



The Impact of Work Environment and Organizational Commitment on Employee Retention at PT. Putra Tani Bhinneka

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ABSTRACT

Human Resource Management plays a strategic role in ensuring employee retention, particularly in the face of global competition. This study examines the influence of the work environment and organizational commitment on employee retention at PT. Putra Tani Bhineka. A quantitative approach with a cross-sectional design was employed, utilizing a sample of 40 employees selected through saturated sampling. Data were collected through questionnaires, supported by interviews, and analyzed using multiple linear regression. The results show that both the work environment and organizational commitment have a simultaneous positive effect on employee retention, accounting for 28.2% of the variation. These findings emphasize the importance of creating a supportive work environment and enhancing organizational commitment to retain skilled employees. The study provides practical recommendations for the development of effective employee retention strategies that contribute to long-term business sustainability.

Keywords: *Employee Retention, Human Resource Management, Organizational Commitment, PT. Putra Tani Bhineka, Work Environment*

INTRODUCTION

Employee retention has become a critical challenge for organizations in today's highly competitive business landscape. Companies recognize that a committed and loyal workforce is essential for long-term sustainability and success (Suka, 2022). Effective Human Resource Management (HRM) plays a crucial role in optimizing the physical and psychological potential of employees to achieve organizational efficiency and target accomplishment (Hasibuan, 2020). Employee turnover rates remain a pressing issue, as excessive attrition can disrupt organizational performance, increase hiring and training costs, and negatively impact overall productivity (Suta & Ardana, 2019).

Work environment and organizational commitment have been widely recognized as two critical factors influencing employee retention. A positive work environment, characterized by healthy relationships among employees and between leadership and subordinates, is essential for driving effective and efficient performance. When employees feel safe and comfortable in their work environment, they are more likely to perform their tasks effectively and remain with the company (Fadhli & Setyoningrum, 2024). Organizational commitment, on the other hand, reflects the psychological attachment of employees to the organization. Employees with high organizational commitment tend to be more loyal and engaged, increasing the likelihood of them staying with the company (Firdausi & Fadhli, 2024).

Previous studies on employee retention have mostly focused on individual factors such as job satisfaction or compensation in isolation, neglecting the interaction between various factors (Cloutier et al., 2015). Moreover, inconsistencies exist in findings regarding the impact of work environment and organizational commitment on employee retention (Ishak & Pratama, 2021; L. Pratiwi & Sriathi, 2017). While some studies indicate a strong positive relationship between workplace conditions and retention, others suggest that these factors have limited influence. These discrepancies highlight the need for further research to understand how different organizational elements collectively influence employee retention.

Preliminary observations and pre-research interviews suggest that work environment and organizational commitment are important factors influencing employee retention at PT. Putra Tani Bhineka. According to one employee, "The reason I stay working here is because I was helped a lot by Mr. Toni before, so as much as possible I want to help advance this company." Another employee shared, "One of the reasons I stay here is because the people here are friendly, kind, and always help each other." Another employee mentioned, "The reason I stay here is because I'm not sure if I could easily find another job

outside; it's hard to find a job these days." These statements highlight the importance of a positive work environment and organizational commitment in encouraging employees to stay with the company.

This study aims to address the research gap by examining the combined effects of work environment, organizational support, career development, and job satisfaction on employee retention at PT. Putra Tani Bhineka. By incorporating empirical data and considering these factors together, this research will provide a more comprehensive understanding of employee retention dynamics. It is expected that the findings will offer valuable insights, enabling organizations to implement evidence-based retention strategies tailored to their workforce's needs.

Thus, the primary objective of this study is to explore the interrelated relationships between work environment, organizational support, career development, and job satisfaction in influencing employee retention at PT. Putra Tani Bhineka. In doing so, this research contributes to HRM literature and offers practical recommendations for improving employee engagement and retention in the agribusiness sector and similar industries.

METHOD

This study uses a quantitative approach with a cross-sectional design, which is appropriate for examining the relationship between work environment, organizational commitment, and employee retention at PT. Putra Tani Bhineka. A correlational/associative research design was employed to identify the relationships between the independent variables (work environment and organizational commitment) and the dependent variable (employee retention) (Sa'adah, 2021). The study is structured to assess the impact of work environment (Sedarmayanti, 2018) and organizational commitment (Busro, 2018) on employee retention.

