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The Impact of Compensation, Training, and Development and Organizational Culture on Job Satisfaction and Retention

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ABSTRACT

The purpose of this study was to analyze the effect of compensation, training and development, and organizational culture on job satisfaction and employee retention. This study uses primary data in the form of questionnaires distributed and filled out by 150 respondents using a purposive sampling technique. As independent variables in this study are compensation, training and development, and organizational culture, while dependent variables are job satisfaction and employee retention. The job satisfaction variables also function as a mediation variable. This study used the SEM analysis to test the hypothesis. The results show that compensation and training & development have a positive effect on job satisfaction, while organizational culture does not have a positive impact on job satisfaction. Compensation has a positive impact on employee retention, but training & development, as well as organizational culture, do not have a positive effect on employee retention. Furthermore, job satisfaction has a positive impact on employee retention, and training and development has a positive impact on retention through job satisfaction.

Keywords: compensation; training; development; organizational culture; job satisfaction; retention

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INTRODUCTION

A company or organization has to manage its employees well to motivate them, so they will have job satisfaction and have a high commitment to the company and wish to maintain their membership in the organization (Robbins and Coulter, 2016). One of the problems faced by human resource management is a turnover intention, the desire of employees to move to other companies to get or find better conditions. This condition can be detrimental to the company in terms of the costs of providing a lot of training and development programs and resources quality power (Prihanjana, 2013). Thus organizations need to be able to retain good employees in the organization (employee retention) by motivating, providing various training and development, providing appropriate compensation, and other efforts. Based on the dynamic environment that many organizations face today, the developing trend is to create more flexible wage systems and reduce the amount of the wage level. In this case, most importantly, it is the implementation of a fair, equal, and motivating compensation system that allows organizations to recruit and maintain a productive workforce (Robbins & Coulter, 2016).

Organizational culture also plays a vital role in determining the success of an organization. An influential culture, a culture that instills core values in a secure and widely accepted way among employees, has a more significant influence on employee behavior than a weak culture. The more influential the organizational culture, the more profound its impact the way managers carry out management functions starting from planning, organizing, leadership, and controlling. Thus organizations need to have an influential organizational culture in which their employees will provide higher loyalty to the organization than employees in organizations with weak cultures (Robbins & Coulter, 2016).

Employee retention is a policy and practice that directs employees to stay in the organization for a more extended period. Maintaining good employees is a challenge for all organizations and is difficult because of changes in the labor market (Mathis & Jackson, 2010). The higher the employee feels that the organization or company in which he works has developed a human resource policy that centers on professional welfare, the less likely the employee will leave the organization that employs them (Paille, Bordeau & Galois, 2010). Job satisfaction describes employees' feelings of their job reflected through their positive behavior toward their work (Robbins and Judge, 2017). Job satisfaction is needed because it is the

main reason why employees remain in the company. If employees' satisfaction with their work conditions is high, employees will increasingly show voluntary efforts to help organizations to achieve better efficiency. Therefore, companies need to pay attention to employee welfare, which can affect job satisfaction and job loyalty so that employees can make a maximum contribution to the company. With higher satisfaction with work conditions in the organization, employees are less likely to leave the organization. The small level of employees leaving the organization shows a high level of employee retention in the organization.

The purpose of this study is to determine the impact of compensation, training and development, and organizational culture on job satisfaction and retention. In this research, job satisfaction also functions as a mediation variable. The motivation for doing this research is to determine whether compensation, training and development, and organizational culture can increase job satisfaction and employee retention. The benefits of this research can be input for companies, especially leaders or managers, to increase employees' job satisfaction to increase employee retention in facing business competition in various fields.

LITERATURE REVIEW

Compensation

Compensation is a form of appreciation given to employees for services and contributions provided to organizations or companies (Panggabean, 2011). Compensation (reward) is a tool used by a leader to appreciate employee performance (Chelangat & Gachunga, 2016). Another definition of compensation is financial and non-financial benefits received by employees through work relationships through the organization (Jehanzep et al., (2012). By providing appropriate compensation to employees, organizations can increase employee retention (Anis, 2011), (Chandiok, 2012) and (Neog, 2015).

Training and Development

Training is a process to increase knowledge and skills to be able to do specific tasks (Suifan, 2015), and Mondy (2010) defined training as the activities designed to provide learners with the knowledge and skills needed for their present jobs. Simultaneously, development involves learning that goes beyond today's job and has a more long-term focus.

