

The Role of Training and Satisfaction to Increase Employee Retention in the Manufacturing Industry in Batam

Pradino Kusumo

Universitas Internasional Batam, Indonesia

214100.pradino@uib.edu

Muhammad Donal Mon

Universitas Internasional Batam, Indonesia

muhammad.donal@uib.ac.id

Abstract

Human Resources are a very important asset in a company. Without qualified Human Resources/HR, the company cannot run its business system. This research uses quantitative methods with research samples of manufacturing employees in Batamindo Batam Industrial Area. Questionnaires are distributed via Google form with 478 respondents were collected. The variables used in this research were the dependent variable, retention and turnover intention, the independent training, and the mediation was employee satisfaction. The results of the research stated that the effect of training on retention and turnover intention in manufacturing companies in Batamindo Industrial Area, Batam City with variables that mediate employee satisfaction. From the test results, the relationship between employee satisfaction and retention has a positive and significant influence. The relationship between employee satisfaction and turnover intention has a positive and significant influence. The relationship between training and employee satisfaction has a positive and significant impact. The relationship between training and retention has a positive and significant impact. The relationship between training and turnover intention has a positive and significant impact.

Keywords: Training, turnover intention, retention, manufacturing industry

DOI : <http://dx.doi.org/10.32503/jmk.v9i1.5209>
Article History : Article received (10 Des 2023); revised (16 Jan 2024);
accepted (28 Jan 2024)
Email Co-Author : 214100.pradino@uib.edu



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License

Introduction

Human Resources are a very important asset in the company, without qualified Human Resources/HR the company cannot run its business system. Manufacturing companies are industries that process raw materials into semi-finished and even finished products. In the employment of employees, the manufacturing industry determines the permanent system and the contract system.

Improving and developing employees' performance is a priority and a challenge in the era of globalisation. Good working methods will bring more effective and efficient results and the company's goals will be well achieved. Employee performance factors are a priority and should not be ignored in a company. If an error or mistake occurs, it will cause obstacles or even internal failure in the production process. To achieve good employee performance, good HRM practices must be implemented and coaching and development must be provided to employees to improve the quality not only for the employees but also for the company (Putri et al., 2022).

In Indonesia alone, there are 30,000 companies in the manufacturing sector. These companies consist of medium and large industry (*Directory of Indonesia Manufacturing Industry 2022*, 2022). Batam itself has 30 industrial estates and the companies in Batam are about >100. both national and international companies (*Industrial-Estates-in-Batam-2023.Pdf*, 2023). Batam's economic growth will be 6.84% in 2022. With a total population of 1,269,410 people with a workforce of 767,507 domestic and 3,328 foreign (BP Batam, 2023). The existence of industry, both manufacturing and other industries, does not guarantee unemployment. According to national BPS data in August 2023, the unemployment rate in Indonesia was 5.32%, 0.54 percentage points lower than in 2022 (Statistik, 2023).

Based on BPS Batam data in 2022, unemployment is 9.56%, 2.08% lower than in 2021 (BPS Batam, 2021). Unemployment is caused by many things, namely layoffs, lack of jobs, etc. Research This uses variables related to the company to assess employee satisfaction through training to reduce turnover intention and increase employee retention in the manufacturing industry.

Employee satisfaction and performance can decline if the organisation does not implement a retention strategy. If the company does not take care of this, the turnover intention within the company can increase drastically (Pratiwi et al., 2020). Employee training is also very important for employee satisfaction within the organisation. Employee training must also be carefully planned to improve the quality of performance within the organisation. Every employee should be trained by the company so that they can do their job better (Jennifer & Asri, 2022).

This research can determine and understand the conditions of the manufacturing industry located in the Batamindo Industrial Estate. The conditions referred to here are employee satisfaction in the implementation of training, whether it can cause turnover intention or vice versa, namely retention.

This study proposes five relationships among the investigated variables. Firstly training, training helps to develop positive employee attitudes and leads to improved organisational performance through employee retention. When employees feel that training is supported by the organisation, they develop an emotional attachment to the organisation. Training has an impact on employee retention and its direct relationship, helping organisations to increase employee retention and reduce employee turnover (Suryani et al., 2023).