The population consists of 40 employees of PT. Putra Tani Bhineka. Given the relatively small population size, the study applied total sampling, where the entire population was included in the sample. A non-probability sampling technique, specifically saturated sampling, was utilized to ensure that all employees were represented in the study (Arikunto, 2010). It is important to note that while this sampling method provides a comprehensive view of the organization, the small sample size may limit the generalizability of the findings to larger populations or other organizations. The study acknowledges that the findings should be interpreted with caution and may not be fully representative of broader industry trends.

Data were collected using a structured questionnaire designed to measure respondents' perceptions of the key variables in the study. The questionnaire was developed based on previously validated instruments and was designed with Likert scale items ranging from Strongly Agree (5) to Strongly Disagree (1) (Sugiyono, 2015). The items were adapted from established research on work environment (Sedarmayanti, 2018), organizational commitment (Busro, 2018), and employee retention, ensuring alignment with the theoretical framework. The development process included expert validation to ensure the clarity and relevance of the items.

To ensure the validity and reliability of the questionnaire, a pre-test was conducted with a small group of employees who were not part of the final sample. The pre-test results were used to refine the questionnaire, ensuring that all items were clear, relevant, and adequately covered the constructs. Cronbach's Alpha was used to measure internal consistency and reliability (Ghozali, 2018). The reliability coefficient for each variable was found to be above the acceptable threshold of 0.70, indicating strong reliability.

The collected data underwent several stages of preparation, including editing, coding, scoring, and tabulation (Sugiyono, 2017). Each response was numerically coded following a predefined system, as shown in Table 3.2. Descriptive statistics and multiple linear regression analysis were employed to analyze the data using SPSS 27 for Windows (Ghozali, 2018). To ensure the assumptions of regression analysis were met, classical assumption tests were conducted. These included tests for normality, linearity, multicollinearity, autocorrelation, and heteroskedasticity. These tests were used to verify the appropriateness of the regression model and ensure the reliability of the findings.

The study applied hypothesis testing using t-tests to assess the significance of individual predictors (work environment and organizational commitment) on employee retention. F-tests were performed to evaluate the overall significance of the regression model. Additionally, the coefficient of determination (R^2) was calculated to measure the model's explanatory power, providing insight into the proportion of variance in employee retention explained by the independent variables.

One of the main limitations of this study is the small sample size of only 40 employees, which may

not be sufficient to produce strong generalizations across different organizational contexts or larger populations. This limitation also impacts the external validity of the findings. While the findings are relevant to PT. Putra Tani Bhineka, they should be interpreted with caution when considering their application to other companies or industries. Further research with larger and more diverse samples is recommended to validate these findings and explore the generalizability of the results.

This methodological framework ensures that the research is systematic and adheres to scientific rigor. The use of classical assumption tests and reliability measures strengthens the validity of the findings. The findings of this study are expected to provide valuable insights into the role of work environment and organizational commitment in employee retention, contributing to the broader field of Human Resource Management. However, the study also acknowledges its limitations and calls for further research to expand the scope of these findings.

RESULT AND DISCUSSION

This study presents the findings and discussion of the research conducted on the influence of work environment and organizational commitment on employee retention at PT Putra Tani Bhineka Jombang. The results of the analysis are first described to provide clarity and ease of understanding of the data, followed by a discussion that interprets the implications and significance of the findings. The results are presented in separate sub-sections for clarity, and data analysis must be reliable and relevant to answering the research questions. Tables and graphs are used where necessary to present varying data and enhance the clarity of the information provided. The discussion section goes beyond reiterating the results and focuses on the practical applications of the findings, highlighting their importance and comparing them with previous studies in the field.

In this research, the impact of the work environment (X1) and organizational commitment (X2) on employee retention (Y) was analyzed through statistical testing, providing a clear overview of their effects. The results presented in this section are essential for understanding the underlying factors that influence employee retention at PT Putra Tani Bhineka Jombang. The subsequent discussion will delve deeper into the meaning and relevance of these findings, with comparison to prior studies, as well as exploring their potential implications for improving employee retention strategies in the organization. This section constitutes the most critical portion of the article, providing insights into the broader context and real-world applications of the research outcomes.