Training is an effort by an organization to provide education to employees (Noe, 2013). The training aims to provide knowledge and expertise related to work for changes in employee behavior (Werner & De Simone, 2011). The purpose of development is to prepare employees to stay in line with organizational change and growth. Training and development activities have the potential to align employees with their company strategies. Human resource development is a crucial HR function that includes training and development and includes individual career planning and development activities, organizational development, management, and performance appraisal (Mondy 2010).

Organizational development describes changes in methods that focus on humans and the nature and quality of interpersonal work relationships (Robbins, 2013). The techniques in this development aim to produce a change in the people involved in the organization and encourage them to work together better. Training and development are needed both for the employees and the leaders of the organization. Joshi (2013) explains that training is necessary to improve employees' knowledge and skills for specific work. Training and development programs that suit employees' needs can increase employee retention (Montgomery, 2006). Robert and Outley (2002) explain that a successful retention strategy must include training because training can create an incentive for employees to stay with the organization for a more extended period. Thus professional training and career development programs must be part of the organization's policies. Noelle Fujii (2019) states that training is one way to motivate employees to stay with the organization. Mondy (2010) stated some possible strategic benefits of training and development, namely employee satisfaction, improved morale, higher retention, lower turnover, improved hiring, a better bottom line, and the fact that satisfied employees produce satisfied customers. Therefore the organization must provide opportunities and motivate employees to participate in training and development programs.

Organizational Culture

Organizational culture is a set of values, principles, traditions, and ways of working shared by members of the organization, influencing the behavior and actions of the organization members, and distinguishes the organization from other organizations (Robbins and Coulter, 2016). The definition implies three things. First, culture is a perception, but employees

accept and understand it through what they experience. Second, organizational culture is descriptive, which is about how members receive and interpret the culture, regardless of whether they like it or not. Finally, although individuals in organizations have different backgrounds and work at various organizational levels, they tend to interpret and express corporate culture in the same way. In other words, there are aspects of shared acceptance (Robbins and Coulter, 2016). Greenberg and Baron, (2010) define organizational culture as a cognitive framework that includes attitudes, values, norms, and shared expectations shared by members of the organization. Denison and Misra (2007) formulated organizational culture indicators as follows: (1) Mission, namely, the concept of corporate planning accompanied by actions according to plan to achieve organizational goals. (2) Consistency, namely, the determination to continue to carry out tasks with various obstacles. (3) Adaptability, namely, the employees' ability to adjust and react over leadership and workplace change (4) Involvement, involves employees at all levels of the organization in decision making and problem-solving.

Job Satisfaction

Job satisfaction is the individual's general attitude towards his job, the difference between the amount of reward received, and the amount that workers believe should be accepted (Robbins, 2013). Another understanding of job satisfaction is a collection of various feelings and a person's belief in his current job (George, 2012). Job satisfaction can affect the behavior of employees in the company where he works, which can lead to high turnover intention. George (2012) explains four factors that affect job satisfaction as follows: (1) Personality, are the nature of a person as a determinant of how he thinks and feels satisfied with his work; (2) Values, reflect the employee's belief in achieving the results of his work and how to behave in action; (3) The work situation, which includes an interest in work, social relations with superiors and the surrounding environment, security and justice in the provision of salaries and benefits; and (4) Social influence, the influence of individuals or groups on a person's attitudes and behavior. Employee job satisfaction is needed because it is the main reason why employees remain in the company. Based on this the company needs to focus on employee welfare, which can affect job satisfaction and job loyalty so that employees can make a maximum contribution to the company

Employee Retention

The first step of human resource management is getting competent and qualified employees. Then, it is important for management to keep them being loyal to the company. (Robbins and Coulter, 2016). Employee retention is the process by which employees are encouraged to remain with the organization (Mathis and Jackson, 2010). Several factors determine employee retention (Mathis and Jackson, 2010), including 1) Organizational Components consisting of culture, values, strategies, opportunities, continuity, and job security influence employees in deciding whether to stay or leave their company. Organizations with a positive culture and values experience lower employee turnover; 2) Organizational Career Opportunities that include continuous employee training, career development, and guidance and formal career planning within an organization. Surveys of employees in all types of permanent work show that organizational career development efforts can significantly affect employee retention rates; 3) Awards received by employees that include salaries, incentives, and benefits. According to many surveys and experience, maintaining employee retention is a competitive compensation practice in the form of competitive salaries and benefits, performance-based rewards, employee recognition, special benefits and bonuses; and 4) The design of tasks and work. The nature of the tasks and work performed can affect employee retention; 5) Employee Relations. Employee relationships the organization affect employee retention. It is essential that employees get fair or non-discriminatory treatment, have support from supervisors or management, and have a good relationship with coworkers. Thus companies need to carry out effective employee retention management processes to manage employee retention