Training is a systematic programme that teaches and equips individuals with important technical information and competencies relevant to their roles and responsibilities in the work environment (Ye, 2022). The purpose of training and development is to improve employees' skills, knowledge and abilities to meet the work objectives of the work organisation. Training programmes are systematically designed, organised and professionally managed with the aim of improving employees' work skills and changing their attitudes and behaviours (Boateng et al., 2023).

According to Nurmalitasari research, corporate training in 2021 will take the form of on-the-job training programmes that help you master specific skills and work processes in order to increase self-confidence and create value. The relationship between training and retention and turnover intentions with employee satisfaction as a mediating variable.

Training is an organisation's effort to provide employees with skills and knowledge relevant to their jobs. As a result, with proper training, employees will acquire knowledge, skills and abilities that will make them satisfied with their different jobs. Training has a significant impact on employee retention and turnover because it can influence employee satisfaction (Ingsih et al., 2021). Previous research shows that training and development plays an important role in increasing employee retention by providing knowledge and increasing job satisfaction (Elsafty & Oraby, 2022).

Secondly, employee satisfaction. Satisfaction is a feeling of pleasure resulting from the fulfilment of wants, desires or needs. Unfulfilled satisfaction is a consequence that occurs, such as reduced performance, failure to achieve goals, an unhealthy work environment, and the effects of worsening organisational performance (Mugira, 2022). Based on previous research, employee satisfaction is an overall or global affective state about how employees feel about their work. It is also known as employees' job satisfaction or dissatisfaction. Job satisfaction is achieved when the expectations that employees bring with them when they join an organisation are matched by reality (Suryani & Sugianingrat, 2021). The Relationship Between Employee Satisfaction and Retention and Turnover Intentions Retention is a fundamental factor in an organisation's ability to remain competitive in the global economy. It is therefore important to attract, develop and retain staff with the appropriate skills and expertise to improve organisational performance (Jason R. Isom, 2023).

Research has identified various factors that can contribute to employee turnover, such as job satisfaction and the nature of the manufacturing industry, through the training system provided and what programmes the company runs for employee retention (Jason R. Isom, 2023).

Thirdly, turnover intention. Turnover intention is a term used to describe a person's intention to leave their current job or leave an organisation (Hutabarat & Yuniawan, 2022). Turnover intention is the possibility that employees will leave the organisation. Organisations need to consider and prevent it because turnover has a negative impact on the business. Generational differences can also lead to differences in how employees value work and differences in employee burnout, leading to higher levels of turnover intention (Skelton et al., 2020). Different approaches to workplace support (e.g. training, development opportunities, manager's understanding of work-life balance) have been identified for employees

who stay and those who leave engineering. Commitment to work and turnover intentions were identified as two key factors explaining job retention. However, self-efficacy and outcome expectations do not differ between those who stay and those who leave (Salzmann et al., 2023).

According to Aykan, turnover intention is seen as a negative factor for company productivity and efficiency. This is because turnover intention has the following negative effects on an organisation: 1. loss of employees; 2. disruption of operations; 3. retraining of new employees; 4. risk of additional burden due to employee turnover.

It has been argued that generational differences may also lead to differences in how employees view their jobs and differences in employee burnout, resulting in higher turnover intentions. Researchers note that the current workforce is made up of three groups: baby boomers, generation X and millennials. It is suggested that if managers are aware of these generational differences, they can create better policies that meet the needs of each generation. As the baby boomer generation dominates many organisations, it has been suggested that there may be a disconnect between the values of managers and the values of millennial workers (Skelton et al., 2020).

From the above definition and perspective, it can be concluded that turnover intention refers to an employee's desire to leave the company, but if the employee's intention to leave is fulfilled, then it is considered as turnover because the employee left voluntarily or not (Rafliani, 2023). The dimensions of turnover intention according to Simamora & Henry, (2004) are:

1. Job search: People who want to quit their job and look for another job.
2. Intention to quit: When an employee says "I want to quit", it means they want to leave their current job. The more frequently an employee expresses his or her desire to leave, the greater the likelihood that he or she will change jobs.
3. Thinking about quitting: People who want to move to a new company with the hope that their career will develop there and with the possibility of relocation in the future.

