

Determinants of Employee Retention : The Roles of Career Development, Engagement, and Organizational Culture

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Abstract

This study aims to determine the extent to which Career Development Strategy, Employee Engagement, and Organizational Culture influence Employee Retention at PT. Cipta Mandiri Wirasakti, while also highlighting the study's theoretical relevance in explaining how human resource practices reinforce employee commitment within the framework of social exchange dynamics. Using a descriptive quantitative method and a sample of 80 employees, the data were analyzed with SPSS 26. This methodological approach not only provides statistical evidence but also strengthens the practical applicability of the findings for HR decision-making in manufacturing settings. The results revealed that all three variables have a positive and significant effect on employee retention: Career Development Strategy, Employee Engagement, and Organizational Culture. Beyond statistical confirmation, these results contribute to existing literature by demonstrating that the integration of development opportunities, psychological engagement, and cultural alignment forms a synergistic retention mechanism in industrial workplaces. These findings indicate that a strong combination of clear career growth opportunities, active employee involvement, and a positive organizational culture contributes significantly to retaining employees. When employees feel valued, engaged, and supported in a growth-oriented work environment, their commitment to the company increases, leading to longer tenure and reduced turnover, thereby offering practical insights for organizations seeking evidence-based strategies to minimize attrition and strengthen workforce stability.

Keywords : Career Development, Employee Engagement, Organizational Culture, Employee Retention, Manufacturing Sector

Introduction

In an era of globalization and increasingly competitive industrial environments, an organization's ability to retain qualified human resources is key to business sustainability. Human resources are viewed not merely as a factor of production, but as a strategic asset that determines a company's competitiveness. Unlike other resources such as capital or technology, humans possess more complex motivations, desires, and psychological dynamics, thus requiring an appropriate management approach through employee planning, development, and retention to achieve optimal productivity (Maulyan, 2019).

In this context, the issue of employee retention is increasingly important because high turnover rates can disrupt organizational stability, increase operational costs, and reduce teamwork effectiveness. PT. Cipta Mandiri Wirasakti, a manufacturing company operating in the Cileungsi industrial area, has faced significant challenges related to high employee



turnover in recent years. Internal company data shows that the turnover rate has consistently increased, from 15% in 2019 to 27% in 2024, with declining engagement scores and retention rates over time. This condition indicates fundamental problems related to career development strategies, employee engagement levels, and organizational culture that are not yet optimal. Increased turnover not only impacts the costs of recruiting, training, and adapting new employees but also affects the productivity and morale of employees who remain.

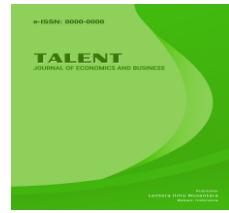
One important factor influencing retention is career development strategy. Companies that provide opportunities for self-development, clear career paths, and ongoing training have been shown to increase employee loyalty and commitment. According to research by Triasmoko et al. (2014), employee turnover costs can reach 150% of the position's annual salary, making career development a strategic investment for companies. Findings by Sumartik & Ambarwati (2023) also indicate that companies with structured career development programs have higher retention rates, while Balbed & Sintaasih (2019) confirm that a clear career path significantly increases employee loyalty.

In addition to career development, employee engagement is also a determining factor in retention. Employees who feel connected to their work and organization tend to demonstrate higher commitment and a greater desire to stay. Research by Zuhaena & Harsuti (2021) revealed that high levels of engagement increase employees' chances of retention by up to 3.2 times. Conversely, employees who do not feel appreciated or involved in the work process are more likely to leave the company. With PT. Cipta Mandiri Wirasakti's engagement score continuing to decline from 65% in 2019 to 52% in 2024, there is an urgent need to improve strategies to increase employee engagement.

