



The role of employee retention as mediation on the influence of organizational culture and workload on employee engagement

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Received: 15 May 2022

Accepted: 20 June 2022

DOI: <https://doi.org/10.55942/jeb1.v2i3.166>

ABSTRACT

Seeing the competition in the business world today is also increasingly competitive and the role of an employee in the survival of a company or organization is so important because however sophisticated the technology is used without being supported by the presence of humans as implementers in its operational activities, as a result, it will not be able to produce output that is in accordance with what is expected., which is where goods or services should be issued by the company according to the standard SOP they have. The purpose of this study was to determine the analysis of employee engagement level factors mediated by employee retention at the K-55 Guards Security Service company. The sampling method used random sampling method with a sample of 171 employees. The type of research used is quantitative. For data collection includes observation, questionnaires and literature study. Data processing analysis was carried out using PLS (Partial Least Square) analysis technique through SmartPLS version 3.0 software. Based on the results of this study, it can be concluded that organizational culture has a positive and significant effect on employee retention. Workload has a positive and significant effect on employee retention in employees. Organizational culture has a positive and significant impact on employee engagement. Employee retention can mediate between organizational culture and employee engagement. Workload has a positive and significant effect on employee engagement on employees. Employee retention has a positive and significant effect on employee engagement on employees. Employee retention can mediate between workload and employee engagement.

Keywords: Organizational Culture, Workload, Employee Engagement, Employee Retention.

1. INTRODUCTION

In an organization or company not only expect capable, skilled and capable human resources, but the most important thing is those who are able and willing to work diligently, enterprisingly and willingly to achieve maximum and optimal work results. The abilities, skills, and skills of human resources are meaningless for the organization, if they do not want to work using the abilities, skills, and skills they have. With various individual characters that exist in a company organization, where there are differences in a person's background such as education, experience, economy, status, needs, expectations, age, etc. organizational goals to be achieved. Humans as social beings also have different thoughts and desires, while organizations want employees to be able to perform well and do everything well and have the same desire or goal, because this will affect the progress of the organization. Therefore, in an effort to manage and utilize human resources, it is necessary to have the best possible management, because humans are social beings who have very different characters from other means of

production. An effective and efficient management system is needed by companies because they can easily adapt or change and management can implement any changes that are currently happening or that have occurred appropriately, quickly and focused in determining goals (Praharsyarendra, 2020).

The main thing that organizations demand from their employees is work effectiveness and productivity and that can also be achieved by employee engagement with the company. When the employee feels bound or the employee already has engagement with the company, the employee will try to give their best efforts and results to help the company succeed in achieving the goals that have been planned by the company. Employees will give more time, effort, and initiative to be able to contribute to the success of the company. Employee engagement or employee engagement is that they or employees do not work only for salaries, or only for promotions, but employees work on behalf of the organization and goals (Kruse in Yudi, Badia and Afriyadi, 2017)

The company K-55 Guards Security Service is located at Jalan Alternative Transyogi KM 3 Cibubur, Pondok Gede Bekasi, Cileungsi, West Java, Indonesia 17435. The company was established in 2008 with the legality of official establishment recognized by the Indonesian National Police and other Government Agencies related to establishment of a Security Service Business Entity (BUJP). The K-55 Guards Security company is a professional and experienced security service provider (Outsourcing) in the field of security and security consultants with experienced Human Resources (HR) personnel in their fields. Having a vision To be a reliable, quality and dedicated business partner while still placing equal obligations and rights in realizing good cooperation in order to achieve success through honesty, sincerity and togetherness. And has a mission to become a professional security service provider company that integrates with business partners. To guide the nation in elevating the image of security personnel by building a strong mental attitude, character, excellence, quality and professionalism in the security sector. Creating and building a harmonious security climate in all work areas and maintaining good relations with business partners and the government through outsourcing systems.



Figure 1. Turnover Data 2022

Source: K-55 Guards Security Service Company Data

Figure 1 data shows that almost every month there are employees who leave and enter, but in 2022 fewer employees enter or join the company than employees who leave the company. Seen from the beginning of 2022 to April 2022, there has always been an increase and decrease in the number of employees leaving and this has definitely had a negative impact on the K-55 Guards Security Service Company.

