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The Impact of Training, Career Development and Job Satisfaction on Employee Retention at the West Lombok BKDPSDM

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Abstract

Employee retention is one of the important aspects in maintaining the sustainability of human resources in an organization, especially in retaining qualified employees to support the achievement of organizational goals. Therefore, it is necessary to consider various factors that can affect employee retention, such as training, career development, and job satisfaction. This study aims to determine how employee retention at BKDPSDM of West Lombok Regency is influenced by training, career development, and job satisfaction. This study uses a quantitative method with an associative approach and data processing using the SPSS application. The sample in this study is 56 employees at BKDPSDM of West Lombok Regency. The sampling technique used in this study is saturated sampling, so that the entire population is used as the research sample. Data collection was carried out by distributing questionnaires to all 56 employees of BKDPSDM of West Lombok Regency as research respondents. The results showed that training had a positive but not significant effect on employee retention, with a t-count value of 1.417 < t-table 2.007 and a significant value of 0.163 > 0.05. Career development had a positive and significant effect on employee retention, with a t-count value of 3.079 > t-table 2.007 and a significant value of 0.003 < 0.05. Job satisfaction also has a positive and significant effect on employee retention, with a t-count value of 4.909 > t-table 2.007 and a significant value of 0.001 < 0.05. Simultaneously, training, career development, and job satisfaction had a significant effect on employee retention, with an F-count value of 26.633 and a significant value of 0.001 < 0.05. Based on the research results, improving employee retention needs to be supported through career development that provides clear and fair opportunities for employees to develop as well as efforts to maintain and improve job satisfaction through a comfortable work environment, good working relationships, and support for employee needs. Although training does not show a partially significant effect, the quality of training that is in accordance with job needs still needs to be improved to support the improvement of employee competence and employee retention.

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1. INTRODUCTION

Human resources (HR) are a crucial element in organizational sustainability because employees play a role in carrying out work and supporting the achievement of

organizational goals [1]. Organizations need to retain employees who possess competence, experience, knowledge, and skills to ensure continued employment [2]. This employee retention effort is known as employee retention, which is the organization's ability to retain employees with potential and quality to remain with the organization [3]. Retention is crucial because the loss of experienced employees can impact job continuity and increase the organization's need to adapt to new employees [4].

Employee retention is a concern at the BKDPSDM of West Lombok Regency located on Jalan Soekarno Hatta, Giri Menang, Gerung, West Lombok Regency, West Nusa Tenggara, with a total of 56 employees in 2026 consisting of 38 civil servants, 13 PPPK, and 5 PPPK-PW. Based on data from 2023–2025, the *turnover rate* increased from 0.00% in 2023 to 3.92% in 2024 and 14.8% in 2025, while the retention rate decreased from 100% to 95.8% and 85.2%. This condition indicates a change in employee composition due to retirement, transfer, end of service period, and the entry of new employees, so that organizations need to pay attention to factors related to the ability to retain quality employees. This condition is important because the continuity of organizational tasks and services requires employees who have experience, competence, and abilities that are in accordance with organizational needs.

One factor that can be related to retention is training, as it provides employees with the opportunity to improve their knowledge and skills according to job demands [5]. In addition to training, career development provides employees with opportunities for growth and job opportunities within the organization [6], while job satisfaction is related to employee attitudes and experiences toward the work they perform. At the West Lombok Regency Human Resources Development Agency (BKDPSDM), various training programs are available, such as Internal Training, functional training, technical training, BKN webinars, *Massive Open Online Courses* (MOOCs), and seminars or socialization of functional positions, but most are held approximately once a year. Career development has also taken place through the promotion of one employee in 2024 and one employee to an administrator position in 2025. However, job satisfaction cannot be concluded solely from high attendance because attendance is also influenced by the obligation to comply with organizational regulations.

Previous research has shown inconsistent results regarding the relationship between these three factors and employee retention. [7]. found that training had a positive effect on employee retention, while Khristian et al. (2022) found that job training had no significant effect on employee retention [8]. Muarifah et al. (2024) showed that career development had a positive and significant effect on employee retention [9], while Sofianti & Susanto (2024) found that career development had no significant effect . Novyantari & Sujadi (2024) also found a positive and significant effect on job satisfaction [10], while Sari & Jemadi (2024) found a negative effect on employee retention . These differences in results indicate a *research gap* that needs to be re-examined in the context of government organizations, particularly the BKDPSDM of West Lombok Regency.