Fourthly, retention. Manufacturing companies also need to consider issues related to employee retention, which is very important because employees are a company's asset, especially since employees are already experts in their field. Companies can implement an employee retention system by providing trust, flexibility, benefits, etc. to employees who are considered deserving within the company. This can motivate employees to stay with the company longer because the employee feels highly valued within the company (Lestari et al., 2021). High employee turnover leads to increased costs in terms of resources, recruitment and time to replace vacancies. Recruiting new employees costs organisations between 50-200% of the previous employee's salary. Increased recruitment costs include overlapping advertising and salaries, making it difficult to maintain a positive work environment and employee morale. In addition, high employee turnover results in lost opportunities to meet production and budget matrices set within the department, resulting in additional costs to the organisation (Nayak et al., 2021). In general, companies in Indonesia tend to retain senior employees. This is because senior employees have a wealth of experience and are reliable in their field. Having skilled

and experienced employees is one of the intangible assets of an organisation (Kurdi et al., 2020). On average, company managers believe that education and experience are the benchmarks for recruiting employees to their company (Millena & Mon, 2022).

The discussion above provides the basis for this research to develop the above hypothesis as illustrated in Figure 1. As shown in Figure 1, this research proposes one independent variable, namely training. And two dependent variables, namely retention and turnover intention. In addition, this research proposes one mediation: employee satisfaction. This investigation investigates our understanding of whether employee satisfaction is influenced by training, retention, and turnover intention.

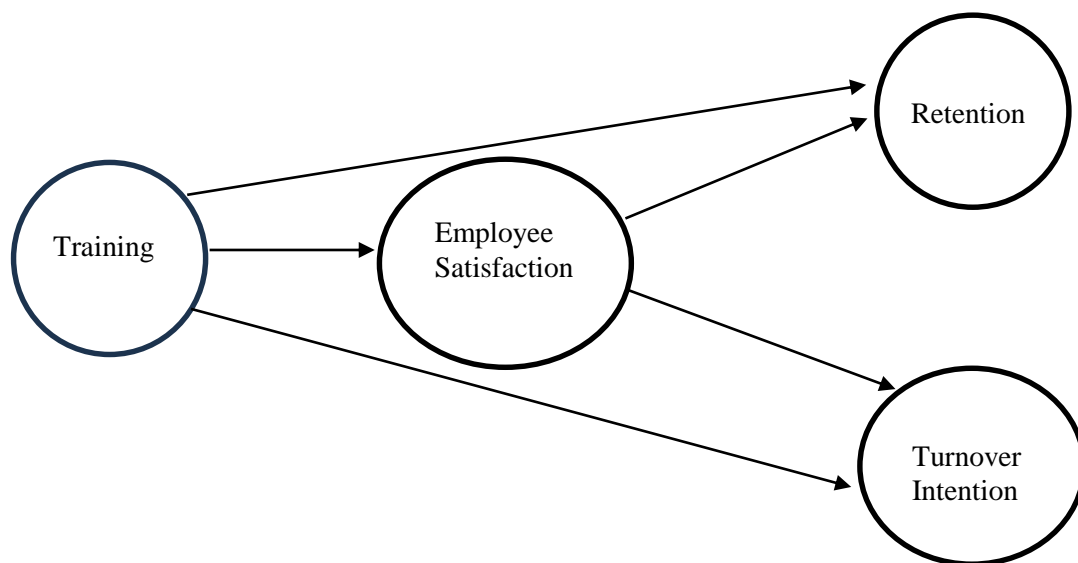


Figure 1. Research Model

Source: Author (2024)

Methodology

This research uses a system of quantitative methods. This research uses a system of quantitative methods. Quantitative research involves the collection and analysis of numerical data in order to describe, explain, predict or control phenomena. However, it is important to remember that quantitative research methods are not just about numbers. At the beginning of the research process, quantitative methods generate hypotheses to be tested and determine research procedures. In quantitative research, the researcher controls for contextual factors that influence the data (Pahleviannur et al., 2022). Methods that use quantitative data are data expressed in terms of the number of respondents, the number of genders, and the results of filling out the entire questionnaire that has been created.