Result

The respondents of this study are 40 employees from PT. Putra Tani Bhineka, who were selected as the research sample. The age distribution of PT. Putra Tani Bhineka employees is summarized in table 1. Many respondents (60%) were between the ages of 21 and 30, with a smaller proportion (37.5%) in the 31 to 40 age range, and only 2.5% were over 40 years old. This indicates that the workforce is predominantly younger, which may suggest higher turnover or job mobility trends typical of younger employees.

Table 1. Age Distribution

| Age Range | Frequency | Percentage (%) |
|------------------|------------------|-----------------------|
| 21 – 30 Years | 24 | 60% |
| 31 – 40 Years | 15 | 37.5% |
| > 40 Years | 1 | 2.5% |
| Total | 40 | 100% |

Source: Data processed using SPSS 27

Table 2. Educational Background of Respondents

| Highest Education Level | Frequency | Percentage (%) |
|--------------------------------|------------------|-----------------------|
| Junior High School (SMP) | 9 | 22.5% |
| Senior High School (SMA) | 20 | 50% |
| Bachelor's Degree (S1) | 9 | 22.5% |
| Master's Degree (S2) | 2 | 5% |
| Total | 40 | 100% |

Source: Data processed using SPSS 27

Table 3. Length of Employment

| Length of Employment | Frequency | Percentage (%) |
|----------------------|-----------|----------------|
| < 1 Year | 7 | 17.5% |
| 1-2 Years | 18 | 45% |
| 3-4 Years | 15 | 37.5% |
| Total | 40 | 100% |

Source: Data processed using SPSS 27

Table 4. Distribution of Responses Regarding the Work Environment (X1)

| Indicator | Item | Frequency | Total Score | Mean |
|------------------------------|-------|-----------|-------------|------|
| Lighting | X1.1 | 22 | 179 | 4.47 |
| Room Color | X1.3 | 22 | 180 | 4.50 |
| Temperature | X1.5 | 26 | 174 | 4.35 |
| Noise Level | X1.7 | 19 | 174 | 4.35 |
| Safety | X1.11 | 24 | 183 | 4.58 |
| Relationship with Supervisor | X1.13 | 26 | 182 | 4.55 |

Source: Data processed using SPSS 27

Table 5. Distribution of Responses Regarding Organizational Commitment (X2)

| Indicator | Item | Frequency | Total Score | Mean |
|------------------------|------|-----------|-------------|------|
| Affective Commitment | X2.1 | 22 | 179 | 4.47 |
| Continuance Commitment | X2.3 | 22 | 182 | 4.55 |
| Normative Commitment | X2.5 | 17 | 169 | 4.22 |

Source: Data processed using SPSS 27

Half of the employees (50%) completed Senior High School, while 22.5% had completed Junior High School or a bachelor's degree, and 5% held a master's degree. This educational mix can indicate varying levels of skill and experience within the workforce, which may influence their expectations regarding career growth and retention.

Most employees (45%) worked for 1-2 years, with 37.5% having 3-4 years of service, and 17.5% employed for less than 1 year. The distribution suggests that most employees are relatively new to the organization, which is relevant when considering how job satisfaction and organizational factors affect employee retention.

After presenting the general data, the study also gathered specific data regarding the impact of the work environment and organizational commitment on employee retention at PT. Putra Tani Bhineka. These results are summarized in the following tables.

The work environment is often considered a key factor in employee satisfaction and retention. Table 4 presents the distribution of responses regarding various work environment indicators. The average rating of 4.41, classified as "Very Good," indicates that the employees perceive their work environment as supportive, safe, and conducive to productivity.

On the indicators of lighting, room color, and security, the ratings were high (4.47 to 4.58), indicating that employees feel the physical environment supports their work and well-being. Although the indicators of Temperature, Noise Level, and Relationship with Supervisors also received good ratings (4.35-4.55), there may be room for improvement, particularly regarding the noise level or temperature adjustments to further enhance the work environment.

The organizational commitment, with an average rating of 4.43 (also classified as "Very Good"), reflects a strong emotional, rational, and normative commitment among employees to stay with the company. As shown in Table 5, the commitment to the organization is particularly strong in terms of continuance commitment (4.55) and affective commitment (4.47), while normative commitment was slightly lower (4.22). This suggests that employees feel a strong sense of responsibility and attachment to the organization.