There are several things that can affect the level of engaged employees in the company in which they contribute. Federman (2009) in (Puspita et al., 2016) he stated that organizational culture is one of the factors that can affect employee engagement in a company or organization. Organizational culture that is truly managed as a management tool will have an effect as well as a motivator for employees to behave in a positive, dedicated and productive manner.

While the workload can also affect employee engagement at the K-55 Guards Security Service company, the workload that is considered quite heavy in a company can affect a person's physical and psychological condition. According to Munandar (2015), workload is a condition of work with job descriptions that must be completed within a

certain time limit (Trisnawaty & Parwoto, 2020).

Based on the results of research conducted by (Anugra & Saragih, 2018) in management and business journals (the influence of organizational culture on employee engagement at PT. Asuransi Jasa Indonesia retail Bandung branch) shows that the results of the study show that organizational culture has a significant effect on employee engagement at PT. Asuransi Jasa Indonesia (AJI) Bandung Retail Branch.

And the results of research conducted (Soelton et al., 2021) in the journal Conference on Economic and Business Innovation (whether good employee engagement is influenced by the balance between intelligence and emotionality, workload. Based on several previous studies by producing data that is quite significant and not then To see the success of a company in terms of employee engagement, by keeping employees engaged and within the organization, there are several other factors that are thought to affect employee engagement. In this study, researchers chose the employee retention factor. Research shows that employee engagement variables have a significant and positive influence on employee retention at PT. Ridho Medical Abadi in (Juliana, Yossi Hendriati 2020).

Efforts made by the company to increase employee engagement can be carried out by taking into account the organizational culture that is applied and the workload given. Because where the organizational culture is well defined, there are times when employees do not accept the organizational culture that is applied as well as excessive workloads and are accepted by employees, both mental and physical burdens in the company or organization, it is suspected that it can affect the level of employee involvement in the company. If employee retention or the way the company maintains its employees can be carried out properly by the company or an organization, the work done by employees will be maximized and employees will feel that they are also used as assets, needed and recognized by the company because there are organizational components, career opportunities, rewards, assignment or job design and good employee relations within the company. Retaining employees can help reduce the wastage in energy, time and costs that companies generate when recruiting and training new employees. Previous research also explained that employee retention refers to company policies to prevent employees from leaving (Ekhsan, 2022; Ahlrichs 2017).

2. METHODS

According to Runtuwene et al., (2016) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics and have the same opportunity to be selected as sample members. The population in this study were security employees who were under the auspices of K-55 Guards at Ruko Cibubur Tine Square, Kec. Jatisampurna, Bekasi City, West Java 17436 as many as 171 people with a total population of 300 security employees.

In this Result and Discussion, we will study with analysis about quantitative research, in the beginning with Wheat, Wheat local business, Wheat regional business, and Wheat International Business, with contemplation, providing idea and discuss with systematically about continuity principle so that Supply Chain Management running sustainability system. After using quantitative data from Statistics Central Bureau.

Table 1. Variable Operationalization

Variables	Indicators	Scale
Organizational Culture (Denison, Haaland, & Goelzer, 2003)	Kpe1- <i>Involvement</i> Kpe2- <i>Consistency</i> Kpe3- <i>Adaptability</i> Kpe4- <i>Mission</i>	Interval 1-5
Workload (Be Dani Pradiya Setiawan, 2016)	Kpe 1- Targets to be Achieved Kpe 2- Working Conditions Kpe 3- Employment Standards	Interval 1-5
Employee engagement (Schaufeli et al, 2003)	Kpe1- <i>Vigor</i> Kpe2- <i>Dedication</i> Kpe3- <i>Absorption</i>	Interval 1-5
Employee retention (Z) (Imelda Seran, et al, 2018)	Kpe1- Component Kpe2- Organizational Career Opportunities Kpe3- Awards Kpe4- Task and Job Design Kpe5- Employee Relations	Interval 1-5

Source: Research data, 2022

The data analyzed are data obtained from respondents' answers to the distributed questionnaires. In this research. Using the Structural Equation Model method to determine whether there is an effect of the relationship between dimensions in this study. The purpose of using this analysis method is to find out the problems and achieve the objectives of this study. In this study, data processing will be processed using the help of SmartPLS 3.0.