Organizational culture also plays a fundamental role in shaping employee satisfaction and loyalty. A positive, inclusive, and innovation-supportive culture can encourage employees to contribute more effectively and stay with the company longer. Research by Siregar et al. (2022) shows that a strong organizational culture increases retention by up to 35%, while Meutia & Husada (2019) state that organizational culture positively influences employee performance and commitment. In the case of PT. Cipta Mandiri Wirasakti, changing industry dynamics and the characteristics of the millennial and Gen Z workforce require the company to create a more flexible, collaborative culture that is ready to adapt to the needs of the modern workforce (Pronajaya et al., 2021).

Several previous studies have highlighted the relationship between career development, employee engagement, organizational culture, and retention. However, most of these studies were conducted partially or in other sectors such as banking and services. Research combining these three factors into a single integrated model in the manufacturing industry is still very limited. This indicates a clear research gap, as the manufacturing sector has unique operational pressures, workforce structures, and cultural characteristics that may produce different retention dynamics compared to other industries. This underscores the importance of this study in filling the gaps in previous studies and providing a more comprehensive picture of the factors influencing employee retention in manufacturing companies.

Based on this phenomenon, this study was conducted to analyze the influence of career development strategies, employee engagement, and organizational culture on employee retention at PT. Cipta Mandiri Wirasakti. The results are expected to provide theoretical contributions to the development of human resource management science and



practical recommendations for companies in developing more effective and sustainable retention strategies.

Method

This study uses a quantitative approach to measure and analyze the influence of career development strategies, employee engagement, and organizational culture on employee retention. The quantitative approach was chosen because it produces objective, measurable, and statistically amenable numerical data to test the established hypotheses. Through this method, the relationship between the independent and dependent variables can be systematically analyzed, resulting in more accurate and accountable research findings.

The type of research used is associative research, namely research that aims to determine the relationship and influence between variables. This design allows for an in-depth analysis of how each variable of career development strategy, employee engagement, and organizational culture affects employee retention, both partially and simultaneously. The research model is formulated by placing career development strategy (X1), employee engagement (X2), and organizational culture (X3) as independent variables and employee retention (Y) as the dependent variable.

The operationalization of variables was based on the theories used in the theoretical framework. Career development strategies were measured through indicators of fairness in career development, attention to individual development, and access to promotional opportunities (Fauzi et al., 2022). Employee engagement was analyzed through elements such as leadership, rewards and recognition, career development, corporate culture, and communication (Hadi et al., 2020). Organizational culture included indicators of innovation and risk-taking, attention to detail, team orientation, and aggressiveness (Firmansyah & Maria, 2022). Employee retention was measured using indicators of career development, compensation, work environment, organizational commitment, and work-life balance (Bella et al., 2024). All these indicators were compiled into statements in the research instrument to comprehensively capture respondents' perceptions.

The population in this study was all employees working at the company, totaling 80 people. Given the relatively small population, the sampling technique used was saturation or census sampling, a sampling technique in which the entire population is used as research respondents. This approach was used because it can provide more representative research results without ignoring any population element. Thus, all necessary data was obtained directly from all employees through a questionnaire. Although this study focuses on a single manufacturing company, the census method enhances internal validity by ensuring that the perceptions of all organizational members are captured. In addition, the company operates under organizational conditions—such as standardized production systems, hierarchical structures, and skill-based job classifications that are characteristic of the broader manufacturing sector in Indonesia. Therefore, examining the full population provides insight into retention mechanisms that are theoretically relevant for similar industrial environments, thereby contributing to analytical rather than statistical generalizability.

The data collected was primary data, obtained directly from respondents through a questionnaire. The questionnaire was structured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." This scale facilitated the measurement of respondents' level of agreement with each statement representing each variable's indicators. Data

collection involved direct distribution of questionnaires to ensure a high response rate while minimizing response bias.

The collected data were then analyzed using SPSS version 26 software. The analysis stage began with a validity test to determine whether each statement item was able to measure what it should be measured, and a reliability test to ensure the consistency of the instrument. After the instrument was declared feasible, a classical assumption test was conducted which included normality, multicollinearity, and heteroscedasticity tests to ensure that the data met the requirements for regression analysis. Next, multiple linear regression analysis was used to test the effect of each independent variable on the dependent variable. Hypothesis testing was carried out through a t-test to see the partial effect, and an F-test to see the simultaneous effect of independent variables on employee retention. In addition, the coefficient of determination (R^2) was used to determine the contribution of the three independent variables in explaining the dependent variable.

