



The Influence of Transformational Leadership, Organizational Culture, and Work-Life Balance on Employee Retention (A Case Study at Astra Motor Batang)

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ABSTRACT

Employee Retention is key to creating stability and sustainable growth for the company. Transformational Leadership, Organizational Culture, and Work-Life Balance are the main factors that can affect employee retention. If these three factors improve, employee retention will increase. This study aims to test and analyze the influence of Transformational Leadership, Organizational Culture, and Work-Life Balance at Astra Motor Batang. The type of research used is causal research. Sampling was conducted using a Non-Probability Sampling Technique. Data collection in this study was carried out using a questionnaire distributed to 35 respondents. The data analysis method used in this study is Multiple Linear Regression Analysis, applied through the SPSS 20 program. The results showed that: (1) Transformational Leadership (X1) has a significant positive effect on Employee Retention (Y), (2) Organizational Culture (X2) has a significant positive effect on Employee Retention (Y), and (3) Work-Life Balance (X3) has a significant positive effect on Employee Retention (Y).

ARTICLE INFO

Keywords:
Employee Retention,
Organizational
Culture,
Transformational
Leadership, Work Life
Balance.

JEL Code:
M37, L16, dst

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1. Introduction

Employee performance is a critical factor for businesses, as inadequate staff performance can hinder the achievement of organizational objectives. Employee retention is essential because the loss of employees can exacerbate existing challenges and negatively impact business operations.

Based on an interview with Mr. Ismoyo Okto Vianto, a supervisor at Astra Motor Batang, regarding employee retention issues, it was found that over the past five years, Astra Motor Batang has been able to retain an average of only 87.43% of its employees. The following presents the data on employee retention at Astra Motor Batang.



Table 1. Employee Retention at Astra Motor Batang (2019–2023)

Year	Initial Number of Employees	Number of Employees Leaving	Remaining Employees	Number of New Employees	Employee Retention (%)
2019	35	2	33	2	94,29%
2020	35	4	31	4	88,57%
2021	35	4	31	4	88,57%
2022	35	5	30	5	85,71%
2023	35	7	28	7	80,00%
Average					87,43%

Source: Primary Data (2023)

Table 1 illustrates that the staff turnover rate at Astra Motor Batang has increased over the past five years due to a decline in employee retention each year. In 2023, the company managed to retain only 80% of its workforce. According to Farid & Luvia (2022) and Susandi (2022), numerous factors influence employee retention in a company, including transformational leadership, work environment, wage satisfaction, training and development, organizational culture, work-life balance, and many others.

This study focuses on three critical variables that impact employee retention at Astra Motor Batang: transformational leadership, organizational culture, and work-life balance. Employee retention refers to the company's efforts to retain high-performing and potential employees (Mathis & Jackson, 2011). Successfully implementing retention strategies can reduce expenses allocated for recruiting and training new employees. Fitz-enz (1990) emphasized that employee retention is influenced by multiple factors rather than a single determinant, highlighting the complexity of retaining employees in an organization.

The factor influencing employee retention is transformational leadership. This leadership style involves leaders who inspire their followers to transcend their personal interests and who are capable of exerting a profound and extraordinary influence on their followers (Robbins & Judge, 2015). By implementing transformational leadership, the attention provided by supervisors to their subordinates makes employees feel valued and comfortable staying with the organization.

The next factor is organizational culture. Organizational culture is the shared perception held by members of an organization, reflecting a system of shared meanings. Organizational culture focuses on how employees perceive these cultural characteristics, regardless of whether they like them or not (Robbins & Judge, 2015). Organizational culture is something that should be developed early in a business because it significantly impacts employee retention. In reality, weak organizational culture is often caused by poor communication between management and staff, making it difficult for employees to feel a sense of belonging in the workplace. The recruitment process and the percentage of employees who remain in a company or organization are influenced by the organization's culture, whether it is strong or weak. Ultimately, this leads to a decline in employee retention and a high employee turnover rate.

The final factor is work-life balance. Conceptually, work-life balance refers to the effective management of professional work, family responsibilities, and personal activities (Keelan, 2015). Balance in meeting life demands enables employees to manage their roles effectively, fostering harmony and reducing conflict while working at Astra Motor Batang.

Table 2 presents diverse research findings from previous studies; hence, the following is the research gap table for the variables of transformational leadership, organizational culture, and work-life balance on employee retention in this study.