Prior Researches

The implementation of a fair, equal, and motivating compensation system allows organizations to recruit and maintain a productive workforce (Robbins & Coulter, 2016). Thus the company or organization must provide appropriate compensation for its employees for the efforts, tasks, and achievements so that they feel valued, have job satisfaction, and remain loyal to the organization. Previous research states that compensation has a positive effect on job satisfaction (Mabaso and Dlamini, 2017); Ramli, (2018) and Husain et al., (2019). With proper compensation based on what

they have done, job satisfaction increases. Based on the results of those prior researches, hypothesis 1 is formulated as follows:

H1: There is a positive impact of compensation on job satisfaction.

Training (training) is an organization or company effort to provide the knowledge and skills needed for employees to carry out their tasks, so they can work well and get job satisfaction. Training is a learning process that is related to current work and is needed to support the work of employees. In conducting training, it is necessary to ensure that the exercise carried out can directly improve performance. The results of research conducted by Vasudevan (2014) and Chaudry & Bhaskar (2016) show that training positively affects job satisfaction. Based on the results of those prior researches, hypothesis 2 is formulated as follows:

H2: There is a positive impact of training and development on job satisfaction

An influential organizational culture will instill strong core values and be widely accepted among employees. Influential organizational culture has a more significant influence on employee behavior than the weak culture (Robbins & Coulter, 2016). Organizations must also have a healthy organizational culture that can make employees motivated and loyal to the organization. Organizations must have a healthy organizational culture that can make employees motivated and loyal to the organization. Some research results show that organizational culture has a positive effect on job satisfaction (Anitha and Farida, 2016); and (Karnila and Didiek, 2018). Based on the results of those prior researches, hypothesis 3 is formulated as follows:

H3: There is a positive impact of Organizational Culture on Employee Job Satisfaction

Compensation (Reward) is an award given to employees for services and contributions provided to organizations or companies (Panggabean, 2011). The results of previous studies conducted by Kumar et al. (2012); (Choi & Dickson, 2009); (Hinkin & Tracey, 2010) stated that there was a significant positive relationship between compensation and employee retention. Similarly, the results of research conducted by (Anis, 2011), (Chandiok, 2012) and (Neog, 2015) showed a positive effect of compensation on employee retention. Based on the results of those prior researches, hypothesis 4 is formulated as follows:

H4: There is a positive impact of Compensation on Retention

Training is an effort made by an organization to provide knowledge and expertise to work for changes in employee behavior (Werner & De Simone, 2011). Mejia (2012) explains that training can improve employee performance and retention. Research conducted by Miller (2006) shows that training and development can increase employee retention. Similarly, the results of research done by Anis (2011) and Haider (2015). Based on the results of those prior researches, hypothesis 5 is formulated as follows:

H5: There is a positive impact of training and development on employee retention

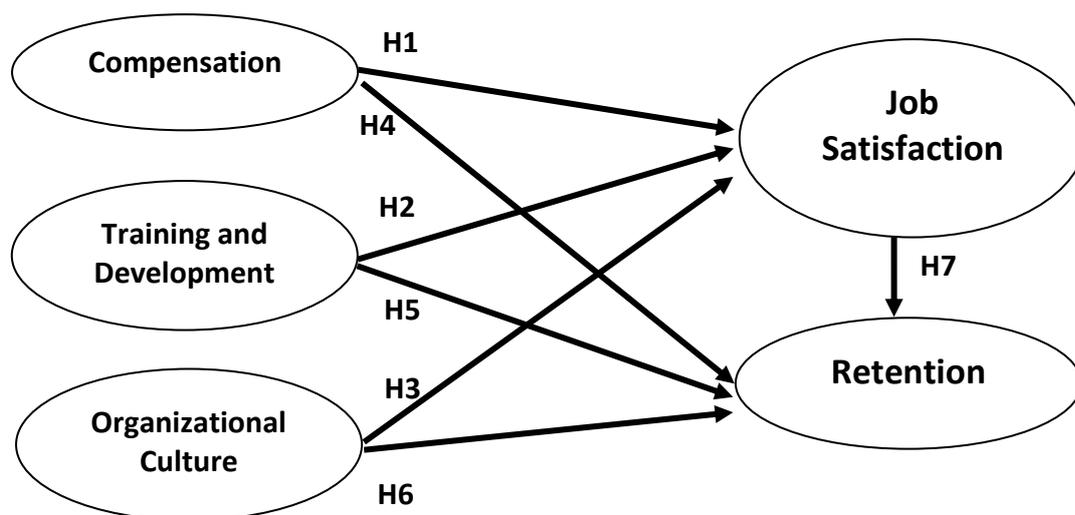
The results of a study conducted by Farida Begum (2016), and Magsood Haider, et al. (2015) show that organizational culture has a positive effect on employee retention. Based on the results of those prior researches, hypothesis 6 is formulated as follows:

