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Study on Compensation, Organizational Commitment, and Work Motivation for Employee Retention at a Local Hospital

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ABSTRACT

Human resource management is critical for hospitals but is frequently disturbed by employee retention issues. This research aims to determine the influence of compensation, organizational commitment, and work motivation on employee retention at Malahayati Medan. The research method applied is quantitative research by collecting data through questionnaires distributed from July to October 2022. The sampling method used is purposive sampling, with 78 employees as the sample. The data analysis method used is descriptive statistics, coefficient determination, multiple linear regression analysis, and hypothesis testing with t-test and F-test. The results of the t-test are compensation, organizational commitment, and work motivation partially influence employee retention. The results of the F test showed that all independent variables simultaneously influence employee retention and 61.1% of employee retention is influenced by compensation, organizational commitment, and work motivation. It is recommended for companies in similar industries pay attention to the results of this research

INTRODUCTION

People are encouraged to think more critically and intelligently because globalization fosters technological and informational development. To deliver the finest service possible to the patients, it is necessary for hospitals to have qualified human resources. Human resource management is frequently disturbed by the appearance of challenges regarding human resources. Employee retention issues are emerging as the most critical human resource management challenge (Kumara, 2018). There are numerous amounts of literature available to determine the factors influencing employee retention, however, the existing literature is still limited in applying compensation, organizational commitment together with work motivation in a local hospital.

Malahayati Medan is a private hospital that is engaged in the medical or public health sector, with the intent and purpose of helping the government and serving the community in the field

of improving health status. This hospital has experienced fluctuation in employee turnover rates over the past few years.

Based on Table 1.1 below, it can be seen that every year, there are employees who resigned and are recruited, which shows the condition of employee retention in the company. Aji (2020) stated that the turnover rate can be said to be high if it reaches 5% or even more. Based on the data that has been provided by the Human Resource (HR) Department of Malahayati Medan, it can be seen that the turnover rate of this hospital has increased and decreased from 2018-2021 where the annual turnover rate is high, which is above 5%. Based on the writer's interview with the HR manager of Malahayati Medan, in order to improve employee retention strategy, it is important to pay attention to compensation, organizational commitment, and work motivation.

Table 1. Turnover Rate at Malahayati Medan from 2018-2021

Year	Number of Employees in January	Number of Employees in December	Employee Resigned	Employee Recruited	Turnover Rate
2018	350	368	32	50	8.9%
2019	368	360	20	12	5.5%
2020	360	352	31	23	8.7%
2021	352	356	22	26	6.2%

Source: Malahayati Medan, 2022

According to Pradipta & Suwandana (2019), compensation is an important variable in retaining employees in an organization. Mulyati & Luturlean (2018) describe compensation as income received by employees in the form of cash, products, or both in exchange for their services, whether directly or indirectly.

Darmika & Sriathi (2019) stated that organizational commitment is a factor that is important to employee retention. Organizational commitment is a condition that makes employees take sides with organizational goals and have the

desire to continue being a member of the organization. (Andriani, 2018).

According to Supriyadi, et al. (2021), work motivation is one factor that influences employee retention. Work motivation is an encouragement or enthusiasm that develops in a person or employee to accomplish something or a job as a result of external stimuli, including those from superiors and the workplace, as well as the foundation for satisfying demands, responsibilities, and obligations (Sanjaya, 2018).

This study is conducted with four objectives,

which are: (1) To analyze how compensation partially influences employee retention at Malahayati Medan, (2) To analyze how organizational commitment partially influences employee retention at Malahayati Medan, (3) To analyze how work motivation partially influence employee retention at Malahayati Medan, (4) To analyze do compensation, organizational commitment, and work motivation simultaneously have an influence on employee retention at Malahayati Medan.

The hypothesis developed for this research are as follows:

H_1 : Compensation partially influences

employee retention at Malahayati Medan

H_2 : Organizational commitment partially influences employee retention at Malahayati Medan

H_3 : Work motivation partially influences employee retention at Malahayati Medan

H_4 : Compensation, organizational commitment, and work motivation simultaneously influence employee retention at Malahayati Medan

The conceptual research model is designed as follows:

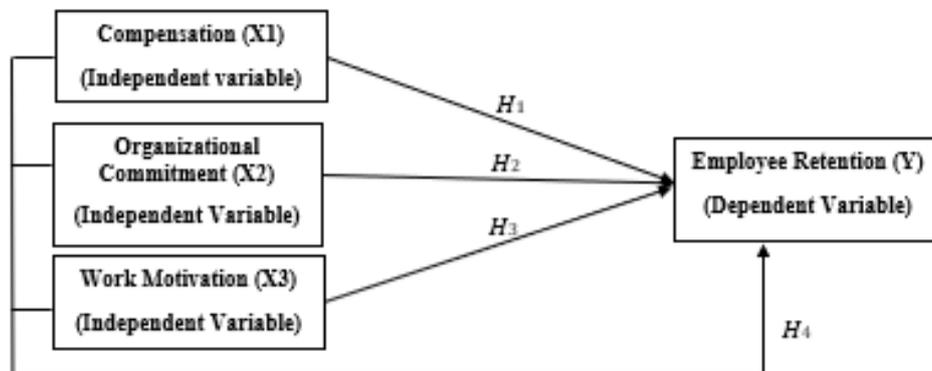


Figure 1. Research Model

LITERATURE REVIEW

Compensation

According to Firman (2019), compensation is the payment for services provided by the company to employees for their contributions to the company. According to Maulana (2020), the followings are the indicators of compensation: (a) Salary & Wage, salary is a payment given by the company to employees, whose recipients are routine and fixed every month and wage is a payment given to employees according to the length of working hours, (b) Incentive, a form of compensation from the company to the workforce as additional income on salary or monthly salary in return for their hard work at work, (c) Allowance, a form of indirect compensation which is a payment and

service that protects and complements the basic salary, (d) Facilities, related to compensation received in the work environment.

Organizational Commitment

Mawardah (2019) defines organizational commitment as employee loyalty to the organization as well as an expression of care and participation in the organization. Srilugaivi & Nurmalasari (2019) suggests the component indicators of organizational commitment are: (a) Affective Commitment, employees' personal ties to the company, (b) Continuance Commitment, an individual's willingness to stay in an organization, (c) Normative Commitment, occurs when an employee stays with an organization out of a sense of duty. Furthermore, the commitment or loyalty of an employee to an organization occurs when emotional, identification,

and involvement remain in the goals of the organization (Irawati, Rajak, Zulkifli, & Sabuhari, 2021).

Work Motivation

According to Zandrah, Adi, & Jusri (2021), work motivation is everything that can inspire or encourage individuals or working groups to work towards goals together. According to Zulkarnain (2019), the followings are the indicators of work motivation: (a) The drive to achieve the goal, an employee who has high work motivation will have a strong drive to achieve goals, (b) Work spirit, which encourages employees to be able to work harder and better so that the goals that have been set can be achieved, (c) Initiative, the ability of an employee to do a job without any encouragement from other employees or to do something of the employee's own will, (d) Sense of responsibility, employees who have work motivation also have a sense of responsibility for the work they do.

Employee Retention

According to Miranda (2021), employee retention is a process to encourage employees to stay in the company until the project is complete and the maximum period of work. According to Riyani & Azizah (2022), the followings are the indicators of employee retention: (a) Organizational Components, the existence of well-managed organizational strategies, opportunities, and management will directly affect employee retention, (b) Career Opportunities, being able to increase employee retention, companies must provide equal career opportunities for every employee, (c) Awards, a form of company recognition for employee performance. (d) Design of Tasks, if the task design is biased and difficult to understand, employees will feel confused, (e) Employee Relations, a good working relationship gives employees a sense that they are an important part of the company. Relationship between Compensation, Organizational Commitment, Work Motivation, and Employee Retention

When it comes to keeping employees, compensation is crucial, as Nasir, et al. (2020) emphasized. The management of compensation, which is sensitive in work organizations and can promote employee retention, is one of the strategies for increasing employee retention. However, if the pay is poorly managed, many workers will progressively leave the organization because they do not feel valued.

“...pergantian dan retensi selalu terkait dengan pekerja, baik yang keluar maupun yang masuk dalam sebuah organisasi. Penelitian-penelitian terdahulu menyebutkan faktor-faktor yang mengakibatkan retensi pekerja seperti: kepuasan kerja, komitmen organisasi dan ketersediaan pilihan kerja” (p.67)

Furthermore, in her book, Agustini stated that in order to improve employee loyalty, innovation, and engagement, job motivation and stimulation must be provided (Agustini, 2019).

METHODS

In this study, the writer uses quantitative research along with descriptive and causal methods to explain compensation, organizational commitment, work motivation, and employee retention. The questionnaire is distributed as the primary data along with interviews with the company's managers and supervisors of Malahayati Medan. The secondary data is collected from several journals, books, and news obtained from various sources. The duration of this research is from July 2022 until October 2022.

The total population is 355 employees, which are all the employees who work at Malahayati Medan in both medical and non-medical departments. The type of sampling used is purposive sampling with the criteria of employees that have been working for more than 5 years. Using the Slovin formula, with the desired margin of error of 10%, the total sample obtained is 78 employees of Malahayati Medan.