Results and Discussion

Based on the results of questionnaire data processing on 80 employees of PT . Cipta Mandiri Wirasakti, demographic data such as gender, age and last education of respondents can be found .

Respondent characteristics based on gender

Table 1 Respondent Characteristics Based on Gender

No	Gender	Amount	Percentage
1	Man	35	43.75 %
2	Woman	45	56.25 %
Total		80	100 %

Source: by researcher 2024

Respondents based on age presented in table 1 , it is known that 35 respondents were male (43.75 %) and 45 respondents were female (56.25 %). From these data , it can be concluded that the majority of respondents were female.

Respondent characteristics based on age

Table 2 Respondent Characteristics Based on Age

No	Age	Amount	Percentage
1	20 - 30 Years	40	50 %
2	31 - 40 Years	20	25 %
3	41 - 50 Years	10	12.5 %
4	< 50 Years	10	12.5 %
		80	80

Source: by researcher 2024

Based on the data in table 2, the characteristics of respondents according to age presented, it is known that respondents with an age range between 20 - 30 years were 40 people (50 %) , respondents with an age range of 31 - 40 years were 20 people (25 %) , **respondents with an age range** of 41 - 50 years were 10 people (12.5 %) and respondents with an age range above 50 years were 10 people (12.5 %). From these data it can be concluded that most respondents are aged 20 - 30 years.

Respondent Characteristics Based on Last Education

Table 3 Respondent Characteristics Based on Last Education

No	Education	Amount	Percentage
1	High School / Vocational School	40	50 %
2	DIPLOMA	20	25 %
3	BACHELOR	20	25 %
Total		80	100 %

Based on the results of the characteristics of respondents with reference to the last education, respondents graduated from high school / vocational school as many as 40 people (50 %) , respondents graduated from diploma as many as 20 people (25 %) , respondents graduated from bachelor's degree as many as 20 people (25 %). From these results we can conclude that most respondents are high school / vocational school graduates.

Validity Test

Validity testing is intended to measure the validity of a questionnaire or measuring instrument . A questionnaire is considered valid if the questions in the questionnaire are able to reveal what the questionnaire is intended to measure . The results of the validity test will be displayed in the table below. below .

Table 4 Validity Test

Variables	Statement	R count	R table 10 %	Conclusion
Career Development Strategy (X1)	P1	0 . 784	0 . 185	VALID
	P2	0 . 775	0 . 185	VALID
	P3	0 . 537	0 . 185	VALID
	P4	0 . 598	0 . 185	VALID
	P5	0 . 682	0 . 185	VALID
	P6	0 . 560	0 . 185	VALID
Employee Engagement (X2)	P7	0 . 632	0 . 185	VALID
	P8	0 . 764	0 . 185	VALID
	P9	0 . 674	0 . 185	VALID
	P10	0 . 673	0 . 185	VALID
	P11	0 . 617	0 . 185	VALID
	P12	0 . 708	0 . 185	VALID



	P13	0 . 632	0 . 185	VALID
	P14	0 . 764	0 . 185	VALID
	P15	0 . 674	0 . 185	VALID
	P16	0 . 673	0 . 185	VALID
	P17	0 . 617	0 . 185	VALID
	P18	0 . 708	0 . 185	VALID
Organizational culture (X3)	P19	0 . 441	0 . 185	VALID
	P20	0 . 488	0 . 185	VALID
	P21	0 . 739	0 . 185	VALID
	P22	0 . 672	0 . 185	VALID
	P23	0 . 33	0 . 185	VALID
	P24	0 . 247	0 . 185	VALID
	P25	0 . 739	0 . 185	VALID
	P26	0 . 672	0 . 185	VALID
Employee Retention (Y)	P27	0 . 498	0 . 185	VALID
	P28	0 . 616	0 . 185	VALID
	P29	0 . 673	0 . 185	VALID
	P30	0 . 523	0 . 185	VALID
	P31	0 . 542	0 . 185	VALID
	P32	0 . 573	0 . 185	VALID
	P33	0 . 503	0 . 185	VALID
	P34	0 . 491	0 . 185	VALID
	P35	0 . 350	0 . 185	VALID
	P36	0 . 261	0 . 185	VALID