Table 2 Research Gap

Research Gap	Reseracher	Findings
Gap : There is a difference of opinion regarding the influence of transformational leadership on employee retention	(Murtaza, 2021) dan (Tian et al., 2020)	Transformational leadership has a positive and significant impact on employee retention.
	(Susandi, 2022)	Transformational leadership has a negative and insignificant impact on employee retention.
Gap : There is a difference of opinion regarding the influence of organizational culture on employee retention.	(Reiningsih Reke et al., 2023) , (Lutfiansyah, 2021), (Yulian et al., 2022), (Shierli Wijaya, 2022)	Organizational culture has a positive and significant impact on employee retention.
	(Nurisman, 2019)	Organizational culture has a positive but insignificant impact on employee retention.
Gap : There is a difference of opinion regarding the influence of work-life balance on employee retention.	(Nurmalitasari, 2021)	Work-life balance has a positive and significant impact on employee retention.
	(Hassan et al., 2022) dan (Widiani & Mas'ud, 2023)	Work-life balance has a positive but insignificant impact on employee retention.

Source: Previous research journals processed by the author (2024)

Based on the statements above, the author is interested in researching and making this phenomenon the topic of the thesis titled "The Influence of Transformational Leadership, Organizational Culture, and Work-Life Balance on Employee Retention (A Case Study at Astra Motor Batang).

2. Literature Review

According to Nurmalitasari (2021), employee retention is an effort to keep employees staying within the organization, whereas Lutfiansyah (2021) defines employee retention as an effort to maintain quality and productive employees to continue working for the organization.

Transformational leadership, derived from the words "leadership" and "transformational," refers to actions aimed at coordinating, directing, and influencing others to achieve established goals. The term "transformation" means changing something into a different form, such as turning a vision into reality (Usman, 2019).

Based on the findings of Murtaza (2021), which indicate that transformational leadership has a positive and significant effect on employee retention, and the results of Tian et al. (2020), which similarly show a positive and significant effect on employee retention, the researcher proposes the following hypothesis:

H1: Transformational leadership has a positive and significant effect on employee retention.

Organizational culture, as defined by Shierli Wijaya (2022), is a system of values, beliefs, and habits within an organization that interacts with its formal structure to establish organizational behavior norms. A positive corporate culture, reinforced by the organizational culture guidelines of the company, becomes one of its determining variables. A higher degree of employee performance means



better work outcomes, and a stronger intent among employees to stay with the company for a longer period reflects the stronger organizational cultural values established (Reiningsih Reke et al., 2023).

According to Reiningsih Reke et al. (2023), organizational culture has a partially positive and significant effect on employee retention. Based on the previous research findings, the researcher proposes the following hypothesis:

H2: Organizational culture has a positive and significant effect on employee retention.

Work-life balance, conceptually, is the effective management of an individual's professional work, family responsibilities, and other personal activities (Widiani & Mas'ud, 2023). The relationship between work-life balance and employee retention is significant, as many individuals now consider work-life balance a key factor in developing a successful career. Work-life balance is increasingly important and demands greater attention due to rising workplace commitments. Stress can result from job demands or personal life pressures, affecting employees' medical and mental well-being. Therefore, employees must maintain a strong balance between their personal and professional lives. For employers, addressing work-life balance issues by developing effective methods is a top priority.

Nurmalitasari (2021), in her research, indicates that work-life balance has a positive and significant effect on employee retention. Based on the previous research findings, the researcher proposes the following hypothesis:

H3: Work-life balance has a positive effect on employee retention.

3. Method, Data, and Analysis

This research uses a causal research design or cause-and-effect relationship and employs a quantitative method. Data analysis is conducted using descriptive analysis to statistically describe the variables in the study. The Likert scale is used as the measurement scale to assess respondents' responses or individuals' reactions to the objects being studied. The population in this study focuses on employees of Astra Motor Batang, totaling 35 employees. All 35 employees of Astra Honda Batang will be selected as the sample for this study. Each member of the population will be considered as a sample in the sampling strategy using a saturated sampling method. The analytical technique used for data processing is multiple linear regression with SPSS.