This study uses SPSS version 25 to test the model and hypothesis utilized in multiple linear regression analysis and uses the t-test and F-test to assess the hypothesis. Also, a 5-point Likert scale is

implemented to assess the responses from the employees using a total of 16 statements from Compensation, Organizational Commitment, and Work Motivation as the independent variables, and Employee Retention as the dependent variable.

Table 2. Operationalization of Research Variables

Variable	Dimension	Indicator	Scale
Compensation (X1) Maulana (2020)	a. Salary & Wage	1. The salary & wage given is in accordance with the effort given	Likert Scale
	b. Incentives	2. The incentives I receive are in accordance with the workload	
	c. Allowance	3. The benefits provided are in accordance with my role in the company	
	d. Facilities	4. The facilities provided have supported the work implementation process	
Organizational Commitment (X2) Srilugaivi & Nurmalasari (2019)	a. Affective commitment	5. I feel attached to this company	
	b. Continuance commitment	6. Currently still working in the company is my need and desire	
	c. Normative commitment	7. I have a moral responsibility to this company so I will continue to work here	
Work Motivation (X3) Zulkarnain (2019)	a. The drive to achieve goals	8. I care about the company's goals	
	b. Work spirit	9. I am diligent in carrying out the tasks assigned by the company	
	c. Initiative	10. I am able to take the initiative at work	
	d. Sense of responsibility	11. I am always responsible for carrying out work in accordance with my responsibilities	
Employee Retention (Y) Riyani & Azizah (2022)	a. Organizational Components	12. The strategy and organizational management in the company are clear	
	b. Career opportunities	13. The company provides opportunities and career development for every employee	
	c. Awards	14. I get an award for the effort I give to the company	
	d. Design of tasks	15. Design of tasks supports me in doing my job	
	e. Employee Relations	16. I have a good relationship with my coworkers	

RESULTS AND DISCUSSION

A pre-test with 30 respondents is conducted to prove the validity and reliability of the research instrument. The criteria for the validity test are using

r_{count} and using Cronbach's alpha for the reliability test. Based on the validity and reliability test, all questions are valid and reliable, the results are as follows:

Table 3. Validity Test

Question Number	Validity Value	Critical Value	Result	Notes
Q1	0.842	0.361	$r_{count} > r_{table}$	Valid
Q2	0.575	0.361	$r_{count} > r_{table}$	Valid
Q3	0.856	0.361	$r_{count} > r_{table}$	Valid
Q4	0.778	0.361	$r_{count} > r_{table}$	Valid
Q5	0.896	0.361	$r_{count} > r_{table}$	Valid
Q6	0.742	0.361	$r_{count} > r_{table}$	Valid
Q7	0.806	0.361	$r_{count} > r_{table}$	Valid
Q8	0.818	0.361	$r_{count} > r_{table}$	Valid
Q9	0.743	0.361	$r_{count} > r_{table}$	Valid
Q10	0.911	0.361	$r_{count} > r_{table}$	Valid
Q11	0.910	0.361	$r_{count} > r_{table}$	Valid
Q12	0.851	0.361	$r_{count} > r_{table}$	Valid
Q13	0.844	0.361	$r_{count} > r_{table}$	Valid
Q14	0.836	0.361	$r_{count} > r_{table}$	Valid
Q15	0.938	0.361	$r_{count} > r_{table}$	Valid
Q16	0.825	0.361	$r_{count} > r_{table}$	Valid

Table 4. Reliability Test

Compensation	
Cronbach's Alpha	N of Items
0.753	4
Organizational Commitment	
Cronbach's Alpha	N of Items
0.742	3
Work Motivation	
Cronbach's Alpha	N of Items
0.867	4
Employee Retention	
Cronbach's Alpha	N of Items
0.908	5

Respondent Characteristic

There are 78 Malahayati Medan employees participated as this research's respondents, in which the characteristics are as follows:

Table 5. Respondent's Characteristics

Gender	Frequency	Percentage
Male	26	33%
Female	52	67%
Education Level		
High School	8	10%
Diploma	33	42%
Bachelor's Degree	32	41%
Master's Degree	5	7%
Working Period		
5-7	39	50%
8-10	19	24%
≥ 11	21	26%
Part		
Medical	35	45%
Non-Medical	43	55%

Descriptive Statistics

The table below presents the mean, median, mode, and standard deviation results for each variable used.