Employee retention is another key focus of this study, with the data showing that employees have a favorable view of career opportunities (4.43), recognition for work performance (4.38), and relationships with colleagues (4.43) (Table 6). This suggests that employees feel that the organization offers adequate opportunities for growth and values their contributions, which directly influences their decision to stay.

Table 6. Distribution Of Responses Regarding Employee Retention (Y)

| Indicator | Item | Frequency | Total Score | Mean |
|------------------------------|------|-----------|-------------|------|
| Career Opportunities | Y.2 | 19 | 177 | 4.43 |
| Work Performance Recognition | Y.3 | 19 | 175 | 4.38 |
| Employee Relationships | Y.5 | 20 | 177 | 4.43 |

Source: Data processed using SPSS 27

Table 7. Normality Test Result

| Variable | Asymp. Sig. (2-tailed) ^c |
|---------------------------|-------------------------------------|
| Work Environment | 0.200 |
| Organizational Commitment | 0.092 |
| Employee Retention | 0.156 |

Source: Data processed using SPSS 27

Table 8. Linearity Test Result

| | Sig. |
|---|-------|
| Employee Retention* Work Environment | 0.326 |
| Employee Retention* Organizational Commitment | 0.329 |

Source: Data processed using SPSS 27

Table 9. Multicollinearity Test Result

| Variable | VIF |
|---------------------------|-------|
| Work Environment | 1.196 |
| Organizational Commitment | 1.196 |

Source: Data processed using SPSS 27

Table 10. Autocorrelation Test Result

| R | R Square | Durbin-Watson |
|-------|----------|---------------|
| 0.531 | 0.282 | 1.381 |

Source: Data processed using SPSS 27

The results of the Kolmogorov-Smirnov test indicate that the data for the work environment, organizational commitment, and employee retention are normally distributed, as the significance values for all variables were above 0.05 (0.200 for the work environment, 0.092 for organizational commitment, and 0.119 for employee retention). The linearity test shows that the significance values for Deviation from Linearity are 0.326 for the relationship between the work environment and employee retention, and 0.329 for the relationship between organizational commitment and employee retention. Both values are above 0.05, indicating that the relationships between the work environment and employee retention, as well as organizational commitment and employee retention, are linear. The variance inflation factor (VIF) for both the work environment and organizational commitment variables was 1.196, which is below the threshold of 5, indicating that there is no multicollinearity issue in the model. The Durbin-Watson statistics were 1.381, indicating no autocorrelation in the regression model. The scatter plot showed no pattern, suggesting that heteroscedasticity is not present in the regression model.

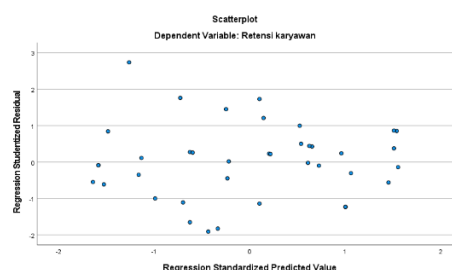


Figure 1. Heteroscedasticity Test Result

Source: Data processed using SPSS 27

Table 11. Multiple Linear Regression Analysis Result

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 10.240 | 5.249 | | 1.951 | .059 |
| | work environment | .019 | .073 | .039 | .257 | .799 |
| | organizational commitment | .552 | .164 | .514 | 3.371 | .002 |

Source: Data processed using SPSS 27

Table 12. F-Test (ANOVA) Result

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|-------|------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 66.884 | 2 | 33.442 | 7.252 | .002 |
| | Residual | 170.616 | 37 | 4.611 | | |
| | Total | 237.500 | 39 | | | |

Source: Data processed using SPSS 27

The regression equation derived from the analysis was:

$$Y = 10.240 + 0.019X_1 + 0.552X_2$$

The following conclusions can be drawn from the analysis: The constant value of 10.240 indicates that if both the work environment (X_1) and organizational commitment (X_2) are equal to zero, employee retention (Y) will be 10.240. Additionally, the coefficient of the work environment variable (X_1) is 0.019, which implies that for every one-unit increase in the work environment, employee retention is expected to increase by 0.019, assuming all other factors remain constant. Furthermore, the coefficient of the organizational commitment variable (X_2) is 0.552, meaning that for every one-unit increase in organizational commitment, employee retention is projected to rise by 0.552, holding other variables constant.