Based on these conditions, this study focuses on training, career development, and job satisfaction as factors suspected to be related to employee retention at the BKDPSDM of West Lombok Regency. The novelty of this study lies in testing these three variables together in the context of a local government agency with a retention condition that has decreased from 100% in 2023 to 85.2% in 2025. This study aims to determine and analyze the influence of training, career development, and job satisfaction on employee retention, both partially and simultaneously. Thus, this study is expected to provide empirical evidence regarding factors related to employee retention at the BKDPSDM of West Lombok Regency.

2. METHOD

This study uses a quantitative approach with an associative research type to analyze the effect of training, career development, and job satisfaction on employee retention [11]. The study was conducted at the BKDPSDM of West Lombok Regency, Jalan Soekarno Hatta, Giri Menang, Gerung, West Lombok Regency, West Nusa Tenggara, in May–August 2026 using a *survey method* to obtain data from respondents [12]. The study population consisted of all 56 employees of BKDPSDM of West Lombok Regency, so the sampling technique used was *saturated sampling* with the entire population as respondents [12]. The research data consisted of quantitative data in the form of questionnaire answers and qualitative data in the form of information from literature studies, while data sources included primary data from respondents and secondary data in the form of documents related to employees and organizational conditions.

Data collection was conducted through questionnaires and documentation, with the questionnaires compiled based on the indicators of each variable and measured using a five-level Likert scale, namely a score of 1 to 5 (Sugiyono, 2023). The research variables consisted of training (X1), career development (X2), and job satisfaction (X3) as independent variables and employee retention (Y) as the dependent variable. Employee retention was measured through organizational components, career opportunities, rewards, task and job design, and employee relations [13], training through instructors, participants, materials, methods, and objectives [5], career development through career planning, individual career development, HR department support, and performance feedback [14], while job satisfaction through work, wages, supervisors, and coworkers [15]. Operational definitions were used to explain each variable in a measurable form so that these indicators became the basis for compiling the research instrument [16].

Data analysis was conducted using SPSS version 25 which includes instrument testing, descriptive analysis, classical assumption testing, multiple linear regression, and hypothesis testing. Instrument testing consists of a validity test by comparing the *calculated r* and *r table values* and a reliability test using *Cronbach's Alpha* [17], while descriptive analysis is used to describe respondents' responses based on frequency and *mean values* . Classical assumption tests include normality, multicollinearity, and heteroscedasticity before conducting multiple linear regression analysis with the equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$ (Ghozali, 2018). Hypothesis testing is carried out through a *t -test* to determine the partial effect, an *F -test* to determine the simultaneous effect, and a coefficient of determination (R^2) to determine the ability of training, career development, and job satisfaction variables to explain variations in employee retention [12].

3. RESULTS AND DISCUSSION

Respondent Overview

This study involved 56 respondents of BKDPSDM West Lombok Regency employees who were characterized by gender, education, age, and length of service. Based on gender, the respondents were predominantly male (39 people) and female (17 people) (30%). Based on their last education, the majority had a bachelor's degree (28 people) (50%), followed by high school/equivalent (14 people) (25%), D3/D4 (10 people) and S2 (4 people) (7%). Based on age, the most respondents were aged >50 years as many as 23 people (41%), followed by 40–50 years as many as 17 people (30%), 30–40 years as many as 14 people (25%), and 20–30 years as many as 2 people (4%), while based on length of service, the most respondents had worked >15 years as many as 19 people (34%), followed by 11–15 years as many as 18 people (32%), 6–10 years as many as 11 people (20%), and 1–5 years and <1 year each 4 people (7%). Overall, these characteristics show that respondents are predominantly male employees, have a bachelor's degree, are over 50 years old, and have a

work period of more than 15 years which describes a relatively long work experience at the BKDPSDM of West Lombok Regency.