Table 6. Descriptive Statistics

Statistics		Compensation	Organizational Commitment	Work Motivation	Employee Retention
N	Valid	78	78	78	78
	Missing	0	0	0	0
Mean		13.7564	10.7949	15.6282	18.4487
Median		14.0000	11.0000	16.0000	19.0000
Mode		12.00	11.00	16.00	20.00
Std. Deviation		2.36416	1.66989	2.05830	2.29990

Results of Main Data Analysis
Normality Test

The normality test was carried out in this study to assess whether the distribution of the data was

normally distributed or not. From the P-Plot, it can be seen that the data are spreading around the diagonal line. Hence, the data is normally distributed.

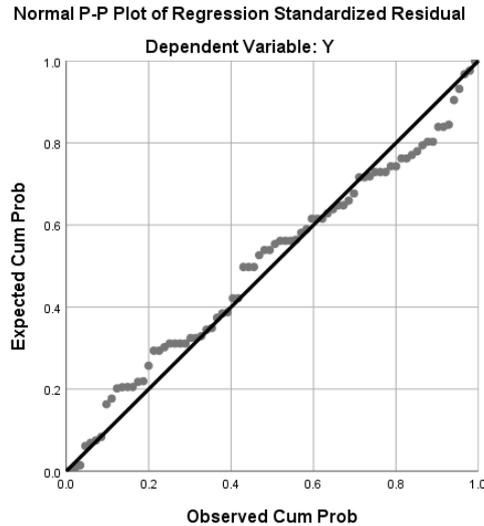


Figure 2. Normal P-Plot of Regression Standardized Residual

To statistically prove that the data is normally distributed, this study is also adopting One-Sample Kolmogorov Smirnov Test. From this test, it can be seen that the Asym. Sig (2-tailed) is 0.191, which is more than 0.05. Hence, it can be concluded that the data is normally distributed.

Linearity Test

A linearity test is conducted to see whether the model has a linear relationship or not. The criteria for this test are linearity occurs if the significance value is below 0.05 and if the deviation of linearity is more than 0.05.

Table 7. Linearity for X_1 to Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Retention * Compensation	Between Groups	(Combined)	176.148	9	19.572	5.758	0.000
		Linearity	135.545	1	135.545	39.875	0.000
		Deviation from Linearity	40.603	8	5.075	1.493	0.176
	Within Groups		231.147	68	3.399		
	Total		407.295	77			

Table 8. Linearity for X_2 to Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Retention * Organizational Commitment	Between Groups	(Combined)	201.584	9	22.398	7.404	0.000
		Linearity	154.572	1	154.572	51.095	0.000
		Deviation from Linearity	47.012	8	5.877	1.943	0.068
	Within Groups		205.711	68	3.025		
	Total		407.295	77			

Table 9. Linearity Test for X_3 to Y

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Retention * Work Motivation	Between Groups	(Combined)	165.659	10	16.566	4.593	0.000
		Linearity	127.587	1	127.587	35.377	0.000
		Deviation from Linearity	38.072	9	4.230	1.173	0.327
	Within Groups		241.636	67	3.607		
	Total		407.295	77			

From the table above it can be seen that X_1 , X_2 , and X_3 have a linear relationship with Y with a significance value of less than 0.5, and the deviation from linearity is more than 0.05.

Multicollinearity Test

The test shows that the tolerance value for the independent variables is 0.867 for Compensation, 0.807 for Organizational commitment, and 0.847 for Work Motivation. The VIF value is 1.153 for

Compensation, 1.239 for Organizational Commitment, and 1.181 for Work Motivation. Hence, it can be concluded that there is no relationship between the independent variables in this research.

Table 10. Multicollinearity Test

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.224	1.495		1.488	0.141		
	Compensation	0.357	0.074	0.367	4.815	0.000	0.867	1.153
	Organizational Commitment	0.516	0.109	0.375	4.738	0.000	0.807	1.239
	Work Motivation	0.367	0.086	0.329	4.259	0.000	0.847	1.181

Heteroscedasticity Test

In this research, Glejser Test is conducted to see if there is any heteroscedasticity.

Following is the result of the heteroscedasticity test:

Table 11. Heteroscedasticity Test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.906	0.971		1.964	0.053
	Compensation	-0.069	0.048	-0.174	-1.441	0.154
	Organizational Commitment	-0.093	0.071	-0.164	-1.312	0.193
	Work Motivation	0.069	0.056	0.151	1.238	0.220

a. Dependent Variable: RES2

The indicator for any heteroscedasticity can be seen in the value of Sig., where if the value is more than 0.05 there is heteroscedasticity occurrence. It can be seen that the value of Sig for Compensation is 0.154, Organizational Commitment is 0.193, and Work Motivation is 0.220. Hence, it is able to be concluded that there is no heteroscedasticity in this data model.

