

EFFECT OF EMPLOYEE RETENTION FACTORS ON ORGANIZATIONAL COMMITMENT

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Abstract - *It is necessary to retain talented employees familiar with the working conditions and perform better than the new employees. Most employers usually attempt to decrease employee turnover to decrease training costs, recruitment costs, loss of talent and organizational knowledge. P.T. Alfa Scorpii is an automotive shop which is located at Jl. Adam Malik no 34 Medan. Based on the information that the writer has research, there is a turnover among the employees, and the employer struggles to retain their valuable employees. The employees are not committed to the organization and decided to leave the organization for another job due to compensation, job characteristics, training and development opportunities, supervisor support, career opportunities, and work/life policies.*

The writer used employees in the sales department in P.T. Alfa Scorpii Medan as the population. The sampling theory by Slovin is 95 people. The sampling technique used is the simple random sampling in which each member of the population has an equal and known chance of being selected

In analyzing data, the writer used some methods such as statistics, validity test, reliability test, correlation test, determination test, linear regression, and hypothesis test. According to the result calculation data through the respondents' answers, the writer got the result of 0.82, which means retention factors positively and significantly affect organizational commitment at P.T. Alfa Scorpii Medan. From the calculation of the hypothesis test, $z_{count} = 6.83$. The $z_{count} > z_{table}$ ($6.83 > 1.96$) means the Null Hypothesis (H_0) is rejected, and the Alternative Hypothesis (H_a) is accepted. Retention factors affect organizational commitment at P.T. Alfa Scorpii Medan.

Keywords: *Retention Factors, Organizational Commitment*

1. INTRODUCTION

A company needs to recruit those workers with good knowledge, skills, and talents. Many people are willing to earn money for their living, but some are not skilful, and some have excellent skills. Nowadays, most companies must try to keep their competent employees to face the changing world. Technology is getting better and better. To work faster to produce greater output, a company needs to have employees who can work efficiently and effectively.

It is necessary to retain talented employees familiar with the working conditions and perform better than the new employees. A distinction should be drawn between the employees performing well and the employees who are performing low. Most employers usually attempt to decrease employee turnover to decrease training costs, recruitment costs, and talent and organizational

knowledge loss. By focusing on the fundamentals, an organization can go a long way towards building a high retention workplace. P.T. Alfa Scorpii is an automotive shop which is located at Jl. Adam Malik no 34 Medan. The main office and the prominent wholesaler sell Yamaha motorcycles and spare parts for North Sumatra, Aceh, and Riau. This company distributes the bike and the spare parts to the retailers and also its branch office. Based on the information that the writer has research, there is a turnover among the employees, and the employer struggles to retain their valuable employees. The employees are not committed to the organization and decided to leave the organization for another job due to compensation, job characteristics, training and development opportunities, supervisor support, career opportunities, and work/life policies. Compensation is a precious tool for retention and turnover. It is also a motivator for an employee in commitment with the organization, enhancing attraction and retention (Moncarz, 2009). The turnover rate in the sales department at P.T. Alfa Scorpii is shown below in table 1

Table 1. Number of Turnovers

Month	Numeral		Total number of employees	Ratio	
	In	Out		In	Out
January	7	4	146	2%	1%
February	2	0	148	1%	0%
March	3	9	142	1%	2%
April	9	10	141	2%	3%
May	4	8	137	1%	2%
June	4	3	138	1%	1%
July	5	8	135	1%	2%
August	11	11	135	3%	3%
September	8	12	131	2%	3%
October	2	8	125	1%	2%
Total	55	73			

Source: PT. Alfa Scorpii Medan

When the employees decide to leave the organization, the organization loses the employee and interruptions in normal operations, incomplete projects, customer dissatisfaction, loss of efficiency, increased replacement and recruiting cost, and production knowledge. It is worst if the employee leaves the company to join a competitor or start their own business, which will compete with the former company.

The most important thing a company should do is recruit skilled employees and retain the competent employees who have been working in the company itself. The retention of employees is much



more important than hiring new candidates because of orientation and training costs. Many companies design strategies to entice the employees who are competent to work in the company by offering them higher salaries, but the pay is not the only factor. Other factors also play in the retention of employees.