Source: processed by researchers 2025

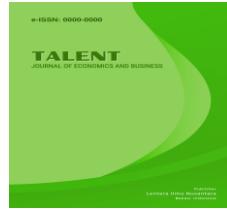
Based on the results of the Pearson validity test presented in the table below above, it is known that of the 36 items in the 4 variables tested, all have a calculated r value that is greater than the 10 percent r table of 0.185 . Because the calculated r value is greater than the r table, it can be concluded that all statement items can be declared valid .

Reliability Test

The reliability test itself is used to measure the consistency of statements in a variable when used over a long period of time . A variable can be considered reliable if the resulting Cronbach's alpha value is greater than **0.7** .

Table 5 Reliability test

Variables		Cronbach's alpha	Minimum value	Conclusion
Career Development Strategy	0 . 742	0 . 600	Reliable	
Employee Engagement	0 . 892	0 . 600	Reliable	

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Organizational culture	0 . 743	0 . 600	Reliable
Employee Retention	0 . 786	0 . 600	Reliable

Source: processed by researchers 2025

Based on the results of the Cronbach alpha reliability test, the Career Development Strategy variable obtained a Cronbach alpha value of **0.742** , the Employee Involvement variable obtained a Cronbach alpha value of **0.892** , and the Organizational Culture is 0.743 **and** employee performance variable is 0.786 . From the data , it is known that the Cronbach alpha value is greater than 0.6 , so it can be stated that the tested variable is reliable .

Normality Test

Table 6 Normality Test

One - Sample Kolmogorov - Smirnov Test

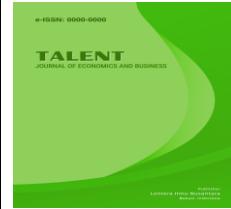
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	. 0000000
	Standard Deviation	4. 14386715
Most Extreme Differences	Absolute	. 062
	Positive	. 047
	Negative	-. 062
Test Statistics		. 062
Asymp . Sig . (2 - tailed)		. 200 ^{c,d}

Based on the results of the normality test with the help of residual values presented in the table below above, it is known that the sig value obtained is $0.200 > 0.1$. Because the sig value obtained is greater than 0.1 , it can be concluded that the data is normally distributed.

Multicollinearity Test

Table 7 Multicollinearity test

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	T	Sig .	Tolerance
1 (Constant)	23 . 692	3 . 582		6 . 615	. 000	
Career Development	. 322	. 121	. 274	2 . 659	. 010	. 886
Strategy						1 . 129
Employee Engagement	. 164	. 057	. 283	2 . 882	. 005	. 975
Organizational culture	. 213	. 085	. 254	2 . 500	. 015	. 908
a . Dependent Variable : EMPLOYEE RETENTION						1 . 102



Based on the results of the multicollinearity test in the table below As explained above, the career development strategy variable received a VIF value of $1.129 < 10$, and the employee engagement variable received a VIF value of $1.026 < 10$. This is because the VIF values for all variables are lower than 10. It can be concluded that the data in this regression model does not experience multicollinearity symptoms.

Heteroscedasticity Test

Table 8 Heteroscedasticity Test

Model	Coefficients ^a		Beta	T	Sig .
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std . Error			
1 (Constant)	8 . 131	1 . 917		4 . 242	. 000
Career Development Strategy	-. 125	. 065	-. 224	- 1 . 922	. 158
Employee Engagement	-. 024	. 030	-. 090	-. 805	. 423
Organizational culture	-. 087	. 046	-. 220	- 1 . 911	. 160

a . Dependent Variable : ABS_RES

Source: processed by researchers 2025

Based on the results of the Glesjer heteroscedasticity test in above, it is known that all independent variables (career development strategy, employee involvement, organizational culture) have a significance value above 0.1 . From these results , it can be concluded that the regression model tested is free from heteroscedasticity symptoms .

