuneration for the services they render to the organization. The primary objective of the pay system is to guarantee that employees perceive their contributions as valuable, are incentivized to perform at a high level, and maintain a strong sense of loyalty to the firm. Compensation encompasses both monetary remuneration and any additional forms

of incentive or benefit that are included in the whole compensation package supplied by the employer. This study is backed by prior research conducted by Gani et al. (2022) on the relationship between compensation and turnover intention. The findings indicate that remuneration has a significant and negative impact on turnover intention.

The test findings for the Career Development variable (X3) on Turnover Intention (Y) indicate that the null hypothesis (H0) has been rejected and the alternative hypothesis (Ha) has been accepted. This means that career development has a significant negative impact on turnover intention among employees. Consequently, when career growth grows, turnover intention will drop proportionally. The concern of direct supervisors is one factor that influences turnover intention, which is a sign of career progress. This aligns with the viewpoint expressed by Haryani (2013) as referenced in the work of Manik Aditya Budi Suta & Ardana (2019). Career development involves the identification of an employee's skills and talents, and the implementation of an appropriate model to help them progress in their career. Utilizing an appropriate model in career development is crucial to align an individual's self-improvement endeavors with their requirements, capabilities, and professional aspirations.

Career development models encompass a wide range of approaches, including those that center on the psychological elements of persons and others that prioritize the acquisition of specific skills and competences essential to a particular area or business. Hence, career development encompasses the identification of an individual's capabilities and ambitions, as well as the strategic formulation and execution of necessary measures to attain certain professional objectives. This entails utilizing suitable models or tactics to efficiently steer the career development process. The findings of Hadir Sugianto et al. (2022) support the notion that career growth has a large and unfavorable impact on turnover intention.

The test results indicate that the null hypothesis (H0) has been rejected and the alternative hypothesis (Ha) has been accepted. This means that there is a strong negative relationship between employee retention and turnover intention among employees. This implies that as employee retention grows, turnover intention reduces proportionally. Work incentives are a significant factor in employee retention and have a strong impact on turnover intention. According to Ragupathi (2014), employee retention is a strategy employed by management to ensure that employees stay with a company for an extended duration.

Employee retention pertains to the strategies and methods employed by company leadership to encourage employees to remain with the corporation for an extended duration. Employee retention strategies typically encompass a range of initiatives or policies aimed at enhancing employee satisfaction, well-being, and engagement in their job. This can encompass a range of elements, including augmenting remuneration and perks, presenting prospects for professional growth, granting incentives or bonuses, enhancing a favorable work atmosphere, and implementing equitable and just promotions. By retaining qualified and potential individuals, management may preserve significant expertise and experience, while also establishing strong and durable connections with team members. Employee retention is a crucial strategy for firms to preserve precious human resources and ensure the long-term growth and sustainability of their business. This study is backed by prior research conducted by Gok et al. (2023) on the relationship between employee retention and turnover intention. The findings indicate that employee retention has a notable adverse impact on turnover intention.

CONCLUSIONS

The conclusions research namely: yielded the following conclusions:

1. The factors of Work Environment (X1), Compensation (X2), Career Development (X3), and Employee Retention (X4) all exert a substantial influence on Turnover Intention.
2. The work environment has a substantial adverse impact on turnover intention. Consequently, an unfavorable work atmosphere escalates the propensity for employees to have a desire to leave their jobs.
3. Compensation exerts a substantial adverse impact on Turnover Intention. Consequently, a decrease in salary results in an increase in the intention to leave the job.
4. Career Development has a substantial adverse impact on Turnover Intention. Insufficient professional advancement prospects lead to a greater likelihood of employees wanting to leave their jobs.
5. Employee Retention exerts a substantial adverse impact on Turnover Intention. Consequently, inadequate employee retention strategies result in a heightened propensity for employees to consider leaving their jobs.

Based on the research findings, the author provides the following recommendations:

For the Company:

Concerning the work environment variable: The replies suggest that the lowest scores were associated with the working relationships indication. Hence, it is imperative for the company's management to prioritize enhancing the work environment. This can be accomplished by a variety of methods, such as Implementing tactics such as enhancing managerial communication with employees, offering pleasant facilities, fostering a constructive and encouraging work atmosphere, formulating policies to retain high-caliber staff, and regularly conducting surveys to assess employee contentment with the work environment can assist companies in pinpointing areas that need enhancement. By applying these measures, firms can mitigate turnover intentions and cultivate a robust and efficient work environment for their employees.