This research is a variation of previous research (Suryani et al., 2023). The purpose of this research is to analyse the effect of training on employee retention and turnover intention which is mediated by employee satisfaction in

manufacturing companies in Batam. The method with quantitative data is data expressed in the number of respondents, number of genders, and the results of filling the entire questionnaire that has been created. The population and samples used in this research come from the employees of manufacturing companies in Batamindo Industrial Area, Batam City. Batamindo Investment Cakrawala (BIC) or Batamindo Industrial Area was established in 1990 with an area of about 320 ha. In 2023, there will be about 73 company tenants operating in the Batamindo area. The Batamindo Industrial Estate is strategically located near shopping malls, community settlements and one of the largest wholesale centres (Indogrosir) (*Industrial-Estates-in-Batam-2023.Pdf*, 2023). The population and number of samples in the Batamindo industrial estate are not known with certainty, so the author uses the Hair et al. system to calculate the completion of the questionnaire created (Hair et al., 2019). Based on the opinion of Hair et al., (2021), the sample size is appropriate depending on the number of questions in the research multiplied by 10. There are 47 questions, therefore 470 (47x10) samples are required. The software used for data management is Smart PLS.

One of the techniques is to distribute questionnaires via electronic means (Google Forms). The Likert Scale, developed by Rensis Likert, was employed in the distribution of the questionnaire to gauge respondents' perceptions. There will be a score assigned to each response.

Result and Discussion

The measurement approach used in this study included multiple steps to guarantee the reliability and validity of the questionnaire items. First, variables with a factor loading value greater than 0.708 were chosen, and variables with a factor loading value less than 0.708 were removed (Hair et al., 2019). More than 50% of the indicator variance is thought to be explained by a factor loading value of 0.708 or higher (Hair et al., 2019).

Table 1. Loading Factor and AVE

	Employee Satisfaction	Retention	Training	Turnover Intention	AVE
ES1	0,704				0,515
ES2	0,667				
ES3	0,698				
ES4	0,731				
ES6	0,757				
ES7	0,745				
R2		0,699			0,510
R4		0,683			
R5		0,734			
R6		0,699			
R7		0,725			
R8		0,754			
R9		0,703			

T5	0,757	0,554
T8	0,793	
T9	0,679	
TI1		0,777 0,597
TI10		0,567
TI2		0,825
TI3		0,848
TI4		0,814
TI5		0,836
TI6		0,764
TI7		0,844
TI8		0,578
TI9		0,811

Source: Author(2024)

All of the variables in Table 1 have factor loading values greater than 0.708. Because of this, the indicators' variation for all variables is more than 50%, indicating the reliability of the items' questions (Hair et al., 2019).

The Average Variance Extracted (AVE) was utilized in this investigation to evaluate the convergent validity. For each admissible variable to be able to explain at least 50% of the variation of the related items, its AVE value must be greater than 0.50 (Hair et al., 2019).

For every variable, the AVE values are displayed in Table 2, and they are all greater than 0.50. An AVE value greater than 0.50, which for each idea accounts for at least 50% of the objective variance, thereby validates convergent validity (Hair et al., 2019). Internal consistency reliability is evaluated using Cronbach's alpha and composite reliability (Hair et al., 2021). Table 2 displays the composite reliability and Cronbach's alpha values for each variable. According to these results, all of the study's variables showed internal consistency reliability because their composite reliability values were less than 0.95 and their Cronbach's alpha was much higher (Hair et al., 2019).