Multiple Linear Regression Test

Table 9 Multiple Linear Regression

Model	Coefficients ^a		Beta	T	Sig .
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std . Error			
1 (Constant)	23 . 692	3 . 582		6 . 615	. 000
Career Development Strategy	. 322	. 121	. 274	2 . 659	. 010
Employee Engagement	. 164	. 057	. 283	2 . 882	. 005
Organizational culture	. 213	. 085	. 254	2 . 500	. 015

a . Dependent Variable : EMPLOYEE RETENTION

Source: processed by researchers 2025

Based on the table of results of the multiple linear regression test, the multiple linear regression equation can be made as follows .

$$Y = 23.692 + 0.322X1 + 0.164X2 + 0.213X3$$

The constant value of 23.692 means that if the independent variables, namely Career Development Strategy (X1), Employee Involvement (X2), and Organizational Culture (X3) have a value of 0, then employee performance decreases or experiences a decline . This means that :

1. Constant (α) = 23.692 shows the constant or condition when the employee performance variable has not been influenced by other variables, namely the variable Career Development Strategy (X1), Employee Engagement (X2), and Organizational Culture (X3). If the independent variable is not present, then the employee performance variable will not change .
2. The regression coefficient of Career Development Strategy is 0.322 , indicating that the variable Career Development Strategy has a positive influence on Employee Retention, which means that every 1 unit of the variable Career Development Strategy will affect Employee Retention by 0.322 assuming that other variables are not examined in this study .
3. The regression coefficient of Employee Engagement is 0.164, indicating that the variable Employee Engagement has a positive influence on Employee Retention, which means that every 1 unit of the Employee Engagement variable will influence Retention. Employees amounted to 0.164 with the assumption that other variables were not examined in this study .
4. The regression coefficient of Organizational Culture is 0.213, indicating that the variable Organizational Culture has a positive influence on Employee Retention, which means that each unit of the variable Organizational Culture will then influence Employee Retention by 0.213 assuming that other variables are not examined in this study .

Partial Significance Test (T-Test)

Table 10 Partial significance test (t test)

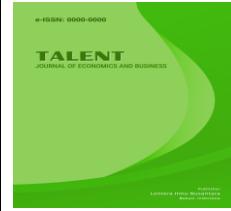
Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		T	Sig .
	B	Std . Error	Beta			
1 (Constant)	23 . 692	3 . 582			6 . 615	. 000
Career Development Strategy	. 322	. 121	. 274		2 . 659	. 010
Employee Engagement	. 164	. 057	. 283		2 . 882	. 005
Organizational culture	. 213	. 085	. 254		2 . 500	. 015

a . Dependent Variable : EMPLOYEE RETENTION

Source: processed by researchers 2025

Based on the results of the partial significance test in the table below above, can be interpreted per variable as below:

1. The Career Development Strategy variable obtained a significance value of $0.010 < 0.1$. Because the resulting significance value is smaller than 0.1 , it can be concluded



that partially the Career Development Strategy has an effect on Employee Retention and automatically strengthens hypothesis 1 which states that the Career Development Strategy has a significant effect on Employee Retention .

2. The Employee Engagement variable obtained a significance value of $0.005 < 0.1$. Because the resulting significance value is smaller than 0.1 , it can be concluded that the Employee Engagement variable partially influences Employee Retention and automatically strengthens hypothesis 2 which states that Employee Engagement influences Employee Retention .
3. The Organizational Culture variable received a significance value of $0.015 < 0.1$. Because the resulting significance value is smaller than 0.1 , it can be concluded that the Organizational Culture variable partially influences Employee Retention while strengthening hypothesis 3 which states that the variable Organizational Culture influences Employee Retention .