The F-test showed that both the work environment and organizational commitment have a significant simultaneous effect on employee retention, with an F-value of 7.252 (p-value = 0.002). The T-test revealed that while the work environment (X_1) does not significantly affect employee retention with T-value of 0.257 (p-value = 0.799), organizational commitment (X_2) has a significant impact on employee retention with T-value of 3.371 (p-value = 0.002).

Based on Table 10, it can be concluded that the R Square value for the work environment and organizational commitment variables is 0.282, meaning they explain 28.2% of the variance, while the remaining 71.8% (100% - 28.2%) is explained by other variables not included in the model.

Employees may place greater value on other factors, such as career opportunities, recognition for performance, and organizational culture, rather than the physical aspects of the workplace. The data on employee retention (Table 6), which highlights career opportunities and recognition for performance, shows that employees prioritize these aspects over the work environment. While the work environment may indeed be important, its impact could be moderated by other organizational or personal factors not included in this model, such as leadership style, compensation, and work-life balance.

Employees, especially those in younger age groups, may have adapted to the work environment, becoming less sensitive to environmental factors over time. This phenomenon could explain why the "very good" ratings for the work environment are not directly related to retention.

On the other hand, organizational commitment has a significant impact on employee retention, and this finding underscores the importance of cultivating a strong organizational culture, fostering employee loyalty, and providing opportunities for career development. PT. Putra Tani Bhineka can further enhance these areas to ensure that employees feel both personally and professionally connected to the company.

Discussion

The hypothesis test results indicate that the work environment (X_1) does not have a significant impact on employee retention (Y) at PT Putra Tani Bhineka Jombang. This conclusion is based on a t-value of 0.257, which is lower than the critical t-table value of 1.690, and a significance level of 0.799, which exceeds the 0.05 threshold. These findings suggest that although a supportive work environment is generally considered important for job satisfaction and retention, its quality at this company does not

significantly affect employees' decisions to stay.

Several factors may explain why the work environment does not significantly influence employee retention. These factors include the availability of physical facilities, coworker relationships, and leadership style within the organization. Leadership style and work motivation may be more dominant than the impact of the physical work environment. Effective leadership practices and strategies to enhance motivation are likely to foster alignment with organizational values, encouraging employees to remain even in less-than-ideal physical conditions. A lack of recognition and feedback on performance or a leadership style that does not engage employees may reduce the potential positive impact of a pleasant work environment.

Previous studies, including research by Kurniawati (2024), support this conclusion by showing that while the work environment affects retention, career development opportunities have a more substantial impact. Similarly, findings by E. C. Pratiwi & Hariani (2023) suggest that work motivation is a stronger determinant of employee retention than the work environment.

These findings also suggest that while a favorable work environment may enhance job satisfaction, aspects such as career advancement, performance recognition, and leadership effectiveness have a more significant impact on employees' willingness to stay. Therefore, organizations should develop retention strategies that focus not only on improving the physical work environment but also on career development initiatives, strong leadership practices, and programs that enhance employee motivation.

On the other hand, organizational commitment (X2) has been found to have a significant positive effect on employee retention (Y) at PT Putra Tani Bhineka Jombang. The hypothesis test results show a t-value of 3.371, which exceeds the t-table value of 1.690, and a significance level of 0.002, which is below the 0.05 threshold. These findings confirm the critical role of organizational commitment in employee retention, supporting prior research by Tambak et al. (2022), which also emphasized that organizational commitment significantly influences employees' decisions to stay with a company.

Several factors explain why organizational commitment plays a more important role than the work environment in influencing retention. First, career advancement is often viewed as a more tangible motivator for employees, particularly in the agribusiness sector, where skill development and professional growth can have a direct impact on job satisfaction. Employees who feel their careers are progressing in alignment with the organization's goals are more likely to choose to stay with the company. In contrast, the work environment, although contributing to comfort and daily satisfaction, does not offer the same long-term incentives or clear paths for personal growth.

