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The Effect of Job Satisfaction on Employee Retention

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Abstract: This study aims to determine whether job satisfaction influences employee retention at CV. Golden Mart and to measure the extent of this influence. The research problem addressed is whether job satisfaction significantly affects employee retention in this organization. A quantitative research approach was employed, involving statistical analysis to draw conclusions. The population of this study consists of all 30 employees of CV. Golden Mart, and the entire population was used as the sample. Data collection utilized both primary and secondary sources. The findings of this study indicate that job satisfaction has a positive effect on employee retention. This conclusion is supported by data processing results showing a significance value (Sig.) of less than 0.05. The reliability test demonstrated Cronbach's Alpha values of 0.886 for the job satisfaction variable and 0.842 for the employee retention variable, indicating that both variables are reliable as their Cronbach's Alpha values exceed 0.6. Furthermore, autocorrelation analysis using the runs test method yielded a value of 0.041, suggesting no autocorrelation in the data since the significant value exceeds 0.05. The coefficient of determination (R Square) was calculated at 0.787, indicating that 79% of employee retention can be explained by job satisfaction. The t-test results further confirmed that the alternative hypothesis (Ha) is accepted, and the null hypothesis (Ho) is rejected, affirming a significant influence of job satisfaction on employee retention at CV. Golden Mart in Gunungsitoli. The analysis also highlights specific indicators of job satisfaction and employee retention. For the job satisfaction variable, the strongest indicators include supervision, wages/salary, and coworker relationships, while weaker indicators are job characteristics and promotion opportunities. Regarding employee retention, the most prominent indicators are organizational components, rewards, and employee relations, whereas career opportunities and job design are the least significant. These findings provide valuable insights into the relationship between job satisfaction and employee retention at CV. Golden Mart.

Keywords: Job Satisfaction, Employee Retention.

1. INTRODUCTION

In today's modern world, human resources (HR) are the key to a company's success in running the competition in today's company. A company's ability to survive in this increasingly competitive situation depends on the human resources in it. How companies get, manage, and empower the best talented human resources is the key to an organization to be able to grow and develop and have a competitive advantage. Companies not only compete to attract talented people to become employees in their companies but also to retain them. Companies really need to retain talented employees, so that their best employees have commitment and even loyalty to the company. This is expected so that the best employees who have potential and quality can help the company achieve its main goals. Job satisfaction is a pleasant or unpleasant emotional state of employees related to the awards received, work situations and cooperation between leaders and employees. Job satisfaction shows the suitability between a person's expectations that arise and the rewards provided by the job, so that job satisfaction

is also closely related to the theory of justice, psychological agreements and motivation. Good companies and management are those that are able to provide stable work situations and conditions, this factor determines employee Job Satisfaction. supervision and superiors. Poor supervision can result in absenteeism and turnover. Intrinsic factors come from the job. The attributes of the job require certain skills. Difficulty and ease and pride in the task can increase or decrease satisfaction. Working conditions. This includes the condition of the area, windows, broadcasting, canteen and parking area. Social aspects of the job. is one attitude that is difficult to describe but is seen as a factor that supports satisfaction or dissatisfaction or dissatisfaction in work. Smooth communication. Unhindered communication between employees and management is widely used as a reason to like their jobs. In this case, the willingness of the superiors to listen, understand and acknowledge the opinions or achievements of their employees plays a major role in causing a sense of satisfaction with work. Adequate facilities. Facilities for sick leave, leave, retirement funds, or housing mean the standard of a position and if they can be met will create a sense of satisfaction. Employee retention is an effort made by an organization to retain employees to continue working in the long term. This includes various strategies and actions to ensure that employees remain motivated, satisfied, and loyal to the company. Effective employee retention is essential to maintaining organizational stability and reducing costs associated with employee turnover. Employee retention is carried out with the aim of retaining employees who are considered to have competent abilities for a long period of time, because competent employees can help the company advance the organization. Employee retention is a method, practice or policy designed by management to retain potential or competent employees owned by the company for a certain period of time so that it can reduce high employee turnover. Maintaining high employee retention can increase the effectiveness and performance of the company because with high retention, turnover will be low. Employee retention refers to a form of company policy to prevent employees from leaving the company. Employee retention is a capability that must be possessed by an organization or company in retaining its employees. Efforts to retain employees have become a major issue in many organizations. For a company, retaining potential employees is very important because retaining employees is better than looking for new employees who can incur additional costs for recruitment and selection. Employee retention is an effort by management to retain employees so that they remain in the organization in order to achieve the goals of the organization. The purpose of employee retention is to retain employees who are considered qualified by the company as long as possible because qualified employees are intangible assets that are invaluable to a company. Based on observations made by researchers at CV. Golden Mart Gunungsitoli, there are several things that have not been fulfilled or are lacking to meet employee satisfaction, one of which is by paying attention to employee compensation and benefits. This is proven by the fact that there are still many employees at CV. Golden Mart Gunungsitoli who are not satisfied with the salary/wages they currently receive, and the benefits they receive such as on Christmas/Ramadan are very little unlike other companies and even do not receive benefits from the company so that employees are dissatisfied and their performance decreases. In addition to employee compensation and benefits, CV. Golden Mart Gunungsitoli is also lacking in giving awards to employees for their achievements, such as achieving sales targets and other achievements. because employees as recipients of awards in the form of bonuses, appreciation or gifts will feel happy and automatically willing to work well and tend to want to stay longer in the company. Because there are several job satisfactions that are still unfulfilled and lacking in CV. Golden Mart Gunungsitoli so that many employees do not want to stay and tend not to want to stay longer from the company because one of the factors is that employee satisfaction is still unfulfilled.