Based on the statement above, the writer is interested in identifying the problem found at this company. How is the effect of retention factors on organizational commitment at P.T. Alfa Scorpii Medan? Specifically, this study mainly seeks to achieve the following objectives: To determine the effect of retention factors on organizational commitment.

2. LITERATURE REVIEW

Some companies find difficulties keeping their competent employees who have excellent skills and knowledge because of the aggressive competitors using better strategies to entice these precious employees. Retention refers to an organization's efforts to keep employment employees through voluntary resignation (Mengel, 2001). Thus employers need to retain their high performers who have knowledge and skills critical for the organization to maintain a competitive advantage.

The first significant indicator of employee retention is organizational commitment (Curtis & Wright, 2001) Employees with a high organizational commitment are those who have a strong identification with the organization, value the sense of membership within it, agree with its objectives and value systems, are likely to remain in it, and, finally, are prepared to work hard on its behalf (Curtis & Wright, 2001). In addition, Cascio (2003) describes retention as initiatives taken by management to keep employees from leaving the organization, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment. According to Laschinger (2009), perceptions of empowerment, supervisor incivility, and cynicism were strongly related to job satisfaction, organizational commitment, and turnover intentions.

According to Rogers (2001), loyal, engaged employees tend to generate high-performance business outcomes such as increase sales, improved productivity, profitability, and enhanced employee retention. Employees who commit themselves to the organization are likely to care about the vision and mission. To face the challenges in the business today, the organization needs competent employees who are loyal as it is a competitive advantage compared to new technology or new product development because people are challenging to imitate.

Dockel (2006) a literature survey that considered the retention of high technology employees identified six critical factors. These factors are relevant to this study and include compensation, job characteristics, training and development opportunities, supervisor support, career opportunities, and work-life policies. Similarly, Munsamy & Bosch-Venter (2009) found that direct financial rewards (the cash component) are essential since employees want to be recognized for their efforts. Another critical factor in retaining skilled workers is training and development Holland et al. (2007). Employees can participate in formal development activities provided by the organization and informal experiences of quality development relationships with senior managers. Training is essential and provides advancement opportunities and makes employees see that they are valuable to the organization. Supervisor support refers to how much support employees feel they receive from their supervisors. In this study, supervisor support will include recognition and feedback from supervisors to employees since various research studies indicate the importance of recognition and feedback in retaining valuable employees (Allen et al.,



2003). Career opportunities may include the internal and external career that an employee may have. Internal career opportunities may be in the employee's current organization; for example, a promotion or be moved to a different position inside the same organization. According to Baruch (2004), perceptions of the organization's adherence to career-orientated practices, including internal promotions, training and development and employment security, are positively related to commitment. External career opportunities, on the other hand, may be obtained from another organization. According to Munsamy & Bosch-Venter, (2009), the focus of work/life balance is on the notion of a flexible and stress-free work environment by providing childcare facilities and access to families. Location is essential, as is the amount of travel away from home, recreational facilities in distant places, hours of work, leave time, overtime, and flexible time. Commitment is a force that binds an individual to a course of action of relevance to one or more targets. This general description of commitment relates to the definition of organizational commitment, according to Arnold (2005). It isn't the relative strength of an individual's identification with and involvement in an organization.

Organizational commitment is a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership. Therefore, organizational commitment is the degree to which an employee is willing to maintain membership due to interest and association with the organization's goals and values.

Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is assessing the congruence between an individual's own values and beliefs and those of the organization (Swales, 2002). Organizational commitment is characterized as employees' willingness to contribute to organizational goals. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organization is higher (Okpara, 2004)

Visser (2001) and Rowden (2002) state that their participation is likely to increase when they are directly involved in organizational development. This participation contributes to the durable character of the organizational development and may arise from a continuous dialogue between employees concerning their mutual future, which enhances cooperation and team spirit (Hooenboom, 2002). Employees will participate more and put more effort when given the task they are interested. They will feel comfortable with what they are doing and confident enough to do their best.