Distribution of Respondents' Answers

This study involved 56 respondents of BKDPSDM West Lombok Regency employees who were characterized by gender, education, age, and length of service. Based on gender, the respondents were predominantly male (39 people) and female (17 people) (30%). Based on their last education, the majority had a bachelor's degree (28 people) (50%), followed by high school/equivalent (14 people) (25%), D3/D4 (10 people) and S2 (4 people) (7%). Based on age, the most respondents were aged >50 years as many as 23 people (41%), followed by 40–50 years as many as 17 people (30%), 30–40 years as many as 14 people (25%), and 20–30 years as many as 2 people (4%), while based on length of service, the most respondents had worked >15 years as many as 19 people (34%), followed by 11–15 years as many as 18 people (32%), 6–10 years as many as 11 people (20%), and 1–5 years and <1 year each 4 people (7%). Overall, these characteristics show that respondents are predominantly male employees, have a bachelor's degree, are over 50 years old, and have a work period of more than 15 years which describes a relatively long work experience at the BKDPSDM of West Lombok Regency.

Research Instrument Testing

Validity testing aims to determine the extent to which a research instrument accurately measures the variables under study and meets the measurement objectives. A questionnaire is considered valid if each item has a calculated r value > tabulated r. Therefore, each item that meets these criteria is considered capable of measuring the construct or variable targeted in the study [18].

Table 1. Validity Test Results

Variables	Item	r Count > r Table	Information
Training (X1)	X1.1	0.472 > 0.263	Valid
	X1.2	0.510 > 0.263	Valid
	X1.3	0.688 > 0.263	Valid
	X1.4	0.744 > 0.263	Valid
	X1.5	0.728 > 0.263	Valid
	X1.6	0.671 > 0.263	Valid
	X1.7	0.687 > 0.263	Valid
	X1.8	0.680 > 0.263	Valid
	X1.9	0.612 > 0.263	Valid
	X1.10	0.658 > 0.263	Valid
Career Development (X2)	X2.1	0.718 > 0.263	Valid
	X2.2	0.630 > 0.263	Valid
	X2.3	0.688 > 0.263	Valid
	X2.4	0.567 > 0.263	Valid
	X2.5	0.746 > 0.263	Valid
	X2.6	0.746 > 0.263	Valid
	X2.7	0.529 > 0.263	Valid
	X2.8	0.513 > 0.263	Valid
Job Satisfaction (X3)	X3.1	0.559 > 0.263	Valid
	X3.2	0.546 > 0.263	Valid
	X3.3	0.593 > 0.263	Valid

Variables	Item	r Count > r Table	Information
	X3.4	0.577 > 0.263	Valid
	X3.5	0.766 > 0.263	Valid
	X3.6	0.717 > 0.263	Valid
	X3.7	0.595> 0.263	Valid
	X3.8	0.645 > 0.263	Valid
Employee Retention (Y)	Y1	0.555 > 0.263	Valid
	Y2	0.638 > 0.263	Valid
	Y3	0.576 > 0.263	Valid
	Y4	0.420 > 0.263	Valid
	Y5	0.666 > 0.263	Valid
	Y6	0.667 > 0.263	Valid
	Y7	0.389 > 0.263	Valid
	Y8	0.319 > 0.263	Valid
	Y9	0.537 > 0.263	Valid
	Y10	0.511 > 0.263	Valid

Source: Data processed by SPSS (2026)

The validity measurement criteria are based on the comparison between the calculated r value and the table r value. In this study, the number of respondents was 56 people so that the degrees of freedom (df) = n – 2 = 54 were obtained with an r table value of 0.263 at a significance level of 5% (α = 0.05). Based on the results of the validity test using SPSS, all statement items in the variables Training (X1), Career Development (X2), Job Satisfaction (X3), and Employee Retention (Y) had a calculated r value > table r (0.263) and were positive, so all statement items were declared valid and suitable for use as research instruments.

Reliability testing is conducted to determine the consistency and reliability of research instruments in measuring the variables under study. An instrument is considered reliable if it produces relatively consistent measurements when used under the same conditions. In this study, reliability testing was conducted using Cronbach's Alpha to determine the level of consistency of each item in the questionnaire [19].

Table 2. Reliability Test Results

Variables	*Cronbach Alpha*	Comparative Alpha	Information
Training (X1)	0.897	0.6	Reliable
Career Development (X2)	0.879	0.6	Reliable
Job Satisfaction (X3)	0.867	0.6	Reliable
Employee Retention (Y)	0.834	0.6	Reliable

Source: Data processed by SPSS (2026)

Based on table 2, the results of the reliability test using SPSS show that the variables Training (X1), Career Development (X2), Job Satisfaction (X3), and Employee Retention (Y) have a Cronbach's Alpha value > 0.6. The *Cronbach's Alpha value* for each variable, namely Training, is 0.897, Career Development is 0.879, Job Satisfaction is 0.867, and Employee Retention is 0.834. This shows that all variables have a good level of reliability so that the research instrument is declared reliable and suitable for use in research. If a variable shows a Cronbach Alpha value > 0.60, it can be concluded that the variable can be said to be reliable or consistent in measuring [20].