Employees who exhibit strong commitment to the organization's values and goals tend to develop greater loyalty and attachment, leading to lower turnover rates. When employees feel aligned with the company's vision and mission, they are more motivated to contribute to its success. This sense of alignment not only enhances their intrinsic motivation but also encourages them to take greater responsibility and engage actively in decision-making processes, ultimately fostering better performance and outcomes.

These findings align with the theoretical framework of organizational commitment, which suggests that commitment extends beyond loyalty to include employees' emotional and psychological ties to the organization's long-term goals. When employees perceive that their work contributes to the broader mission of the organization, they are more likely to stay and grow within the company. Therefore, strengthening organizational commitment is an essential internal strategy for companies seeking to improve employee retention, as it helps reduce turnover rates and ensures long-term sustainability.

When considering both the work environment (X1) and organizational commitment (X2) together, this study shows that these two variables collectively influence employee retention (Y) at PT Putra Tani Bhineka Jombang. The F-test results, which indicate a significance level of 0.002 (below 0.05) and an F-value of 7.252, which exceeds the F-table value of 2.63, confirm that both factors significantly contribute to employee retention when analyzed jointly.

The study also highlights that a positive work environment, in conjunction with strong organizational commitment, enhances employee retention. Both factors interact to shape employees' decisions to stay by creating a pleasant work atmosphere and reinforcing their attachment to the company's mission and values. The rejection of the null hypothesis (H0) and the acceptance of the alternative hypothesis (Ha) further strengthen the argument that the combined influence of the work environment and organizational commitment is crucial in promoting employee loyalty and retention.

However, it is important to acknowledge that while the work environment and organizational commitment together explain 28.2% of the variance in employee retention, the remaining 71.8% is explained by other factors not explored in this study. This indicates that additional elements, such as

compensation structures, leadership quality, job satisfaction, and work-life balance, may also play significant roles in determining employee retention.

The findings of this study have significant practical implications for agribusiness companies like PT Putra Tani Bhineka Jombang. In agribusiness, where employee retention is often influenced by external factors such as seasonal work patterns or the availability of skilled labor, focusing on organizational commitment can be a more effective strategy for ensuring long-term employee retention. Building a strong company culture, aligning employees with the company's mission, and offering clear career development opportunities should be prioritized.

Moreover, while the work environment plays a role in employee satisfaction, agribusiness companies may need to go beyond improving physical conditions (such as comfortable office spaces, lighting, or noise levels) and focus more on professional development programs and creating a sense of purpose that aligns with employee values. Implementing leadership development programs to improve leadership skills throughout the organization could further strengthen employees' emotional and psychological commitment to the company.

It is important to recognize some limitations of this study. One key limitation is the small sample size (40 employees). The small sample size may limit the generalizability of these findings to larger or different agribusiness settings. Additionally, this study did not consider other factors that could influence employee retention, such as compensation structures, work-life balance, and employee health, which may have significant impacts but were not explored in this study. Furthermore, the cross-sectional nature of the data limits the ability to draw conclusions about causality. Longitudinal studies that track employee satisfaction and retention over time would provide clearer insights into the long-term effects of the work environment and organizational commitment on employee retention.

CONCLUSIONS

Based on the research findings regarding the impact of the work environment and organizational commitment on employee retention at PT. Putra Tani Bhineka Jombang, the following conclusions and recommendations are provided. The work environment does not significantly influence employee retention at PT. Putra Tani Bhineka Jombang. While commonly linked to employee satisfaction, comfort, and efficiency, the quality of the work environment in this study did not have a substantial effect on employees' decisions to remain with the company. This suggests that improvements in the physical or environmental conditions alone are insufficient to drive retention. Organizational commitment is a strong and positive determinant of employee retention. Employees who identify closely with the company's values and objectives tend to show higher dedication, leading to increased loyalty and a higher likelihood of remaining in the organization. This highlights the crucial role of fostering a deep emotional and psychological connection between employees and the company's mission. A combination of organizational commitment and a supportive work environment contributes to employee retention, but the influence of organizational commitment is more pronounced. While the work environment does play a supporting role, it is the organizational commitment that ultimately drives employee loyalty and retention. Organizations that focus on cultivating strong organizational commitment, alongside improving the work environment, can more effectively retain employees.

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