4. Result and Discussion

4.1 Validity Test

Validity is defined as the result of a measurement tool that meets the true value or existing standards. The criterion used in this test is that if the significance value is < 0.05 , the data is considered valid. The validity test results for the variables of Transformational Leadership (X1), Organizational Culture (X2), Work Life Balance (X3), and Employee Retention (Y) being studied are presented in the following table:

Tabel 3. Validity Test Results

Research Variable	Statement Item	Calculated Sig	Alpha Sig	Description
Transformational leadership (X1)	Statement 1	0,000	$<0,05$	Valid
	Statement 2	0,000	$<0,05$	Valid
	Statement 3	0.000	$<0,05$	Valid
	Statement 4	0,000	$<0,05$	Valid



Research Variable	Statement Item	Calculated Sig	Alpha Sig	Description
Organizational Culture (X2)	Statement 1	0,000	<0,05	Valid
	Statement 2	0,000	<0,05	Valid
	Statement 3	0,000	<0,05	Valid
	Statement 4	0,000	<0,05	Valid
	Statement 5	0,000	<0,05	Valid
Work Life Balance (X3)	Statement 1	0,000	<0,05	Valid
	Statement 2	0,000	<0,05	Valid
	Statement 3	0,000	<0,05	Valid
Employee Retention (Y)	Statement 1	0,000	<0,05	Valid
	Statement 2	0,000	<0,05	Valid
	Statement 3	0,000	<0,05	Valid
	Statement 4	0,000	<0,05	Valid

Source: Data processing results from SPSS (2024)

Based on Table 3, it shows that the variables of Transformational Leadership (X1), Organizational Culture (X2), Work Life Balance (X3), and Employee Retention (Y) from all questionnaires are valid, as the calculated Sig value is less than the alpha Sig value. Therefore, all questionnaires for all variables can be used as research instruments.

4.2 Reliability Test

The ability of a research instrument to consistently collect data from a sample is known as reliability, or the level of accuracy (consistency or steadiness). The criterion used is that if the Cronbach Alpha value is > 0.60 , then the questions used to measure the variable are considered "reliable." The results of the reliability test for this study are as follows:

Table 4. Reliability Test Results

Research Variable	Reliability Index	Critical Value	Description
Transformasional Leadership (X ₁)	0,616	$>0,60$	Reliabel
Organizational Culture (X ₂)	0,825	$>0,60$	Reliabel
Work Life Balance (X ₃)	0,686	$>0,60$	Reliabel
Employee Retention (Y)	0,630	$>0,60$	Reliabel

Source: Data processing results from SPSS (2024)

Based on Table 4, regarding the reliability test results on the research questionnaires, it can be observed that the reliability values for all the variables studied are > 0.60 . This result indicates that the statement items in the questionnaire are reliable for measuring the research variables.

4.3 Classical Assumption Test

a. Normality Test

In this study, the distribution is considered normal if the significance value is greater than 0.05, which is the criterion used to draw conclusions regarding the normality test. Using the SPSS software, the output of the normality test results is as follows:



Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0E-7
	Std. Deviation	.33854859
Most Extreme Differences	Absolute	.111
	Positive	.111
	Negative	-.071
Kolmogorov-Smirnov Z		.657
Asymp. Sig. (2-tailed)		.781

a. Test distribution is Normal.

b. Calculated from data.

Source: Data processing results from SPSS (2024)

Based on Table 5, the Asymp. Sig. (2-tailed) value using the Kolmogorov-Smirnov Test is 0.781. Since this Sig. value is greater than the alpha level ($0.781 > 0.05$), it can be concluded that the residual data follows a normal distribution.

b. Multicollinearity Test

To assess whether there are signs of multicollinearity, we can look at the Variance Inflation Factor (VIF). If the VIF value is < 10 , it indicates that multicollinearity is not present. Using the SPSS software, the output of the multicollinearity test results is as follows:

Table 6. Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Kepemimpinan Transformasional	.627	1.595
	Budaya Organisasi	.530	1.888
	Work Life Balance	.544	1.838

a. Dependent Variable: Retensi Karyawan

Source: Data processing results from SPSS (2024)

Table 6 shows that the VIF values for each independent variable are below 10 (< 10). Based on this result, it can be concluded that there is no multicollinearity between the independent variables in the model.

c. Heteroscedasticity Test

In this study, the Glejser test is used to detect indications of heteroscedasticity by regressing the absolute residuals. In the analysis using SPSS, the assessment is based on the significance value, where if the significance value is > 0.05 , it indicates that there is no heteroscedasticity in this study. On the other hand, if the significance value is < 0.05 , it indicates the presence of heteroscedasticity. Using the SPSS software, the output of the heteroscedasticity test results is as follows:



Table 7. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.557	.204		2.726	.010
1 Kepemimpinan Transformasional	-.028	.016	-.374	-1.730	.094
Budaya Organisasi	.002	.010	.048	.205	.839
Work Life Balance	.011	.015	.165	.712	.482

a. Dependent Variable: RES2

Source: Data processing results from SPSS (2024)

From Table 7, it is known that the significance value for the variable of Transformational Leadership (X1) is 0.094, the significance value for the variable of Organizational Culture is 0.839, and the significance value for the variable of Work Life Balance is 0.482. The conclusion drawn from this data processing is that the significance values for each of the independent variables are greater than 0.05 (>0.05), meaning that there is no heteroscedasticity in the independent variables of this study.

4.4 Model Fit Test (F-Test)

The simultaneous regression test, or F-test, is used to test the feasibility of the model by determining whether all the independent factors or just some independent variables have a joint effect on the dependent variable. To determine whether the model is suitable for use in the study, a significance value less than 0.05 is used to test the feasibility of the model in this research. Using the SPSS software, the output of the model feasibility test results is as follows:

Table 8. F-Test Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	75.703	3	25.234	200.740	.000 ^b
Residual	3.897	31	.126		
Total	79.600	34			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Work Life Balance, Transformasional Leadership, Organizational Cultural

Based on the test results in Table 8, the ANOVA table shows a Sig. value of 0.000, which is less than 0.05. Therefore, it can be concluded that Transformational Leadership, Organizational Culture, and Work Life Balance have a significant simultaneous effect on Employee Retention. This means that the variables in this study are suitable for use in the research.

4.5 R² Determination Test

The R² coefficient of determination aims to measure the extent to which the model explains the dependent variables (Ghozali, 2016). The R² value ranges from zero to one. A small R² value indicates that the independent variables have limited ability to explain the variation in the dependent variable. A value close to one means that the independent variables explain nearly all the information needed to predict the variation in the dependent variable (Ghozali, 2016).



Table 9. R² Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.951	.946	.355

a. Predictors: (Constant), X3_TOTAL, X1_TOTAL, X2_TOTAL

Source : Data processed (2024)

Based on the test results shown in Table 9, the R Square value is 0.951. This value indicates that the independent variables Transformational Leadership, Organizational Culture, and Work Life Balance can explain 95.1% of the variation in the dependent variable, Employee Retention. The remaining 4.9% is influenced by other variables outside the scope of this research model.

4.6 Multiple Linear Regression Analysis

The results of the Multiple Linear Regression calculation can be seen in the table below:

Table 10. Multiple Linear Regression Analysis Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.233	.424		12.353	.000
1 Kepemimpinan Transformasional	.472	.034	.702	13.988	.000
Budaya Organisasi	.064	.022	.161	2.946	.006
Work Life Balance	.145	.031	.251	4.654	.000

a. Dependent Variable: Retensi Karyawan

Source : data processed (2024)

Based on Table 10, the multiple linear regression analysis model can be interpreted as follows:

- The positive constant value indicates that if Transformational Leadership (X1), Organizational Culture (X2), and Work Life Balance (X3) remain constant, Employee Retention (Y) will increase.
- The regression coefficient for Transformational Leadership (X1) is positive. This means that if Transformational Leadership (X1) increases, while Organizational Culture (X2) and Work Life Balance (X3) are held constant, Employee Retention (Y) will increase.
- The regression coefficient for Organizational Culture (X2) is positive. This means that if Organizational Culture (X2) increases, while Transformational Leadership (X1) and Work Life Balance (X3) are held constant, Employee Retention (Y) will increase.
- The regression coefficient for Work Life Balance (X3) is positive. This means that if Work Life Balance (X3) increases, while Transformational Leadership (X1) and Organizational Culture (X2) are held constant, Employee Retention (Y) will increase.



4.7 Hypothesis Testing (T-Test)

The influence of each independent variable on the dependent variable is displayed using the t-statistic test. In this step, the probability value is evaluated. The null hypothesis (H_0) is rejected or the alternative hypothesis (H_a) is accepted if the probability value is < 0.05 , indicating a significant influence. Conversely, the null hypothesis (H_0) is accepted or the alternative hypothesis (H_a) is rejected if the probability value is > 0.05 , meaning there is no significant effect.