Classical Assumption Test

Table 3. Normality Test Results

Variables	N	Kolmogorov-Smirnov	Sig.	Information
Unstandardized Residual	56	0.092	0.200	Normal

Source: Data Processed by SPSS (2026)

From table 3 , the Kolmogorov-Smirnov value is 0.092 with an asymp. Sig. (2-tailed) value of 0.200. If the asymp. Sig. (2-tailed) value is > 0.05, then the residual is considered to be normally distributed. From the table, it can be seen that the significant number (Sig) for the dependent variable in the Kolmogorov-Smirnov test is 0.200, which means it is greater than 0.05. Thus, it can be concluded that the data is normally distributed and the research can be continued.

Table 4. Multicollinearity Test Results

Model	Collinnearity statistics			
	Tolerance Value	Tolerance Value Comparator	VIF	VIF Value Comparator
Training	0.787	>0.10	1,271	<10
Career development	0.716	>0.10	1,397	<10
Job satisfaction	0.894	>0.10	1,118	<10

Source: Data Processed by SPSS (2026)

Based on Table 4, the results of the multicollinearity test show that the Training variable (X1) has a *tolerance value* of 0.787 > 0.10 and VIF 1.271 < 10, the Career Development variable (X2) has a *tolerance value* of 0.716 > 0.10 and VIF 1.397 < 10, while the Job Satisfaction variable (X3) has a *tolerance value* of 0.894 > 0.10 and VIF 1.118 < 10. Thus, all variables have a *tolerance value* of > 0.10 and VIF < 10, so it can be concluded that there is no multicollinearity and all variables are suitable for use in the regression model.

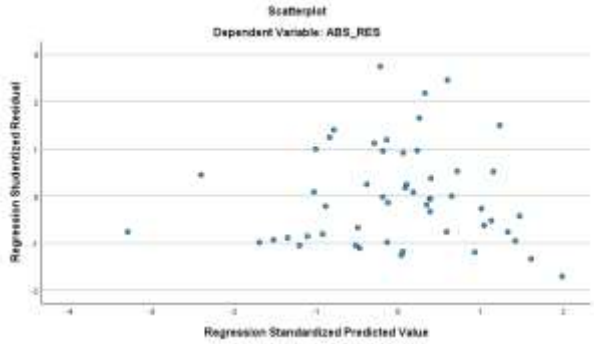


Figure 1. Scatterplot Test Results
Source: Data processed by SPSS (2026)

Based on Figure 1 , it can be seen that the points on the scatterplot graph are randomly distributed above and below the number 0 on the Y-axis and do not form a specific pattern, such as a tapered, widened, or wavy pattern. This indicates that the regression model does not experience symptoms of heteroscedasticity, so the heteroscedasticity assumption has been met and the regression model is suitable for further analysis.

Table 5. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardize Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	8,879	3,939		2,254	0.028
Training (X1)	0.112	0.079	0.139	1,417	0.163
Career development (X2)	0.422	0.101	0.430	4,175	0.001
Job satisfaction (X3)	0.462	0.094	0.452	4,909	0.001

Based on Table 5 , the results of the multiple linear regression test show the equation Y = 8.879 + 0.112X1 + 0.422X2 + 0.462X3. The constant value of 8.879 indicates the value of Employee Retention if Training, Career Development, and Job Satisfaction are constant. The Training coefficient of 0.112 indicates that every increase in Training by one unit will increase Employee Retention by 0.112 units with other variables constant. The Career Development coefficient of 0.422 indicates an increase in Employee Retention by 0.422 units, while the Job Satisfaction coefficient of 0.462 indicates an increase in Employee Retention by 0.462 units, with other variables constant.