Simultaneous Test (F Test)

Table 11 Simultaneous Test

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig .
1	Regression	545 . 928	3	181 . 976	10 . 195
	Residual	1356 . 559	76	17 . 849	
	Total	1902 . 487	79		

a . Dependent Variable : EMPLOYEE RETENTION

b . Predictors : (Constant) , ORGANIZATIONAL CULTURE, EMPLOYEE INVOLVEMENT, CAREER DEVELOPMENT STRATEGY

Source: processed by researchers 2025

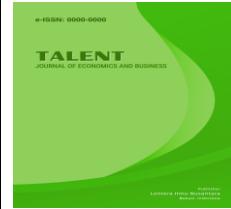
From the results of the simultaneous test above, it is known that the significance results obtained are $0.000 < 0.1$. because the resulting value is less than 0.1 . it can be concluded simultaneously that the Career Development Strategy, Employee Involvement and Organizational Culture variables have a positive and significant influence on Employee Retention .

Coefficient of Determination Test

Table 12 Test of Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted Square	R Std . Error of the Estimate
1	. 536 ^a	. 287	. 259	4. 22486
a . Predictors : (Constant) , Organizational Culture, Employee Engagement, Career Development Strategy				

Source: processed by researchers 2025



The results of the summary model test show a coefficient of determination (R^2) of 0.287 or 28.7 % . This value indicates that 28.7 % of employee retention is influenced by career development strategies, employee involvement, and organizational culture . While the remaining 72.3 % is not included in the object of this study .

Discussion

The Influence of Career Development Strategies on Employee Retention

Based on the results of the first hypothesis test, it is known that Career Development Strategy has a significant influence on Employee Retention . This is reinforced by the results of the statistical test which shows a calculated t value of 2.659 and a significance value of 0.010 , which is smaller than the significance limit of 0.1 . Thus , the hypothesis stating that Career Development Strategy has an effect on Employee Retention can be accepted .

This is also supported by research conducted by Gede Pronajaya et al in 2021 in a journal entitled " Self-Efficacy and Career Development Model to Enhance Employee Engagement and Performance ". Which states that Employee Development Strategy has a partial effect on Employee Retention, in addition to Nora Yolinza et al in 2023 in a journal entitled The Influence of Career Development and Work Motivation on Employee Performance at the BKPSDM of Solok Regency also stated something similar, namely that Career Development Strategy has a large influence on Employee Retention.

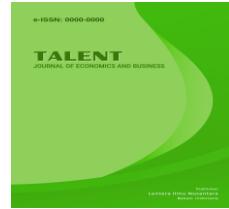
These results indicate that the better a company implements a career development strategy, the more likely employees are to stay and not leave . Career development can take the form of training programs, continuing education, promotional opportunities, coaching, mentoring, or a clear career path . All of these forms of attention make employees feel valued and important to the company .

When employees perceive opportunities to grow and develop their skills at work, this can lead to job satisfaction, increased motivation, and foster loyalty to the company . Employees feel that the company is not only utilizing their energy but also investing in their future . As a result, they are more likely to feel at home, committed, and willing to continue contributing in the long term . On the contrary, If a company doesn't provide a strong career development strategy, employees may feel a lack of direction or purpose in their work . They may feel that their work is monotonous, unchallenging, and doesn't offer room for growth . These feelings can lead to boredom and dissatisfaction, ultimately leading employees to seek out more promising career opportunities elsewhere .

In other words, career development not only improves employee competency but is also key to long-term employee retention . Companies looking to reduce turnover and retain their best employees must consider the importance of a planned and sustainable career development strategy .

The Impact of Employee Engagement on Employee Retention

Based on the results of the second hypothesis test, it is known that employee engagement has a significant influence on employee retention . This is supported by the results of the statistical test which shows that the calculated t value is 2.882 and the significance value is 0.005 , which is below the significance limit of 0.1 . Thus , the hypothesis stating that employee engagement has an effect on employee retention can be accepted statistically .