Table 2. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Results
Employee Satisfaction	0,811	0,864	Reliable
Retention	0,840	0,879	Reliable
Training	0,598	0,788	Reliable
Turnover Intention	0,928	0,936	Reliable

Source: Author(2024)

Testing discriminant validity, which establishes if a variable differs from other variables, is the next step. According to Fornell & Larcker, (1981), making ensuring that each AVE value's square root is greater than the inter-construct correlations is how this test is conducted. Table 3 demonstrates that all research

variables exhibit significant differences, indicating that the requirements for discriminant validity have been met (Fornell & Larcker, 1981).

Table 3. Discriminant Validity

Variable	Employee Satisfaction	Retention	Training	Turnover Intention
Employee Satisfaction	0,718			
Retention	0,842	0,714		
Training	0,578	0,600	0,744	
Turnover Intention	0,474	0,481	0,429	0,773

Source: Author(2024)

Table 4. Hypotesis test result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Employee Satisfaction -> Retention	0,744	0,737	0,052	14,381	0,000	Supported
Employee Satisfaction -> Turnover Intention	0,340	0,342	0,054	6,323	0,000	Supported
Training -> Employee Satisfaction	0,578	0,579	0,070	8,209	0,000	Supported
Training -> Retention	0,169	0,175	0,052	3,285	0,001	Supported
Training -> Turnover Intention	0,233	0,238	0,047	4,914	0,000	Supported

Source: Author(2024)

Table 5. Indirect effect test result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
Training -> Employee Satisfaction -> Retention	0,430	0,426	0,051	8,432	0,000	Supported
Training -> Employee Satisfaction -> Turnover Intention	0,196	0,198	0,041	4,824	0,000	Supported

Source: Author(2024)

From this table, the results show that the higher the employee satisfaction with employee retention, the higher it will be because it is directly proportional and the coefficient is positive. And it is significant because the P Values are less than 0.5 and the T Statistics are more than 1.96. The higher the employee satisfaction with employee turnover, the greater the also increases because it is directly

proportional and the coefficient is positive. And it is significant because the P Values are less than 0.5 and the T statistic is more than 1.96. The higher the relationship between training and employee satisfaction, the higher it will also be because it is directly proportional and the coefficient is positive. And it is significant because The P Values are less than 0.5 and the T Statistics are more than 1.96.

The higher the relationship between training and employee retention, the lower it will be because it is inversely proportional and the coefficient is positive. And it is significant because the P value is less than 0.5 and the T statistic is more than 1.96. The higher the relationship between training and employee turnover, the lower it will be because is inversely proportional and the coefficient is positive. And it is significant because the P values are less than 0.5 and the T statistics are more than 1.96. Employee satisfaction is proven to mediate training, employee retention and employee turnover with P values less than 0.5 and T statistics more than 1.96.

Table 6. Coefficient of Determination Test Results (R-Square)

Variable	R Square	R Square Adjusted	Conclusion
Employee Satisfaction	0,334	0,333	Moderate
Retention	0,728	0,727	Strong
Turnover Intention	0,261	0,258	Weak

Source: Author(2024)

From this table, the coefficient of determination test functions to test variables. According to Chin, (1998), the R-Square value is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33. Based on table 6, employee satisfaction with a result of 0.333 is declared moderate, retention with a result of 0.727 is declared strong and turnover intention with a result of 0.258 which is below 0.333 is declared weak. Based on the data above, it can be concluded that the r-square value which shows 0.727 means that there is integration with retention having a very strong relationship with employee satisfaction and turnover intention, meanwhile the turnover intention variable shows weak integration.