The indication relating to benefits had the lowest frequency of responses for the Compensation variable. Hence, it is imperative for management to thoroughly assess and appraise the current compensation structure to guarantee that the remuneration provided aligns with the capabilities and contributions of the employees. It is crucial to uphold transparent communication with employees regarding compensation policies and performance evaluation procedures. Additionally, it is essential to take into account other factors that can influence employees' inclination to remain, such as the work environment, career advancement prospects, company culture, and work-life equilibrium. By using these measures, organizations may guarantee that their remuneration systems effectively facilitate the reduction of turnover rates and the retention of top-performing staff.

The Career Development variable had the least frequent replies regarding information about promotion chances. Hence, it is imperative for the organization to establish a well-organized and quantifiable career advancement initiative that encompasses all tiers of employees. It is imperative for management to effectively convey the many career trajectories that exist inside the organization to its personnel. The organization should additionally provide rewards and acknowledgments to employees who actively engage in career development programs and attain success in skill enhancement and career

progression. By implementing these measures, the company can guarantee that its initiatives for career advancement not only benefit individual employees but also contribute to the reduction of turnover rates and the enhancement of staff retention.

The Employee Retention variable had the lowest frequency of responses in relation to indications of organizational career prospects and work incentives. Hence, it is imperative for management to assess the current retention policies and procedures, with a specific focus on the holistic welfare of employees, encompassing their physical, emotional, and financial well-being. Fostering transparent communication and promoting active employee involvement can effectively strengthen employees' sense of ownership and connection to the organization. Management should additionally evaluate the existing corporate culture and implement any required modifications to establish a favorable and inspiring work atmosphere. By aligning policies with employees' needs and aspirations, the company can decrease turnover rates and retain important talent in the organization. Efforts to retain employees are essential for ensuring the ongoing stability and expansion of the organization.

REFERENCES

- Adiastuty, N., Riyadi, M., & Nisa, A. (2021, June). Neuroscience study: analysis of mathematical creative thinking ability levels in terms of gender differences in vocational high school students. In *Journal of Physics: Conference Series* (Vol. 1933, No. 1, p. 012072). IOP Publishing.
- Adiastuty, N., Waluya, S. B., & Aminah, N. (2020, August). Neuroscience study: Gender and mathematical creative thinking skills in vocational high school students. In *Journal of Physics: Conference Series* (Vol. 1613, No. 1, p. 012056). IOP Publishing.
- Agustiana, V. (2017). Four square writing method applied in product and process based approaches combination to teaching writing discussion text. *English Review: Journal of English Education*, 6(1), 89-98.
- Agustiana, V. (2017). Four square writing method applied in product and process based approaches combination to teaching writing discussion text. *English Review: Journal of English Education*, 6(1), 89-98.
- Arwianto, Y. D., Firmansyah, A., & Iskandar, I. (2023). Kompetensi Pegawai, Sistem Informasi, Budaya Organisasi, Kualitas Pemeriksaan Keberatan Di Bidang Kepabeanaan: Peran Moderasi Kepemimpinan. *Ultimaccounting Jurnal Ilmu Akuntansi*, 15(1), 75-94.
- Darmawan, E., Yusuf, F., Suseno, E., Budianto, H., & Maesyaroh, S. (2021, June). Decision support system for the selection of exemplary teachers using profile matching method. In *Journal of Physics: Conference Series* (Vol. 1933, No. 1, p. 012013). IOP Publishing.
- Fendy, S. (2013). Pengaruh Pengembangan Karir dan Kompensasi Terhadap Retensi Karyawan.
- Fitriani, L. K., & Wulandari, L. (2021). Organizational Citizenship Behavior in the Construction of Islamic Boarding School: A Structural Model. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 8(1), 141-154.
- Handaru, A. W., Utomo, T., & Sudiarditha, I. K. R. (2018). Pengaruh Lingkungan Kerja, Kompensasi dan Komitmen Organisasi terhadap Kepuasan Kerja Karyawan di RS "X." *Jurnal Riset Manajemen Sains*
- Harjadi, D., & Arraniri, I. (2022). Implementation of Supply Chain Management to Improve the Performance of Cirebon Batik SMEs. *The journal of contemporary issues in business and government*, 28(1), 230-236.
- Harjadi, D., & Fatmasari, D. (2017). Implementation of Integrated Marketing Communication in Image of Private Higher Education. *TRIKONOMIKA*, 16(2), 63-67.
- Harjadi, D., & Gunardi, A. (2022). Factors affecting eco-friendly purchase intention: subjective norms and ecological consciousness as moderators. *Cogent Business & Management*, 9(1), 2148334.
- Harjadi, D., Arraniri, I., & Fatmasari, D. (2021). The role of atmosphere store and hedonic shopping motivation in impulsive buying behavior. *Jurnal Riset Bisnis dan Manajemen*, 14(2), 46-52.
- Harjadi, D., Fatmasari, D., & Hidayat, A. (2023). Consumer identification in cigarette industry: Brand authenticity, brand identification, brand experience, brand loyalty and brand love. *Uncertain Supply Chain Management*, 11(2), 481-488.
- Harjadi, D., Yuniawan, A., Abdurrahman, A., Dananjoyo, R., Filatrovi, E. W., & Arraniri, I. (2020). Product characteristics, market competitive strategies, and SMEs performance: Testing their relationships. *The Journal of Asian Finance, Economics and Business*, 7(10), 613-620.