This is also in accordance with research conducted by Fatwa Zuhaena and Harsuti in 2021 in a journal entitled Employee Engagement and Innovative Behavior: A Literature Review . Which states that employee engagement has a positive and significant influence on Employee Retention, In addition, Andrian et al. In their journal entitled The Effect of Workload, Employee Engagement, and Job Satisfaction on the Performance of 30 Employees of PT . Harapan Sejahtera Karya Utama published in 2023 also stated that Work Engagement Also Has a Positive and Significant Influence on Employee Retention

These results demonstrate that employees' level of engagement in their work, whether emotional, cognitive, or behavioral, plays a significant role in determining their likelihood of remaining with the company . Employees who feel engaged tend to demonstrate a sense of belonging to the company, are enthusiastic about their work, and are committed to their duties and responsibilities .

Employee engagement not only reflects an employee's level of engagement with their work, but also indicates how involved they feel in decision-making, given the opportunity to contribute, and recognized for their work . When employees feel involved and heard, they feel more valued and important within the organization . This creates a positive work environment and makes employees feel more at home .

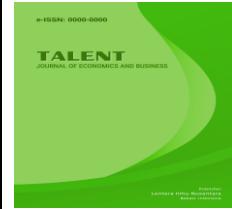
Conversely, if employees feel uninvolved or unaffected by their work, they can feel alienated, unmotivated, and lack a sense of responsibility . In the long term, this can lead to job dissatisfaction, decreased performance, and even a desire to leave the company . In other words, employee engagement is a key factor in creating loyalty and retention . Companies that want to retain their best employees must create a work environment that encourages active engagement, such as through open communication, recognition for contributions, strong teamwork, and supportive leadership .

The Influence of Organizational Culture on Employee Retention

Based on the results of the third hypothesis test, it was concluded that organizational culture has a significant influence on employee retention . The results of the statistical analysis showed a t-value of 2.500 with a significance value of 0.015 , which is smaller than the significance limit of 0.1 . This means that the hypothesis stating that organizational culture has an influence on employee retention is statistically acceptable and valid .

This is also supported by research conducted by Kardinah Indrianna Meutia & Cahyadi Husada entitled The Influence of Organizational Culture and Organizational Commitment on Employee Performance published in 2019 stated that Organizational Culture Has a Positive and Significant Influence on Employee Retention . In addition, Andi & Khair in a journal entitled The Influence of Organizational Culture and Competence on Employee Performance at Wijaya Kusuma Hospital published in 2023 also stated the same thing, namely that Organizational Culture Has a Positive and Significant Influence on Employee Retention .

These findings indicate that organizational culture The values, norms, beliefs, and work methods that apply within a company play a significant role in influencing employees' decisions to stay or leave their workplace . A strong, positive organizational culture that aligns with employees' personal values will create a sense of comfort, togetherness, and a strong sense of belonging to the company . A healthy organizational culture creates a work environment that is enjoyable, respectful, open to communication, and supports work-life



balance . In such an environment, employees tend to feel more emotionally and socially connected to their coworkers and the company as a whole . This makes them more satisfied and motivated to stay with the company long-term.

Conversely, if an organization's culture is unsupportive, rigid, stressful, or contradicts employee values , employees are more likely to experience discomfort, stress, and even internal conflict . Consequently, employee retention is low as they seek a work environment that better aligns with their personal expectations and values . Thus, organizational culture not only serves as a corporate identity but also as a determining factor in employee comfort and loyalty. Companies that want to retain their best employees need to build a work culture that is inclusive, fair, open, and oriented towards shared growth .

Overall, these results reinforce the importance of building and maintaining a positive organizational culture as part of a long-term strategy to improve employee retention . The right culture not only drives high performance but also creates an emotional bond between employees and the organization that is difficult to break with outside offers .

The Influence of Career Development Strategy, Employee Engagement and Organizational Culture on Employee Retention .

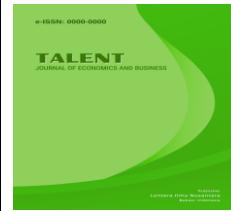
Based on the results of the simultaneous test in the ANOVA table that has been presented in the Hypothesis Test sub-chapter, it is known that the significance value obtained is $0.000 < 0.01$, which means strengthening the suspicion that Career Development Strategy, Employee Involvement and Organizational Culture simultaneously influence Employee Retention .