Hytter (2007) found that the private premises of loyalty, trust, commitment, and identification and attachment with the organization directly influence employee retention. A loyal employee is likely to stay and continue working in the organization since they feel obliged to do that. Other researchers confirm that adequate training and opportunities to learn and develop enhance employee retention (Arnold, 2005; Herman, 2005). Nawab and Bhatti (2011) found that compensation affects organizational commitment and job satisfaction. Study Khan et al. (2014), the commitment of academicians is significant for an academic institution. Organizational commitment is becoming an essential issue in a competitive educational environment. Study Saeed et al. (2013) stated that compensation and job characteristics significantly influence organizational commitment. Study Kabir (2011) shows a positive and meaningful relationship between job satisfaction and work-related factors, affective dedication and work-related factors, and normative commitment and work-related factors in Bangladeshi commercial banks. But there is no positive relationship between continuance commitment and employment-related factors in commercial banks. Study Chauhan & Thakar (2020) stated that employee retention is beneficial for the organization and the employee. Employees today are different. Study Cho & Park (2011) noted that the analysis demonstrates the significant relationships between trust and employee satisfaction and

organizational commitment. Study Van Waeyenberg et al. (2017) internal consistency relates to increased satisfaction with the EPM system affective commitment to the organization. Vertical alignment relates to lower levels of turnover intentions

Theoretical frameworks provide a particular perspective, or lens, through which to examine a topic. A theoretical framework consists of concepts and definitions and existing theories/theories used for your specific study. The theoretical framework must demonstrate an understanding of theories and concepts relevant to the topic of your research paper and relate it to the broader fields of knowledge in the class you are taking (Sekaran & Bougie, 2016; William Trochim, 2006)

Based on the literature review, there is a need to study the relationship between retention and organizational commitment among organizations' employees. The conceptual framework below will offer the conceptual foundation for examining and exploring more to verify the relationship between retention and organizational commitment. The relationship between the various factors is displayed in Figure 1 theoretical framework

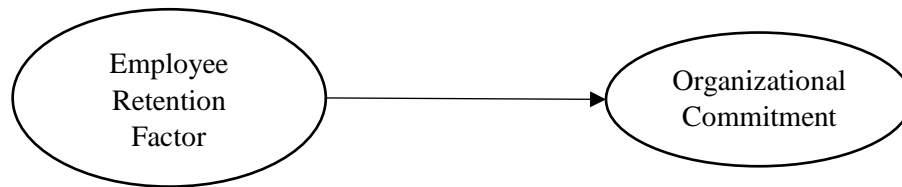


Figure 1 Theoretical Framework

A hypothesis is a statement that predicts the outcome of the research. It's crucial to analyze data to get the object instantly; it's a quick answer to the problem until proven through the research. Ha is the Hypothesis that has a strong relationship between independent and dependent variables. There are two types of hypotheses: the Null Hypothesis (Ho), which the writer wants to prove, and the Alternative Hypothesis (Ha), which may come if the Null Hypothesis is rejected. Based on the above problem, the writer assumes to prove it.

Ha: The employee retention factors affect organizational commitment at P.T. Alfa Scorpii Medan

3. RESEARCH METHOD

Sekaran & Bougie (2016) defines research design as a mapping strategy and maintained that it is essentially a statement of the object of the inquiry and the strategies for collecting the evidence, analyzing them, and finally reporting the findings. A research design will express both the structure problem and the plan of investigation used to obtain empirical evidence on the relationship of the problem. Data collected for the research is gotten directly from the interview conducted and questionnaires distributed to the employees for collecting more sources. The writer will use a Likert Scale of 1 to 6 points (Djakasaputra & Juliana, 2020) in this research to measure it. The questionnaire will be given to the employees, and they must answer the questions. A population is a collection of data whose properties are analyzed. The population is the complete collection to be studied. It contains all subjects of interest. At the same time,

the sample is the part of the population representing the company's population. The population in the research is the total of employees in the sales department in P.T. Alfa Scorpii Medan as that department has the highest turnover rate in the company.

In determining the number of the sample, the writer will apply Slovin's formula. There are scientific ways of determining a representative (acceptable) sample size from any given population. According to Sugiyono (2016), one of them is Slovin Formula. This kind of sampling method is the most convenient and easiest to conduct, for the writer can select the sample without qualifying the respondents, and this sampling method can be easier to measure, accessible, and cooperative.