H6: There is a positive impact of organizational culture on employee retention

Employee job satisfaction is needed because it is the main reason employees remain in the company (George, 2013). Based on this, companies need to focus on employee welfare, which can affect job satisfaction and job loyalty, thereby increasing employee retention and making a maximum contribution to the company (Denton, 2000). Based on the results of those prior researches, hypothesis 7 is formulated as follows:

H7: There is a positive impact on employee job satisfaction on employee retention

Figure 1: Conceptual Framework of Research Model



METHODS

This study uses hypothesis testing (Testing Hypothesis) that aims to test hypotheses. The time dimension of data collection is cross-sectional because it is collected only once in a certain period. Data were collected by distributing questionnaires that are arranged based on the instruments used in previous studies. The respondents of this study were individuals, namely employees of some private companies in Jakarta.

This study uses five variables, namely, compensation, training & development, organizational culture, job satisfaction, and employee retention. The compensation and training variables were measured using the instrument used by Oktine Rafida (2016). Organizational culture variables are measured based on organizational culture indicators initiated by Denison and Misra (2007). The Job Satisfaction variable is measured by utilizing the instrument used by Gary Jon Springer (2011). Furthermore, employee retention variables are measured by utilizing the instruments used by Panggabean (2014). The measurement scale used on this questionnaire is a Likert scale with answer choices ranging from scale one = strongly disagree to scale 5 = strongly agree.

The following indicators measure those five variables: first, compensation is measured by three indicators, namely, compatibility of compensation with work results, assessment criteria for compensation, giving bonuses for more work. Second, training and development are measured by three indicators, namely, increased knowledge and

professional skills, opportunities to attend various training, and increased knowledge and insight to do tasks. Third, organizational culture is measured by three indicators: understanding the organization's mission and goals, the ability to adjust to organizational changes, and involvement in decision-making and organizational problem-solving. Next, job satisfaction is measured by three indicators. Namely, self-satisfaction for the work entrusted, satisfaction with salary received, and satisfaction with supervisors/supervision of superiors. Finally, employee retention is measured with four indicators: willingness to work hard for the company's success, the desire to pursue a career in the company, loyalty to the company, and the desire to recommend companies to job seekers.

The research data used are primary data collected through questionnaires distributed to 150 employees that meet the minimum sample size requirement, which is five times the number of research indicators, 16 indicators (Hair et al., 2010). The sampling method used is purposive sampling method. Those 150 people of respondents are employees working in some private companies in Jakarta. This research is a quantitative study, and the method of data analysis used in this study is the Structural Equation Modeling (SEM) operated by using the IBM SPSS AMOS 22 program (Ghozali, 2011)

Before analyzing the hypotheses, the overall fit model must be assessed to ensure that the model can describe all the effects of cause and effect (goodness of fit). The validity and reliability tests are conducted to make sure that the measurement instrument used is valid and reliable. Cronbach's Coefficient Alpha is used to examine the instrument reliability. Cronbach's Coefficient Alpha value is declared reliable if the value is higher than 0.60 (> 0.60) (Sekaran dan Roger, 2016).

The results of the validity and reliability test can be seen in figure 2.