Table 11. Hypothesis Test

Coefficients ^a		
Model	T	Sig.
(Constant)	12.353	.000
Kepemimpinan Transformasional	13.988	.000
Budaya Organisasi	2.946	.006
Work Life Balance	4.654	.000

a. Dependent Variable: Employee Retention

Based on Table 11, the partial hypothesis tests for each independent variable's influence on employee retention are as follows:

a. Partial Hypothesis Test for Transformational Leadership on Employee Retention

H_0 : Transformational Leadership does not significantly affect Employee Retention.

H_1 : Transformational Leadership significantly affects Employee Retention.

From the calculation, the t-value for Transformational Leadership (X_1) is 13.988, and the critical t-value (t-table) is 1.696. Since the calculated t-value (13.988) $>$ t-table (1.696) and the significance value (0.000) is less than 0.05, H_0 is rejected, and H_1 is accepted. This means that Transformational Leadership (X_1) has a significant positive effect on Employee Retention.

b. Partial Hypothesis Test for Organizational Culture on Employee Retention

H_0 : Organizational Culture does not significantly affect Employee Retention.

H_2 : Organizational Culture significantly affects Employee Retention.

From the calculation, the t-value for Organizational Culture (X_2) is 2.946, and the critical t-value (t-table) is 1.696. Since the calculated t-value (2.946) $>$ t-table (1.696) and the significance value (0.006) is less than 0.05, H_0 is rejected, and H_2 is accepted. This means that Organizational Culture (X_2) has a significant positive effect on Employee Retention.

c. Partial Hypothesis Test for Work Life Balance on Employee Retention

H_0 : Work Life Balance does not significantly affect Employee Retention.

H_3 : Work Life Balance significantly affects Employee Retention.

From the calculation, the t-value for Work Life Balance (X_3) is 4.654, and the critical t-value (t-table) is 1.696. Since the calculated t-value (4.654) $>$ t-table (1.696) and the significance value (0.000) is less than 0.05, H_0 is rejected, and H_3 is accepted. This means that Work Life Balance (X_3) has a significant positive effect on Employee Retention.



Impact of Transformational Leadership on Employee Retention

The study finds that Transformational Leadership significantly impacts employee retention, with a t-value of 13.988 and a significance value of $0.000 < 0.05$. Transformational leadership, which focuses on inspiration, motivation, and individual development, strengthens the relationship between the company and employees, making employees more likely to stay and contribute in the long term. This is consistent with previous studies by Murtaza (2021) and Tian et al. (2020), which also found that Transformational Leadership positively influences Employee Retention.

Impact of Organizational Culture on Employee Retention

The study also finds that Organizational Culture significantly impacts employee retention, with a t-value of 2.946 and a significance value of $0.006 < 0.05$. A well-managed organizational culture, emphasizing collaboration, appreciation of differences, and opportunities for growth, enhances employees' emotional connection with the company, making them more likely to stay. This is consistent with previous research by Reiningsih Reke et al. (2023), Lutfiansyah (2021), Yulian et al. (2022), and Shierli Wijaya (2022).

Impact of Work Life Balance on Employee Retention

The study finds that Work Life Balance significantly impacts employee retention, with a t-value of 4.654 and a significance value of $0.000 < 0.05$. Work-life balance initiatives, such as flexible work schedules and remote work programs, help employees balance their professional and personal lives, leading to increased satisfaction and stronger retention. This finding aligns with previous studies by Nurmalitasari (2021), which also found that Work Life Balance positively influences Employee Retention.

5. Conclusion and Suggestion

Conclusion

- a) Transformational Leadership (X1) has a significant positive impact on Employee Retention (Y). Higher levels of Transformational Leadership increase Employee Retention at Astra Motor Batang.
- b) Organizational Culture (X2) has a significant positive impact on Employee Retention (Y). A strong Organizational Culture increases Employee Retention at Astra Motor Batang.
- c) Work Life Balance (X3) has a significant positive impact on Employee Retention (Y). Better Work Life Balance increases Employee Retention at Astra Motor Batang.

Implications

- a) The sample size in this study was small, and the scope was limited to employees at Astra Motor Batang, meaning the findings may vary with a larger, more diverse sample.
- b) The variables used in this study were limited, and thus, the research's contributions to understanding Employee Retention are not exhaustive.

Future Research

Given the limitations of this study, future research could explore additional variables, such as moderating or intervening variables (e.g., communication, job satisfaction, organizational citizenship behavior), to further understand the factors influencing Employee Retention.

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