This is also supported by research conducted by Ricardo Baison (2020) , which states that career development strategies, employee engagement, and organizational culture have a simultaneous influence on employee retention . Furthermore, research conducted by Siti Nur Hasanah Tura et al . in 2024 also stated the same thing, namely that career development strategies, employee engagement, and organizational support have a simultaneous influence on employee retention .

Career development is a managerial strategy that significantly impacts employee retention . When organizations provide opportunities for employee growth and development through training, promotions, mentoring, and clear career plans, employees feel valued and cared for . This creates greater loyalty because they see long-term prospects in the workplace . Without a concrete career development strategy, employees tend to feel stagnant and begin to look for more promising opportunities outside the organization . Therefore, organizations that invest in employee career development are better able to retain their best talent .

Beyond career development, employee engagement also plays a vital role in improving retention . Employees who feel emotionally and intellectually involved in their work are more productive, loyal, and motivated to stay with the organization . Factors such as recognition for achievement, effective communication, participation in decision-making, and positive relationships between superiors and subordinates contribute significantly to this engagement. Employees who feel they have an important role and are valued in their workplace tend to feel satisfied and committed, thus reducing their desire to leave .

Organizational culture is also crucial in influencing employee retention rates . Culture reflects the values , norms, and behaviors that prevail within an organization . When an organizational culture supports openness, collaboration, respect for diversity, and a work -



life balance, employees will feel comfortable and at home in that work environment. Conversely, a work culture that is stressful, discriminatory, or lacks appreciation will make employees feel unappreciated, and this can encourage them to seek a healthier work environment. Therefore, establishing a positive and humane organizational culture is a crucial element in a retention strategy.

These three factors—career development, employee engagement, and organizational culture—are interrelated and form a powerful synergy in supporting employee retention. An organizational culture that supports learning will facilitate effective career development, while employees who feel engaged will be more likely to take advantage of available development opportunities. Furthermore, high engagement is also influenced by an open and supportive organizational culture. The combination of these three aspects creates a harmonious work environment, where employees feel motivated, valued, and have a long-term vision for the organization.

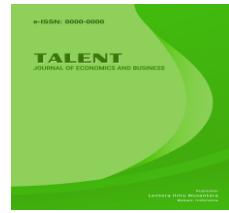
From a managerial perspective, it is crucial for organizations to design human resource policies that strategically integrate these three aspects. Regular work culture audits, employee engagement surveys, and transparency in career paths can be concrete first steps. Organizations can also leverage technology such as performance management platforms and e-learning to support this strategy. By consistently strengthening these three elements, organizations will have a competitive edge in retaining top talent, reducing turnover, and creating a sustainable and change-adaptive work environment.

Conclusion

This study provides empirical evidence that career development, employee engagement, and organizational culture collectively shape employee retention in the manufacturing sector. The findings indicate that structured career development systems, supported by transparent promotion pathways and continuous capability-building initiatives, substantially reinforce employees' long-term commitment to the organization. In parallel, higher levels of engagement reflected in meaningful involvement, recognition, and psychological attachment serve as powerful drivers of retention, demonstrating the importance of relational and motivational processes within the workplace.

Organizational culture further strengthens this relationship by creating a value-aligned, trust-based environment that encourages employees to remain with the company. A culture that emphasizes collaboration, openness, and shared norms provides the social foundation necessary for sustained workforce stability. Taken together, these findings highlight that retention is influenced not by single practices but by the interplay of developmental, psychological, and cultural dimensions.

The study contributes to the literature by integrating these three domains within a single analytical framework and by offering empirical insights from a developing-country manufacturing context, an area that remains underrepresented in existing research. For practitioners, the results underscore the need for comprehensive retention strategies that simultaneously enhance developmental opportunities, reinforce engagement mechanisms, and cultivate a supportive organizational culture. Such an integrated approach is essential for reducing turnover and maintaining a resilient, competitive workforce in the manufacturing industry.



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