To take the number of samples, the writer is using Slovin Formula, which is:

$$n = \frac{N}{(1 + Ne^2)}$$

Where,

n = sample size

N = population

e = error tolerance (5% or 0.05)

From the calculation of using the Slovin Formula, the number of samples taken from the population of customers So, the sample size that the writer will use is 95 employees in P.T. Alfa Sorpii Medan. The writer uses the simple random sampling which each member of the population has an equal and known chance of being selected. When there is large population, it is often difficult or impossible to identify every member of population. Independent variable (Variable X) is a factor that can be varied or manipulated in the research. The independent variable consists of one variable: retention factors with six main focuses: compensation, job characteristics, training and development opportunities, supervisor support, career opportunities, and work/life policies. Dependent variable (Variable Y) is a variable that the writer is trying to predict. The dependant variable consists of one variable: organizational commitment with three mindsets: affective organizational dedication, continuance organizational commitment, and normative organizational commitment. The primary data can be obtained by the field research which is directly goes to the company, P.T. Alfa Scorpii Medan, to get the expected data and information through: interview , questionnaire. The writer's data analysis method is validity test, reliability test, linear regression, coefficient of correlation, determination coefficient analysis and normality test, hypothesis test. According to Saphiro and Wilk (2011), the purpose of normality test is to test the sample whether has normal distribution or not. If the significance is below 0.05, it means that the data to be tested have significant differences with the standard normal data. In other words, the data are not normally distributed. Furthermore, if no significant differences between the data are tested with standard normal data, the data are distributed normally.

4. RESULT AND DISCUSSION

After researching the field, the writer collected the data. The writer obtained various data about respondents identified by The Effect of Retention Factors on Organizational Commitment at P.T. Alfa Scorpii Medan.

The data gathered in the field are similar to the research sample and displayed in the table, such as gender and age.

Meanwhile, the data gathered through spreading in the field will be displayed in quantitative data. The questionnaires that are applied are similar to the respondents' sheets, with the total questions are 12 questions (consists of 6 items for variable X and six items for variable Y). The data of the respondents will be described as follows:

Table 1 Data of Respondents' Gender

Gender	Frequency	Percentage
Male	63	66.32%
Female	32	33.68%
Total	95	100%

Sources: Processed Data (2020)

From the data shown in the table above, the total of male respondents is more than the total of female respondents, 63 persons or 66.32%. On the other hand, the total female respondents are 32 persons or 33.68%. Therefore, most of the respondents are male.

Table 2 Data of Respondents' Age

Age	Frequency	Percentage
21 – 25 years old	9	9.47%
26 – 30 years old	55	57.90%
> 30 years old	31	32.63%
Total	95	100%

Sources: Processed Data (2020)

From the table above, the respondents aged 21-25 years old are nine respondents (9.47%). While those within 26–30years old are 55 respondents (57.90%), and above 30 years old are 31 respondents (32.63%). Most respondents are age 26-30 years old.

According to Sugiyono (2016), the number of respondents to test the instrument, no selected numbers are required; however, it is suggested to use 10-20 respondents. The writer will use ten people not from the sample size to determine how valid the questionnaires are. The Test results question the validity of each variable on the research instrument can be seen in the summary table as follows:

Table 3 Validity for Variable X

No.	Validity	Scale
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1	0.762	High
2	0.785	High
3	0.651	High
4	0.747	High
5	0.613	High
6	0.684	High

Sources: Processed Data (2020)

The table above shows the validity test results of each question of variable X (Employee Retention factor); from statement 1 to statement 6, the value of the validity test is within 0.60- 0.80, which in the scales is indicated as High Validity.

Table 4. Validity for Variable Y

No.	Validity	Scale
1	0.626	High
2	0.692	High
3	0.751	High
4	0.767	High
5	0.703	High
6	0.784	High

Sources: Processed Data (2020)

The table above shows the validity test of each question of variable Y (Organizational Commitment); from statement 1 to statement 6, the value of the validity test is within 0.60- 0.80, which in the scales is indicated as High Validity

The reliability test is used to test whether the questionnaires are trustworthy enough or not. The calculation of the reliability test is as follows:

Table 5. Reliability Statistics

Cronbach's Alpha	N of Items
.860	12

Sources: Processed Data (2020)

To check whether the questionnaires are reliable or not, the writer needs to match the reliability test scale. The writer's reliability test is $0.86 > 0.80$, which means the questionnaires are good, trustworthy, dependable, and consistent.