Hypothesis Testing

Table 6. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	8,879	3,939		2,254	0.028
Training (X1)	0.112	0.079	0.139	1,417	0.163
Career development (X2)	0.422	0.101	0.430	4,175	0.001
Job satisfaction (X3)	0.462	0.094	0.452	4,909	0.001

Source: Data processed by SPSS (2026)

Based on Table 6, the t-test results show that Training (X1) has a calculated t value of 1.417 < t table 2.007 with a significance of 0.163 > 0.05, so it has a positive but insignificant effect on Employee Retention and H1 is rejected. Career Development (X2) has a calculated t value of 4.175 > 2.007 with a significance of 0.001 < 0.05, so it has a positive and significant effect on Employee Retention and H2 is accepted. Job Satisfaction (X3) has a calculated t value of 4.909 > 2.007 with a significance of 0.001 < 0.05, so it has a positive and significant effect on Employee Retention and H3 is accepted.

Table 7. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	352,022	3	117,341	26,633	0.001 [b]
Residual	229,103	52	4,406		
Total	581,125	55			

Source: Data processed by SPSS (2026)

The SPSS test results show a calculated F value of 26.633. The F table value is obtained from df1 = 3 and df2 = 52, which is 2.78. This shows that the calculated F > F table (16.477

> 2.78) and a significance value of 0.001 < 0.05. Therefore, it can be concluded that the fourth hypothesis (H4) is accepted, namely Training (X1), Career Development (X2), and Job Satisfaction (X3) simultaneously have a significant effect on increasing Employee Retention (Y).

Table 8. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.778 [a]	0.606	0.583	2,09900

The coefficient of determination based on the SPSS test results shows an R Square value of 0.606 or 60.6%. This indicates that the variables Training (X1), Career Development (X2), and Job Satisfaction (X3) together are able to explain the Employee Retention variable by 60.6%, while the remaining 39.4% is influenced by other variables outside the research model that were not examined. The coefficient of determination value of 60.6% indicates that the research model's ability to explain variations in employee retention is in the strong category. According to Hair et al., (2022) , in social science research, an R^2 value of 0.25 can be categorized as weak, 0.50 as moderate, and 0.75 as substantial. Thus, the R^2 value of 0.606 indicates that the research model has quite strong explanatory power, with the remainder explained by factors other than training, career development, and job satisfaction. This suggests that an employee's decision to remain with an agency is influenced not only by training, career development, and job satisfaction, but also by other factors such as compensation, leadership, work environment, motivation, and workload. Therefore, further research is expected to consider the addition of other relevant variables, so that the research model can provide a broader and more comprehensive explanation of the factors influencing employee retention.

Training Has a Positive and Insignificant Effect on Employee Retention (Y)

Based on the partial test results, Training (X1) has a calculated t value of 1.417 < t table 2.007 with a significance value of 0.163 > 0.05, so it has a positive but insignificant effect on Employee Retention (Y) and H1 is rejected. The results of the respondent's description show that Training obtained an average of 4.07 in the effective category, with the highest value on the suitability of training to tasks being in the very effective category and the lowest value on training objectives being 3.73. These findings indicate that the implementation of training has been assessed well by employees, but has not been a statistically strong factor in increasing retention. This condition is understandable because the employee's decision to stay is also related to job satisfaction, career opportunities, compensation, work relationships, work environment, and professional development opportunities.

The results of this study differ from those of Nurmalitasari and Andriyani (2021), who found that training had a positive and significant effect on retention, and Millena and Mon (2022), who explained that training is a form of organizational attention to employee skill development. Theoretically, Mangkunegara (2017) explains that training functions to improve knowledge and skills [5], while Mathis and Jackson (2012) view retention as an effort to retain employees within the organization [13]. From the perspective of *Social Exchange Theory* proposed by Blau (1964), training can be viewed as a form of organizational investment that provides benefits to employees, but these benefits are not necessarily the primary consideration in the decision to remain. Thus, at the BKDPSDM of West Lombok Regency, training has been effective and has a positive relationship, but has not been proven to significantly influence employee retention.