Figure 2: Validity and Reliability Test Results

Indicator	Factor Loadings	Cronbach's Alpha	Conclusion
Compensation			
C 1	0.946	0.932	Valid and Reliable
C 2	0.953		
C 3	0.914		
Training and Development			
TD 1	0.840	0.811	Valid and Reliable
TD 2	0.850		
TD 3	0.869		
Organizational Culture			
OC 1	0.859	0.819	Valid and Reliable
OC 2	0.880		
OC 3	0.833		
Job Satisfaction			
JS 1	0.877	0.859	Valid and Reliable
JS 2	0.891		
JS 3	0.881		
Employee Retention			
ER 1	0.925	0.897	Valid and Reliable
ER 2	0.854		
ER 3	0.872		
ER 4	0.850		

From table 2, we know that the Compensation variable consists of 3 indicators. All three indicators have factor loadings values higher than 0.50 (Hair's Factor Loadings for 150 respondents). Thus, these indicators are valid in forming the Compensation variable construct. Cronbach's Alpha of those three indicators is 0.932, which is higher than 0.6. Therefore, these three indicators are reliable. The Training and Development variable consists of 3 indicators. All of the three indicators have factor loadings values greater than 0, 50 (Hair's Factor Loadings for 150 respondents). Thus, those indicators are valid in shaping the construct of the Training and Development variable. Cronbach's Alpha of those three indicators is 0.811, which is higher than 0.6. Therefore, the three indicators are reliable. Organizational culture variables consist of 3 indicators. All three indicators have factor loadings values higher than 0.50 (Hair's Factor Loadings for 150 respondents). Thus, these indicators are valid in shaping the construct of organizational culture variables. Cronbach's Alpha of those three indicators is 0.819, which is higher than 0.6. Therefore, the three indicators are reliable. The job satisfaction variable consists of 3 indicators. All three indicators have factor loadings values higher than 0.50 (Hair's Factor Loadings for 150 respondents). Thus, those indicators are valid in shaping

the construct of the job satisfaction variable. Cronbach's Alpha of those three indicators is 0.859, which is higher than 0.6. Therefore, the three indicators are reliable. The Employee Retention variable consists of 4 indicators. All four indicators have factor loadings values higher than 0.50 (Hair's Factor Loadings for 150 respondents). Thus, those indicators are valid in forming the Employee Retention variable construct. Cronbach's Alpha of 4 indicators is 0.897, which is higher than 0.6. Therefore, the four indicators are reliable.

RESULT AND DISCUSSION

Descriptive statistical testing is done to explain the characteristics of the data in terms of the mean and standard deviation to show variations of the respondents' answers. The mean value indicates the average respondent's assessment of the questions asked, while the standard deviation value indicates the magnitude of the deviation from the average of the questions raised in the research questionnaire. Figure 3 shows the mean and standard deviation for the measured variables.

Figure 3 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation 1	150	3.00	5.00	4.0733	.66652
Compensation 2	150	3.00	5.00	4.0133	.68529
Compensation 3	150	3.00	5.00	4.0933	.65893
Training and Development 1	150	3.00	5.00	4.0867	.70413
Training and Development 2	150	3.00	5.00	4.0933	.62763
Training and Development 3	150	3.00	5.00	4.1333	.64159
Organizational Culture 1	150	2.00	5.00	3.7533	.75027
Organizational Culture 2	150	2.00	5.00	3.7533	.87421
Organizational Culture 3	150	2.00	5.00	3.7133	.79711
Job Satisfaction 1	150	3.00	5.00	4.0600	.70692
Job Satisfaction 2	150	2.00	5.00	3.9933	.74633
Job Satisfaction 3	150	3.00	5.00	3.9200	.70966
Employee Retention 1	150	3.00	5.00	4.0600	.64745
Employee Retention 2	150	3.00	5.00	4.0333	.65964
Employee Retention 3	150	3.00	5.00	4.1000	.68297
Employee Retention 4	150	3.00	5.00	4.0667	.72968
Valid N (listwise)	150				

In this research, a **Goodness-of-fit Test** is conducted to determine whether the model is feasible so that it can be used for hypothesis testing. The result of the goodness-of-fit test can be seen in figure 4

Figure 4 Goodness-of-Fits Test

Types of Measurement	The goodness of Fit measurement	Value	Conclusions
Absolute Fit Index	χ^2 – Chi-square	3,875	<i>Poor-of-Fits</i>
	p-value	0,000	<i>Poor-of-Fits</i>
	GFI	0,785	<i>Poor-of-Fits</i>
	RMSEA	0,139	<i>Poor-of-Fits</i>
Incremental Fit Index	AGFI	0,688	<i>Poor-of-Fits</i>
	NFI	0,816	<i>Marginal-of-Fits</i>
	TLI	0,814	<i>Marginal-of-Fits</i>
	CFI	0,854	<i>Marginal-of-Fits</i>

Based on the results of the tests, from the above model based on the values of GFI, AGFI, NFI, TLI, and CFI, it can be concluded that it is the goodness-of-fit model. Therefore, testing the hypothesis of the theory can be continued.