Normality test is the test of whether the sample being used is normal or not, is actually by conducted tests on normally or not the distribution of the data to be analyzed. The writer will use the Kolmogorov Smirnov. The basic concept of the Kolmogorov Smirnov normality test is to compare the

data distribution (which will be tested normality) with the standard normal distribution. The normal distribution is the raw data that has been transformed into the form of Z-Score and assumed normal.

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test			
		Retention Factors	Organizational Commitment
N		95	95
Normal Parameters ^a	Mean	10.26	7.45
	Std. Deviation	4.170	2.797
Most Extreme Differences	Absolute	.183	.211
	Positive	.183	.211
	Negative	-.103	-.109
Kolmogorov-Smirnov Z		1.128	1.302
Asymp. Sig. (2-tailed)		.157	.118
a. Test distribution is Normal.			

Sources: Processed Data (2020)

Based on the result above, the significant or probability value is 1.128 for variable X and 1.302 for variable Y, which is greater than 0.05. This means the sample has a normal distribution.

A correlation test is used to know the correlation between the independent variable and dependent variables. The possible results are shown in the relations of both variables, whether it is positive, independent, or negative. The effect of the coefficient of correlation of X (Employee Retention Factors) and Y (Organizational Commitment) in P.T. Alfa Scorpii Medan can be seen in the table below:

Table 7. Correlation Test

Coefficient of Correlation			
		Retention Factors	Organizational Commitment
Retention Factors	Pearson Correlation	1	.820**
	Sig. (2-tailed)		.000
	N	95	95
Organization	Pearson Correlation	.820**	1

al Commitmen t	Sig. (2-tailed)	.000	
	N	95	95
**. Correlation is significant at the 0.01 level (2-tailed).			

Sources: Processed Data (2020)

A result of the calculation of the correlation coefficient between Variable X (Employee Retention Factors) and Variable Y (Organizational Commitment), the writer got the result of 0.82. In the table of the scale of correlation test, the value of 0.82 is significantly strong and positive. The correlation test showed that retention factors positively and enormously strongly affect organizational commitment at P.T. Alfa Scorpii Medan.

Determination test is used to determine the percentage effect of variable X (Retention factors) on Variable Y (Organizational Commitment). The determination calculation is as follows:

Table 8. Determination Test

Model	R	R Square	Adjusted R Square	Sd Error of The estimate
1	.820 ^a	.6724	.728	1.126

a. Predictors: (Constant)

Sources: Processed Data (2020)

The percentage effect of retention factors is 67.24% and the remaining 32.76% is impacted by other factors which are not discussed in this research

Table 9. Linear Regression Equation
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.84	.720		2.483	.018
	Total_X	.780	.061	.810	9.295	.000
a. Dependent Variable:						

Sources: Processed Data (2020)

$$Y = a + b X$$

$$Y = 15.84 + 0.78X$$

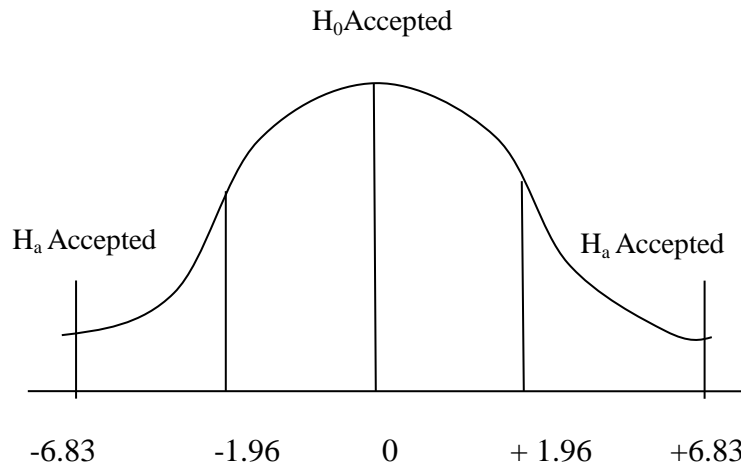
x=0 → y= 15.84 + 0.78 (0) = 15.84
x=1 → y= 15.84 + 0.78 (1) = 16.62
x=2 → y= 15.84 + 0.78 (2) = 17.40