Career Development Has a Positive and Significant Impact on Employee Retention (Y)
Based on the partial test results, Career Development (X2) has a calculated t value of 4.175 > t table 2.007 with a significance value of 0.001 < 0.05, so it has a positive and significant effect on Employee Retention (Y) and H2 is accepted. Career Development obtained an average of 4.24 in the very good category, with the highest value of 4.46 on the statement that employees try to improve skills to support career development. These results indicate that the opportunity to improve abilities, gain experience, and develop a career can provide development prospects to employees, thus encouraging the desire to remain in the organization. This condition is also supported by the characteristics of respondents, most of whom have a work period of 11–15 years, as many as 18 people (32%) and more than 15 years as many as 19 people (34%).
This finding aligns with Anggapradja et al. (2020) and Sodiq (2020) who demonstrated a positive relationship between career development and employee retention. Rivai and Sagala (2013) explain that career development is the process of improving an individual's work capabilities to achieve their desired career. From the perspective of Blau's (1964) *Social Exchange Theory* , career development opportunities can be viewed as benefits provided by the organization and encourage positive employee responses. At the West Lombok Regency Human Resources Development Agency (BKDPSDM), opportunities to improve competency, gain experience, and develop careers can strengthen employee perceptions of future prospects within the organization. Therefore, the better the career development perceived by employees, the higher the likelihood of employee retention.

Job Satisfaction Has a Positive and Significant Influence on Employee Retention (Y)
Based on the partial test results, Job Satisfaction (X3) has a calculated t value of 4.909 > t table 2.007 with a significance value of 0.001 < 0.05, so it has a positive and significant effect on Employee Retention (Y) and H3 is accepted. Job Satisfaction obtained an average of 3.95 in the good category, with the highest value of 4.30 in the aspect of cooperation with colleagues and the lowest value of 3.80 in the aspect of work. These results indicate that positive work experiences, good working relationships, and a sense of comfort in carrying out tasks can support employees' desire to maintain their presence in the organization. This condition is supported by the characteristics of respondents who have a relatively long work period, namely 19 people (34%) with a work period of more than 15 years and 18 people (32%) with a work period of 11–15 years.
The results of this study align with Wandara and Wibawa (2020) and Ariawangsa and Mujiati (2024), which show that job satisfaction has a positive and significant effect on employee retention [22], [23]. Robbins and Judge (2017) explain that job satisfaction is a person's positive feelings about their work, while Blau's *Social Exchange Theory* (1964) explains that positive experiences gained by employees can encourage a positive response to the organization. In the context of the BKDPSDM of West Lombok Regency, satisfaction with work and work relationships can create a sense of comfort, thus strengthening employees' tendency to stay. Thus, the better the job satisfaction experienced by employees, the higher the tendency for employee retention.

Training, Career Development, and Job Satisfaction Simultaneously Have a Positive and Significant Influence on Employee Retention (Y)

Based on the results of the simultaneous test, the calculated F value is 26.633 > F table 2.78 with a significance value of 0.001 < 0.05, so that Training, Career Development, and Job Satisfaction together have a significant effect on Employee Retention and H4 is accepted. These results indicate that employee retention is related to a combination of

several aspects of human resource management, because Training which is not partially significant still contributes when tested together with Career Development and Job Satisfaction. Based on the regression coefficient, Job Satisfaction has a value of 0.462, Career Development 0.422, and Training 0.112. These findings indicate that the three variables together form organizational conditions that support employees to improve their abilities, obtain development opportunities, feel comfortable at work, and maintain their existence.

The results of this study are in line with Gunawan and Rizky (2024) and Nasution et al. (2024) who showed the relationship between training and career development with employee retention [24]. These findings can be explained through Blau's *Social Exchange Theory* (1964), which states that the provision of benefits by organizations through training, career development opportunities, and working conditions that support satisfaction can encourage positive responses from employees. The characteristics of respondents with a work period of more than 15 years (19 people (34%) and 11–15 years (18 people (32%) also indicate that most employees have relatively long work experience in the organization. Thus, Training, Career Development, and Job Satisfaction together have a role in increasing Employee Retention at the BKDPSDM of West Lombok Regency.

4. CONCLUSION

Based on the research results, Training has a positive but insignificant effect on Employee Retention, while Career Development and Job Satisfaction have a positive and significant effect, and the three variables simultaneously have a significant effect on Employee Retention at the BKDPSDM of West Lombok Regency. This research is limited to one agency, three research variables, the use of questionnaires, and an *R Square value* of 60.6% so that there is still 39.4% of Employee Retention variation influenced by other factors. Therefore, BKDPSDM of West Lombok Regency is advised to evaluate training to suit job needs, strengthen clear and fair career development opportunities, and maintain job satisfaction through a good working environment and relationships. Further researchers are advised to add other variables such as compensation, work environment, leadership, workload, and organizational commitment as well as expand the research object so that the results regarding factors influencing Employee Retention are more comprehensive.

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