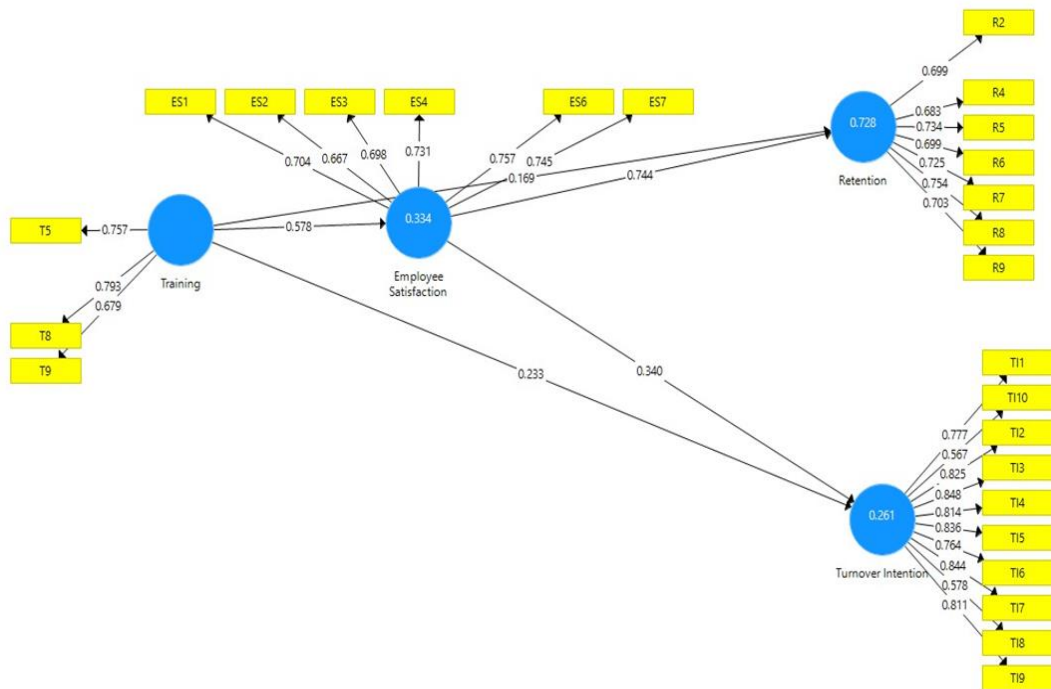


Figure 2. Result of structural model assesment
Source: Author(2024)

Conclusion

This research explains the effect of training on employee retention and employee turnover in manufacturing companies in the Batamindo industrial area, Batam City with variables that mediate employee satisfaction. From the test results, the relationship between employee satisfaction and retention has a positive and significant influence. The relationship between employee satisfaction and turnover intention has an influence, positive and significant. The relationship between training and employee satisfaction has a positive and significant influence.

The relationship between training and retention has a positive and significant influence. The relationship between training and turnover intention has a positive and significant influence. Manufacturing enterprises in the Batamindo industrial region of Batam city have the opportunity to enhance employee satisfaction through several means, including training, salary increases, and promotions. Additionally, completing reviews can help minimize uncontrollably high employee turnover. Uncontrolled staff churn can raise operating expenses, which might result in losses for the business.