$$x=3 \longrightarrow y = 15.84 + 0.78 (3) = 18.18$$

After the calculation, the writer concludes that when the variable X is (X=0), the organizational commitment is 15.84. When variable X (employee retention factors) is (X=1), the organizational commitment is 16.62 and so on everytime variable X (Employee Retention factors) increase, the variable Y (Organizational commitment) increases too. Variable X (employee Retention factors) have a positive equation on variable Y (Organizational commitment) at P.T. Alfa Scorpii Medan.

To know the Hypothesis is significant or not, the writer uses the z-test hypothesis test.

The confidence level of hypothesis test is 95% and 5% error degree, Since use the two-tailed hypothesis test, $0.95/2=0.4750$. the z_{table} is 1.96. From the calculation above, the writer got $z_{count} = 6.83$. The $z_{count} > z_{table}$ ($6.83 > 1.96$).



The writer draws a conclusion that: Null Hypothesis (H₀) is rejected and the Alternative Hypothesis (H_a) is accepted. So, that the content of Ha is accepted. The retention factors have an effect on organizational commitment at P.T. Alfa Scorpii Medan.

The results of the respondent's answers to the questionnaires can be summarized as follows:

1. From the validity test results, the validity results of variable X (Employee Retention factors) and variable Y (Organizational commitment) got the value validity test within 0.60-0.80 as high validity.
2. The writer's reliability test is $0.86 > 0.80$, which means the questionnaires are good reliable or trustworthy, and consistent.
3. The statistics for variable X, mean, median, and mode indicated that the employees answered disagree that the company has good retention factors. The statistics for variable Y the mean, median, and mode got result that the employees answered to disagree that the retention can increase the organizational commitment in the company.
4. The significant or probability value is 1.128 for variable X and 1.302 for variable Y, more significant than 0.05. This means the sample has a normal distribution.
5. The correlation test shows that the employee retention factors have a positive and significantly strong effect on organizational commitment at P.T. Alfa Scorpii Medan.

6. The percentage effect of retention factors is 67.24%, and the remaining 32.76% is impacted by other factors which are not discussed in this research model
7. Variable X (employee retention factors) have a positive equation on variable Y (Organizational commitment) at P.T. Alfa Scorpii Medan.
8. Null Hypothesis (H_0) is rejected, and Alternative Hypothesis (H_a) is accepted. The employee retention factors affect organizational commitment at P.T. Alfa Scorpii Medan.

5. CONCLUSION

After some research and review from the previous study, the writer cordially presents some conclusions that answer the problem identification of which retention factors affect organizational commitment at P.T. Alfa Scorpii Medan. The retention factors have a positive and significantly strong effect on organizational commitment at P.T. Alfa Scorpii Medan. The writer recommends several points based on the results of the respondents' answer to improving the implementation, which is as follows: P.T. Alfa Scorpii Medan should provide an attractive compensation and increase the employees' salary. The company can increase the wages for those employees who have been working for long, such as more than three years and above, since financial motivation is the most effective way to motivate the employees. The manager of P.T. Alfa Scorpii Medan ought to give the employees the chance to solve challenging problems to make the employees feel happy to have a leader who shows trust to the employees who can face and fix the employees problems. The manager motivates the employees by giving rewards and bonuses to those who have been performed good discipline and delivered excellent results.

On top of that, it will build more confidence for the employees in doing and completing the given tasks. The supervisor and the company's manager should provide feedback for the employees' problems and suggestions to improve their knowledge and skills. P.T. Alfa Scorpii Medan must periodically conduct seminars for the employees to increase the employees' product knowledge in-depth and more, work more accurately, and perform a long time in the company. The company offers the employees opportunities for career advancement by giving them more responsibilities and jobs for the employees to finish.

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