- Hisbih, T. A., Fitriani, L. K., & Supriatna, O. (2023). Pengaruh Beban Kerja, Stres Kerja Terhadap Turnover Intention Karyawan Dengan Workplace Wellbeing Sebagai Variabel Mediasi. *Entrepreneur: Jurnal Bisnis Manajemen Dan Kewirausahaan*, 4(03), 109-125.
- Iskandar, I. (2019). Change management: Concept, application, and its relevance for higher education management. *Journal Of Educational Experts (JEE)*, 2(1), 27-32.
- Manalu, V. G., & Adzimatinur, F. (2024). How Digital Transformation Can Affect Product Innovation Performance MSMEs: Evidence from West Java. *Jurnal Aplikasi Manajemen*, 22(1), 253-266.
- Manalu, V. G., Nurhayati, S., & Setyanto, R. P. (2023). The moderating effect of competitive intensity on foresight capability and product innovation of SMEs in Indonesia. *Problems and perspectives in management*, 21(1), 219-229.
- Manalu, V. G., Rahimi, F., & Akbar, I. (2023). Entrepreneurial Orientation and Product Innovation Performance of MSMEs in West Java: Foresight Capabilities as a Mediating Variable. *Khazanah*
- Masruroh, R., Komarudin, M. N., & Fatimah, E. (2023). Pengaruh Kompetensi terhadap Kinerja Pegawai Melalui Motivasi sebagai variabel Mediasi. *Jurnal Ekonomi Bisnis, Manajemen dan Akuntansi (Jebma)*, 3(1), 100-109.
- Putra, I., & Rahyuda, A. (2016). Pengaruh Kompensasi, Lingkungan Kerja Dan Perceived Organizational Support (Pos) Terhadap Retensi Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 5(2), 255155.
- S.P Hasibuan, D. M. (2020). Manajemen Sumber Daya Manusia.
- Siregar, Z. M. E., Masruroh, R., Syamsuri, A. R., Jaya, R. I. K., & Adam, D. H. (2022). Locus of Control on Pro-Environmental Behavior: The Role of Attitude toward Pro-Environmental Behavior. *International Journal of Social Science and Business*, 6(3), 416-425.
- Sugiyono, P. D. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D.
- Sumarni, S., Adiastuty, N., & Riyadi, M. (2022). Kemampuan Pemecahan Masalah Non Rutin Mahasiswa Pada Topik Segiempat. *Aksioma: Jurnal Program Studi Pendidikan Matematika*, 11(1), 563-576.
- Sunarjo, W. A., Manalu, V. G., & Adawiyah, W. R. (2021). Nurturing Consumers'green Purchase Intention On Natural Dyes Batik During Craft Shopping Tour In The Batik City Of Pekalongan Indonesia. *Geo Journal of Tourism and Geosites*, 34(1), 186-192.
- Wiharno, H., Lesmana, A. S., Maulana, Y., & Komarudin, M. N. (2023). Stock Portfolio Optimization in Bullish and Bearish Conditions Using the Black-Litterman Model. *Jurnal Manajemen dan Kewirausahaan*, 25(2), 92-104.
- Yunengsih, W., Sopiyan, P., & Masruroh, R. (2023). The Effect of Hedonic Shopping Motivation and Shopping Lifestyle on User Impulse Buying Shopee E-Commerce (Study on Majalengka University Students). *Finance and Business Management Journal*, 1(1), 13-27.