References

- Angellia, & Setyawan, A. (2022). Pengaruh training, performance management, dan business strategy terhadap succession planning dan individual competency sebagai mediasi pada bisnis keluarga di kota Batam. *Jurnal Bahana Manajemen Pendidikan*, 11(2), 207. <https://doi.org/10.24036/jbmp.v11i2.121264>
- Aykan, E. (2014). Effects of Perceived Psychological Contract Breach on Turnover Intention: Intermediary Role of Loneliness Perception of Employees. *Procedia - Social and Behavioral Sciences*, 150, 413–419. <https://doi.org/10.1016/j.sbspro.2014.09.040>
- Boateng, R., Boateng, A. A., Aboagye, G., Kumah, E., Adoma, P. O., & Botchwey, C. O.-A. (2023). Training Motivation and Post Training Turnover Intention: Reifying the Narrative in a Community Health Nursing Training Institution in Ghana. *Journal of Economics & Management Research*, 2023(May), 1–5. [https://doi.org/10.47363/jesmr/2023\(4\)178](https://doi.org/10.47363/jesmr/2023(4)178)
- BP Batam. (2023). *Batam Investment Guidelines*. <https://bpbatam.go.id/publikasi/e-book/>
- BPS Batam. (2021). Keadaan Ketenagakerjaan Kota Batam 2021. *Badan Pusat Statistik*, 86, 2.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. Modern methods for business research. *Modern Methods for Business Research*, April, 295-336. <http://books.google.com.sg/books?hl=en&lr=&id=EDZ5AgAAQBAJ&oi=fnd&pg=PA295&dq=chin+1998+PLS&ots=47qB7ro0np&sig=rihQBibvT6S-Lsj1H9tXe9dX6Zk#v=onepage&q&f=false>
- Directory of Indonesia Manufacturing Industry*. (2022). BPS-Statistics Indonesia. <https://www.bps.go.id/publication/2022/09/30/cbc730b4a2e4ebc36749998c/direktori-industri-manufaktur-indonesia--2022.html>
- Elsafty, A., & Oraby, M. (2022). The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt. *International Journal of Business and Management*, 17(5), 58. <https://doi.org/10.5539/ijbm.v17n5p58>
- Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing Research*, 18(3), 382. <https://doi.org/10.2307/3150980>
- Hair, J. . F., Hult, T. . M. G., Ringle, C. M., Sarstedt, Danks, N. P., & Ray, S. (2021). An introduction to structural equation modeling. Partial least squares structural equation modeling with R. In *Practical Assessment, Research and Evaluation* (Vol. 21, Issue 1). <https://doi.org/https://doi.org/10.1007/978-3-030-80519-7>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hutabarat, F. N., & Yuniawan, A. (2022). Pengaruh Efikasi Diri, Ketidakamanan Kerja Terhadap Turnover Intention Melalui Komitmen Organisasional Sebagai Variabel Intervening (Studi Pada Tavern Group). *Diponegoro Journal of Management*, 11(1), 1–12. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Industrial Estates in Batam*. (2023). <https://bpbatam.go.id/wp->

- content/uploads/2023/07/Industrial-Estates-in-Batam-2023.pdf
- Ingsih, K., Riskawati, N., Prayitno, A., & Ali, S. (2021). The Role of Mediation on Work Satisfaction To Work Environment, Training, and Competency on Employee Performance. *Jurnal Aplikasi Manajemen*, 19(3), 469–482. <https://doi.org/10.21776/ub.jam.2021.019.03.02>
- Jason R. Isom. (2023). *The Mediating Effect of Continuance Commitment on the Job Training Satisfaction Turnover Intention Relationship*. 31–41.
- Jennifer, & Asri, D. H. (2022). Analisa Peran Employee Engagement Dalam Memediasi Work Environment, Leadership, Work Motivation, Job Satisfaction, Dan Training and Development Terhadap Employee Performance Bank Umum. *Jurnal Manajemen Dan Bisnis Performa*, 19(2), 58–72. <https://doi.org/10.29313/performa.v19i2.10221>
- Kurdi, B. Al, Alshurideh, M., & Alnaser, A. (2020). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, 10(15), 3561–3570. <https://doi.org/10.5267/j.msl.2020.6.038>
- Millena, R., & Mon, M. D. (2022). Analisis Pengaruh Kompensasi Pelatihan Dan Pengembangan Terhadap Retensi Karyawan Dengan Kepuasan Kerja Sebagai Mediasi Pada Karyawan Manufaktur Tunas Bizpark Kota Batam. *Jwm (Jurnal Wawasan Manajemen)*, 10(3), 157–166. <https://doi.org/10.20527/jwm.v10i3.220>
- Mugira, A. (2022). Leadership Perspective Employee Satisfaction Analysis. *AKADEMIK: Jurnal Mahasiswa Humanis*, 2(3), 127–135. <https://doi.org/10.37481/jmh.v2i3.477>
- Nayak, S., Jena, D., & Patnaik, S. (2021). Mediation framework connecting knowledge contract, psychological contract, employee retention, and employee satisfaction: An empirical study. *International Journal of Engineering Business Management*, 13, 1–10. <https://doi.org/10.1177/18479790211004007>
- Nurhidayati, M., & Fajar Dini, Y. I. (2023). Pengaruh Work-life Balance dan Work Stress terhadap Turnover Intention dengan Job Satisfaction sebagai Variabel Mediasi pada Karyawan Kontrak BP Batam. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, Dan Humaniora*, 6(2), 79–87. <https://doi.org/10.33753/madani.v6i2.272>
- Nurmalitasari, S. (2021). Pengaruh pelatihan, pengembangan karir, work life balance terhadap retensi karyawan dengan kepuasan kerja sebagai variabel permediasi (Studi pada karyawan tetap PT BPR Artha Makmur Kota Semarang). *Diponegoro Journal of Management*, 10(3), 1–15. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Pahleviannur, M. R., Grave, A. De, Sinthania, D., Hafrida, L., Bano, V. O., & Saputra, D. N. (2022). Metodologi Penelitian Kualitatif. In *Pradina Pustaka*.
- Pratiwi, W. N., Komariah, K., & Jhoansyah, D. (2020). Turnover Intention Berdasarkan Retensi Karyawan dan Insentif. *BUDGETING: Journal of Business, Management and Accounting*, 2(1), 313–324. <https://doi.org/10.31539/budgeting.v2i1.1760>
- Putri, E. Y., Putri, A., Rahma, A. R., & Maolani, F. M. (2022). Penerapan Praktek Manajemen Sumber Daya Manusia Dan Hubungannya Dengan Kinerja Karyawan. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, 12(2), 343–356.