3. RESULTS AND DISCUSSION

Structural Model Testing (Inner Model)

Evaluation of the structural model (inner model) is carried out to ensure and show the relationship of the structural model that is built accurately.

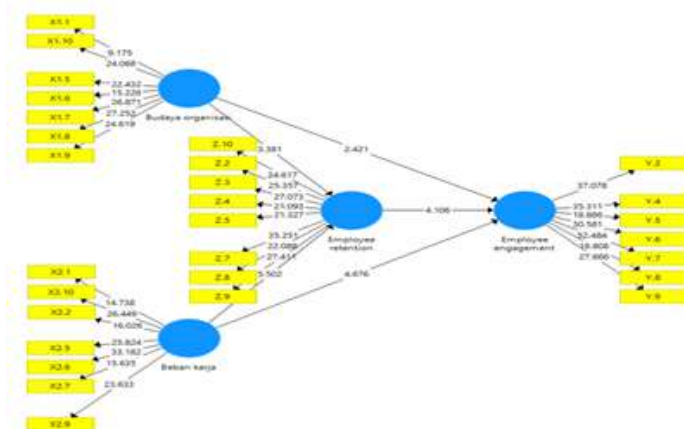


Figure 2. Inner Model

Source: Data Processing, 2022

Coefficient Determination

Table 2. Value of R Square

Variable	R Square
Employee engagement (Y)	0.810
Employee retention (Z)	0.729

Source: Data Processing, 2022

In the adjusted R square value above, there are 0.810 in the Employee Engagement variable. This means that 0.810 Employee Engagement is influenced by Organizational Culture and Workload by 81%, while the remaining 19% is influenced by other variables that are not explained. And the adjusted R square value for the Employee Retention variable is 0.729. This explains that the value of R square on Employee Retention is 72.9%, meaning that employee retention is influenced by Organizational Culture and workload, which is 72.9% while the remaining 27.1% is also influenced by other variables not explained in the study.

Hypothesis Test

To see the results of hypothesis testing in this study, it can be done by looking at the results of T Static and P Values. A hypothesis can be accepted or rejected statistically can be calculated through the level of significance. Then the level of significance used in this study is 5% or 0.05. If the P Values is more than 0.05 then the hypothesis is not significant or rejected. In this study, there are also direct and indirect effects on each variable because there are independent variables, dependent variables and mediating variables.

Direct Effects

The values estimated for the mean relationships in the structural model should be evaluated in terms of the strength and significance of the relationships. Significant results can be obtained by performing a bootstrapping test. For the results of hypothesis processing, the direct effect can be seen in the path coefficient table in the SmartPLS bootstrapping and also to show how strong the influence of the independent variable is on the dependent variable. The test results can be seen in the bootstrapping test table as follows:

Variable	Table 3. Path Coefficient Test			T Statistics (O/STDEV)	P Values
	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)		
Workload -> Employee engagement	0.376	0.380	0.073	5.144	0.000
Workload -> Employee retention	0.541	0.548	0.093	5.830	0.000
Organizational culture -> Employee engagement	0.178	0.174	0.070	2.554	0.011
Organizational culture -> Employee retention	0.346	0.340	0.097	3.586	0.000
Employee retention -> Employee engagement	0.400	0.400	0.096	4.156	0.000

Source: Data Processing, 2022

Based on table 9, showing the results of the Path Coefficient, it can be concluded that the T statistic has the greatest influence on the effect of the Workload variable on Employee Retention with a value of 5,830. And the second biggest influence is on the effect of Workload on Employee Engagement with a value of 5.144. And then the third biggest influence is on the influence of the Employee Retention variable on Employee

Engagement of 4.156. The fourth biggest influence is the influence of the Organizational Culture variable on Employee Retention of 3.586. And the last is the smallest effect, namely the influence of the Organizational Culture variable on Employee Engagement of 2,554. The value generated from the bootstrapping test is in the form of a t-count value greater than the t-table (1.96) at the 5% alpha level, then the estimated path can be said to be significant. Based on table 9, it can be concluded that from the Structural Test Model as follows:

The first hypothesis is the influence of Organizational Culture (X1) on Employee engagement (Y). From the table above, the values generated for the variables show that Organizational Culture (X1) on Employee Engagement (Y) has a positive and significant effect with the results of the T Statistics value of 2.421 and greater than 1.96, and the P Values of 0.016. Thus, the first hypothesis is declared accepted.