Multiple Linear Regression Analysis

Multiple linear regression is used as the regression equation in order to identify the relationship between two or more independent variables and one dependent variable. The following is the result:

Table 12. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	1.495		1.488	0.141
	Compensation	0.357	0.074	0.367	4.815	0.000
	Organizational Commitment	0.516	0.109	0.375	4.738	0.000
	Work Motivation	0.367	0.086	0.329	4.259	0.000

a. Dependent Variable: Employee Retention

Hypothesis Test

The t-test is used in order to see whether the independent variable partially influences the dependent variable. The criteria are seen from the significance value (0.05) and the t_{table} . The t_{table}

in this research is 1.992. Hence, from the table below it can be seen that compensation, organizational commitment, and work motivation have a partial and significant influence on employee retention. Thus, the H1, H2, and H3 are proven.

Table 13. Result of t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	1.495		1.488	0.141
	Compensation	0.357	0.074	0.367	4.815	0.000
	Organizational Commitment	0.516	0.109	0.375	4.738	0.000
	Work Motivation	0.367	0.086	0.329	4.259	0.000

a. Dependent Variable: Employee Retention

The F-test aims to determine whether the independent variable simultaneously influences the dependent variable. The criteria are seen from the significant value and the F_{table} . The F_{table} is 2.73. From the table below it can be seen that compensation, organizational commitment, and

work motivation have a simultaneous influence on employee retention. Thus, H4 is proven.

Coefficient of Determination

The coefficient of determination shows the large and small contribution of the influence of the independent variable to the dependent variable. The coefficient of determination value is 61.1%, which

means that 61.1% of employee retention is influenced by compensation, organizational commitment, and work motivation. Meanwhile, the

remaining 38.9% is influenced by other factors that are not analyzed in this research study.

Table 14. Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	0.627	0.611	1.43356

CONCLUSION

Compensation significantly and partially influences employee retention at Malahayati Medan. The conclusion is based on the result of the t-test, where the result of t-test shows the significant and partial influence of compensation on employee retention where the $t_{count} 4.815 > t_{table} 1.992$ and the significance value is 0.00 which is below 0.05. In addition, the regression model demonstrates that compensation has a positive impact on employee retention, with a coefficient of +0.357 in the regression model which means if compensation increases by 1 unit employee retention will increase by 0.357.

Organizational commitment significantly and partially influences employee retention at Malahayati. The conclusion is based on the result of the t-test, where the result of t-test shows the significant and partial influence of organizational commitment on employee retention where the $t_{count} 4.738 > t_{table} 1.992$ and the significance value is 0.00 which is below 0.05. In addition, the regression model demonstrates that organizational commitment has a positive impact on employee retention, with a coefficient of +0.516 in the regression model which means if organizational commitment increases by 1 unit employee retention will increase by 0.516, this result shows that organizational commitment influence employee retention the most, theoretically organizational commitment is indicated by the employee's loyal attitude to the organization so that the higher an

employee's organizational commitment, the higher the employee retention to stay in the company.

Work motivation significantly and partially influences employee retention at Malahayati. The conclusion is based on the result of the t-test, where the result of t-test shows the significant and partial influence of work motivation on employee retention where the $t_{count} 4.259 > t_{table} 1.992$ and the significance value is 0.00 which is below 0.05. In addition, the regression model demonstrates that work motivation has a positive impact on employee retention, with a coefficient of +0.367 in the regression model which means if work motivation increases by 1 unit employee retention will increase by 0.367.

Compensation, organizational commitment, and work motivation simultaneously have a significant influence on employee retention at Malahayati. The conclusion is based on the result of the F-test, multiple linear regression model, and coefficient determination. The result of the F-test shows the simultaneous and significant influence where the $F_{count} 41.396 > F_{table} 2.73$, which means that compensation, organizational commitment, and work motivation have a significant influence on employee retention simultaneously. The multiple linear regression shows that if compensation, organizational commitment, and work motivation are zero, then employee retention will be 2.224. The result of coefficient determination shows that 61.1% of employee retention is influenced by compensation, organizational

commitment, and work motivation while the other 38.9% is influenced by other factors such as leadership, work environment, and employee engagement.

Thus, it is recommended that the hospital emphasizes how to offer better compensation packages to all employees, especially during critical situations such as the Covid-19 pandemic and post-pandemic. To improve the employees' loyalty and commitment as well as motivation at work, Malahayati Medan should frequently provide training and seminars, offer career opportunities, and improve the relationship among employees in the working environment.

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