<https://doi.org/10.37932/j.e.v12i2.618>

- Rafliani, F. (2023). Pengaruh Talent Management terhadap Turnover Intention melalui Kepuasan Kerja Karyawan pada Hotel Grand Zuri Pekanbaru. *Journal on Education*, 05(04), 15261–15278.
- Retnowati, E., Lestari, U. P., Jahroni, Darmawan, D., & Putra, A. R. (2021). Retensi Karyawan yang Ditinjau Dari Kepercayaan dan Motivasi Kerja. *Manajemen, Bisnis Dan Kewirausahaan*, 1(1), 65–76.
- Salzmann, P., Berweger, S., & Bühner, Z. (2023). *Testing an Extended Social Cognitive Model of Occupational Turnover Intentions*. 50(2), 386–404. <https://doi.org/10.1177/08948453221101404>
- Simamora, & Henry. (2004). *Manajemen Sumber Daya Manusia*. STIE.
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2020). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(49), 101–117. <https://doi.org/10.1108/JEFAS-07-2018-0069>
- Statistik, B. P. (2023). Keadaan Ketenagakerjaan Indonesia Agustus 2023. *Badan Pusat Statistik*, 11(84), 1–28. <https://www.bps.go.id/pressrelease/2023/11/06/2002/tingkat-pengangguran-terbuka--tpt--sebesar-5-32-persen-dan-rata-rata-upah-buruh-sebesar-3-18-juta-rupiah-per-bulan.html>
- Suryani, N. K., Santanu, G., & Karwinic, N. K. (2023). Enhancing employee retention in the education sector: The role of training and satisfaction. *Jurnal Siasat Bisnis*, 27(2), 208–218. <https://doi.org/10.20885/jsb.vol27.iss2.art6>
- Suryani, N. K., & Sugianingrat, I. A. P. W. (2021). Student E-Learning Satisfaction During The Covid-19 Pandemic in Bali, Indonesia. *Jurnal Economia*, 17(1), 141–151. <https://doi.org/10.21831/economia.v17i1.33196>
- Ye, G. (2022). The Impacts of Training on Turnover Intention of Chinese Millennials. *Proceedings of the 2021 3rd International Conference on Economic Management and Cultural Industry (ICEMCI 2021)*, 203(Icemci), 1080–1087. <https://doi.org/10.2991/assehr.k.211209.176>
- Yuswardi, & Chrisjunianti. (2022). Pengaruh Pelatihan dan Praktik Manajemen Talenta Terhadap Kinerja Karyawan pada Perusahaan Manufaktur Elektronik di Batam dengan Keterlibatan Karyawan sebagai Mediasi Abstrak. *SEIKO : Journal of Management & Business*, 4(3), 289–299. <https://doi.org/10.37531/sejaman.v4i3.2573>