The second hypothesis is the effect of Workload (X2) on Employee Engagement (Y). From the table above, the value generated for the variable shows that the Workload (X2) on Employee Engagement (Y) has a positive and significant effect with the results of the T-Statistic value of 4.676 and greater than 1.96, and the P-value of 0.000. Thus, the first hypothesis is declared accepted.

The third hypothesis is the influence of Organizational Culture (X1) on Employee Retention (Z). From the table above, the values generated in the variables show that Organizational Culture (X1) on Employee Retention (Z) has a positive and significant effect with the results of the T statistic value of 3.381 and greater than 1.96, with a P Value of 0.001. Thus, the first hypothesis is declared accepted.

The fourth hypothesis is the effect of Workload (X2) on Employee Retention (Z). From the table above, the values generated in the variables show that Organizational Culture (X1) on Employee Retention (Z) has a positive and significant effect with T statistic results of 5.502 and greater than 1.96, with P Values of 0.000. Thus, the first hypothesis is declared accepted. The fourth hypothesis is the effect of Employee Retention (Z) on Employee Engagement (Y). From the table above, the value generated for the variable shows that Employee Retention (Z) on Employee Engagement (Y) has a positive and significant effect with a T statistic of 4.106 and greater than 1.96, with a P Value of 0.000. Thus, the first hypothesis is declared accepted.

Indirect Effect Test

This analysis explains the results of the indirect significant effect using the mediating variable. And the results obtained are as follows:

Table 4. Specific Indirect Effect Test

	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -> Employee retention -> Employee engagement	0.139	0.136	0.050	2.756	0.006
Workload -> Employee retention -> Employee engagement	0.217	0.220	0.068	3.166	0.002

Source: Data Processing, 2022

Based on the table above, it shows that the variable of Organizational Culture on Employee Engagement with a t statistic of 2.554 and a p value of 0.011 and its coefficient is 0.178. Then the variable Organizational Culture on Employee

Engagement through Employee Retention turned out to be a statistical t value of 2.756 > t table 1.96 and a p value of 0.006 < 0.05 and the coefficient showed a positive direction of 0.139, meaning that Employee Retention mediates positively and significantly between Organizational Culture and Employee Engagement.

And above also shows that the variable Workload on Employee Engagement with a t statistic of 5.144 and a p value of 0.000 and the coefficient is 0.376. Then on the Workload variable on Employee Engagement through Employee Retention, it turns out that the statistical t value produced is 3.166 > t table 1.96 and p value 0.002 < 0.05 and the coefficient shows a positive direction of 0.217, which means that Employee Retention mediates positively and significantly between the Load Work on Employee Engagement.

It can be concluded in this study that the mediating role of employee retention in organizational culture and workload on employee engagement is partial mediation, meaning that it can be seen in the results of direct tests that were tested using path coefficient tests and indirect tests that were tested using specific indirect effects tests yielded the same results. i.e. both have a positive and significant effect, in other words, whether or not there is mediation, the results to be obtained will be the same, namely positive and significant.

Discussion

The measurement of research variables was carried out using a questionnaire developed from the indicators in each study. From the results of the validity test on each research variable, it was found that all statement items in each variable were valid. Through the reliability test, it was found that the reliability of all statements that were valid on each research variable could be proven. Because the questionnaire is valid and reliable, the research questionnaire is a reliable tool to measure each research variable. Analysis of research variables yielded the same results for all research variables where respondents' perceptions of Organizational Culture and Workload on Employee engagement mediated by Employee Retention tended to be good.

Organizational Culture of Employee Engagement

The results obtained from this study are that there is a positive and significant influence between organizational culture variables on employee engagement. In this case, it is evidenced by the results of the statistical T value of 2.554 or > 1.96, then the effect is significant and the P value is 0.011 < 0.05. This illustrates that the higher the organizational culture in the K-55 Guards Security Service company, the higher the value of Employee Engagement. The results of this study are supported by research conducted by Atiqah Tiara Anugra and H. Romat Saragih (2018) which concludes that organizational culture has a significant effect on employee engagement. Inspire other employees to work by doing the same. Because to be able to increase employee engagement, it is necessary to have a good organizational culture that can be accepted by all employees in the company. Prasetya (2016) mentions that a good organizational culture increases the level of employee engagement. In line with the results of research conducted by Akbar (2013) which states that there is an influence of organizational culture on employee engagement, which means that if the company has a good organizational culture, then employee engagement within the company will be high.