After testing the suitability of the model, it is found that the model is feasible to do a hypothesis test, wherein this study, there are seven hypotheses tested with SEM as shown in figure 5 below:

Figure 5 Hypothesis Test Results with SEM Analysis

Hypotheses	Coefficient	Prob	Conclusions
H1: There is a positive impact of Compensation on job satisfaction	0.174	0.033	Ho rejected
H2: There is a positive impact of Training and Development on job satisfaction	0.782	0.000	Ho rejected
H3: There is a positive impact of Organizational Culture on job satisfaction	-0.055	0.458	Ho failed to reject
H4: There is a positive impact of Compensation on Retention	0.557	0.000	Ho rejected
H5: There is a positive impact of Training and Development on Retention	0.084	0.466	Ho failed to reject
H6: There is a positive impact of Organizational culture on Retention	-0.040	0.425	Ho failed to reject
H7: There is a positive impact of job satisfaction on Retention	0.378	0.000	Ho rejected

Based on the results obtained from the SEM Test above, we know that first, compensation has a coefficient value of 0.174 with a probability value of 0.033, which is smaller than 0.05 so that Ho is rejected or an effect

of Compensation on job satisfaction. The higher the perception of Compensation, the higher the perception of job satisfaction. Second, training and development have a coefficient value of 0.782 with a probability value of 0,000, which is smaller than 0.05 so that H_0 is rejected or there is an influence of training and development on job satisfaction. The higher the perception of training and development, the higher the perception of job satisfaction. Third, organizational culture has a coefficient of -0.055 with a probability value of 0.458, which is higher than 0.05 so that H_0 fails to be rejected, or there is no influence of organizational culture on job satisfaction. Next, compensation has a coefficient of 0.557 with a probability value of 0,000 that is smaller than 0.05 so that H_0 is rejected or there is an effect of compensation on employee retention. The higher the perception of compensation, the higher the perception of employee retention. Fifth, training and development have a coefficient value of 0.084 with a probability value of 0.466, which is higher than 0.05 so that H_0 fails to be rejected, or there is no effect of training and development on employee retention. Sixth, organizational culture has a coefficient of -0.040 with a probability value of 0.425, which is higher than 0.05, so that H_0 fails to be rejected, or there is no effect of organizational culture on employee retention. Finally, job satisfaction has a coefficient value of 0.378 with a probability value of 0.000, which is smaller than 0.05, so that H_0 is rejected or there is an effect of employee job satisfaction on employee retention. The higher the perception of employee job satisfaction, the higher the perception of employee retention.

From the results of the analysis, it can be seen that compensation and training & development have a positive effect on job satisfaction, but organizational culture does not have a positive impact on job satisfaction. Likewise, compensation has a positive impact on employee retention, but training & development and organizational culture do not have a positive impact on employee retention. Furthermore, job satisfaction has a positive impact on employee retention.

CONCLUSION

Retaining qualified and skilled employees is always a challenge for organizations in facing competition. Based on the results of this research, it can be concluded that Compensation has a positive impact on Job Satisfaction and Employee Retention. Training & Development has a positive impact on Job Satisfaction but does not have a positive impact on

Employee Retention. Organizational Culture does not have a positive impact on either Job Satisfaction or Employee Retention. Job satisfaction has a positive impact on Employee Retention. Though Training & Development do not directly affect Employee Retention in this research, they have a positive impact on Employee Retention through Job Satisfaction. Thus, the efficiency and effectiveness of Training & Development need to be improved to increase Employee Retention. Likewise, Organizational Culture needs to be strengthened to increase Job Satisfaction and Employee Retention. Compensation directly and positively affects both Job Satisfaction and Employee Retention. Therefore, companies must always provide reasonable compensation for their employees. Likewise, Organizational Culture needs to be strengthened so that employees feel a more pleasant working atmosphere, higher work discipline, and better working relationships, thereby increasing Job Satisfaction and Employee Retention.

This research has limitations that need to be refined in future studies, namely the number of research samples which only amount to 150, so it cannot be generalized to all companies in Jakarta. For future studies, we can use more samples from several other companies and increase the dimensions of the variables studied. Besides, we can also add other variables related to job satisfaction and employee retention.

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