Workload on Employee Engagement

The results obtained from this study are that there is a positive and significant influence between workload variables on employee engagement. In this case, it is evidenced by the results of the statistical T value of 5.144 or > 1.96 , then the effect is significant and the P value is $0.000 < 0.05$. This illustrates that the higher the workload at the K-55 Guards Security Service company, the higher the value of Employee Engagement. The results of this study are supported by research conducted by Ulfah (2019), this study concludes that there is a positive relationship between perceptions of workload and work engagement, which means that the more positive the perception of workload, the higher the work engagement, and vice versa. Workload is the burden of physical, mental, social activity received by a person that must be completed within a certain time in accordance with the physical abilities, as well as the limitations of the workers who receive the burden. The more or less the workload borne by an employee, it will affect the employee's attachment to the employee.

Organizational Culture Against Employee Retention

The results obtained from this study are that there is a positive and significant influence between organizational culture variables on employee retention. In this case, it is evidenced by the results of the statistical T value of 3.586 or > 1.96 then the effect is significant and the P value of $0.000 < 0.05$. This illustrates that the higher the organizational culture in the K-55 Guards Security Service company, the higher the value of Employee Retention. The results of this study are supported by research conducted by Octarini (2021) resulting in the conclusion that the positive and significant influence on Organizational Culture on Retention indicates that companies must continue and increase socialization and evaluation of organizational culture on a regular basis because organizational culture that is in accordance with employee values is one of the factors that influence organizational culture. motivating factors for employees to remain in the company. A good organizational culture will certainly support good HR performance and in the end will influence employees to stay in the company because they feel comfortable, the company also provides jobs and responsibilities that are in accordance with the employee's abilities so that the company's goals can run optimally, employees can adapt to good, comfortable at work and can reduce stress at work if employees have a good work environment (Hartono, 2021).

Workload on Employee Retention

The results obtained from this study are that there is a positive and significant influence between workload variables on employee retention. In this case, it is evidenced by the results of the statistical T value of 5.830 or > 1.96 then the effect is significant and the P value of $0.000 < 0.05$. This illustrates that the higher the workload at the K-55 Guards Security Service company, the higher the value of Employee retention. The results of this study are supported by research conducted by Ningrum (2017), resulting in the conclusion that the results show that job satisfaction has a positive effect on employee retention and workload has a negative effect on employee retention. A heavy workload can make employees feel uncomfortable and feel uncomfortable at work. Therefore, it is necessary to calculate the workload for employees. Calculation of workload can be seen from 3 aspects, namely physical, mental and time use (Riady, 2009).

Employee Retention of Employee Engagement

The results obtained from this study are that there is a positive and significant effect between employee retention variables on employee engagement. In this case, it is evidenced by the results of the statistical T value of 4.156 or > 1.96 then the effect is significant and the P value of $0.000 < 0.05$. This illustrates that the higher employee retention at the K-55 Guards Security Service company, the higher the value of Employee Engagement. The results of this study are supported by research conducted by Gorda (2018) which results in the conclusion that employee retention has been effective in increasing employee engagement. The main indication of the success of the employee retention program is employee engagement. Engagement of an employee is an important thing owned by the company, where employees are not a burden but a valuable asset of the company. Therefore, it is appropriate for the company to maintain and pay attention to human resources in order to survive and be loyal in the company, so that the company's vision can be achieved (Ekhsan, 2020; Darma, 2018)

4. CONCLUSION

Organizational culture has a positive and significant effect on employee retention in employees of the company K-55 Guards Security Service. Workload has a positive and significant effect on employee retention of employees of the company K-55 Guards Security Service. Organizational culture has a positive and significant effect on employee engagement on employees of the K-55 Guards Security Service company. Employee retention can mediate between organizational culture and employee engagement. Workload has a positive and significant effect on employee engagement on employees of the K-55 Guards Security Service company. Employee retention can mediate between workload and employee engagement. Employee retention has a positive and significant effect on employee engagement for company employees K-55 Guards Security Service.

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