2. RESEARCH METHODS



The type of research used in this study is quantitative research, where in this study empirical data will be analyzed in detail, in detail, and thoroughly about the effect of job satisfaction on employee retention based on field facts that occur. According to Sugiyono (2018), quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion.

2.1. Data Analysis Techniques

Ghozali (2021) validity test is used to measure the validity of a questionnaire. A question item or questionnaire is said to be valid if the question item or questionnaire is able to show a tendency towards truth value. Validity test is used to assess the extent to which an instrument can measure the intended variable or concept accurately and consistently. Validity test can be carried out using various methods such as content validity test, construction validity test, or criterion validity test depending on the type of instrument and research objectives. Ghozali (2018) reliability test is a tool to measure a questionnaire that has indicators of variables or constructs. The variables in the study will be realistic if the respondents' answers to the statements show a consistent or stable value that is measured periodically

Test Before hypothesis testing, in this study, classical assumption testing was carried out. A classical assumption test is a series of tests performed in a linear regression analysis to ensure that the regression model used meets some of the basic assumptions necessary for the results of the analysis to be valid and can be interpreted correctly. These assumptions are important in regression analysis because if violated, the regression estimation results can be inaccurate or biased.

1. **Data Normality Test** The data normality test is a procedure to determine whether or not the residual data (prediction errors) in the regression model are normally distributed. Residual normality is one of the important assumptions in classical linear regression analysis because of many statistical inference methods. To find out the form of the relationship between the independent variable (X) and the non-free variable (Y), the researcher will substitute the data using the IBM SPSS version 22 application.
2. **Autocorrelation Test** Autocorrelation tests are used to detect the presence of correlations between residuals (prediction errors) in linear regression models. Autocorrelation is a condition in which the residuals in a model are not independent of each other, which often occurs in time series data. If there is an autocorrelation, then the assumption of residual independence is violated. Ghozali (2018), This test aims to find out that in one linear regression model there is a correlation between errors in the t-period using errors in the t-1 period (previously). In a test, it is said to be good when it is free from autocorrelation elements. In this test, the researcher uses an autocorrelation test using the Runs Test
3. **Heteroscedasticity Test** The heteroscedasticity test is performed to check whether the residual variance (prediction error) in the linear regression model is constant across the values of the predictor or independent variables. If the residual variance is not constant (heteroscedasticity), then the regression model may give biased and inefficient results, which affects the validity of the significance test. According to Ghozali (2018:137), the heteroscedasticity test is a test to find out or test whether there is or is a variance inequality in the regression model from the residual of one observation. In conducting heteroscedasticity testing, the researcher used a Scatterplot graph. The heteroscedasticity test uses a scatterplot graph between the value of the bound variable (ZPRED) and its residual (SRESID), where the X axis is the prediction and the Y axis is the residual. To conduct the heteroscedasticity test, the researcher will use IBM SPSS version 22.

1. Data Analysis Techniques

Linear regression is a statistical analysis technique used to test the linear relationship between two variables: one independent variable and one dependent variable. The goal is to model this relationship with a straight line equation and to make predictions or analysis based on the model. Supangat (2017) Simple linear regression is a form of correlation involving the independent variable (X) with the dependent variable (Y). for the form of correlation involving the independent variable (X) with the dependent variable (Y), the researcher will substitute the data using the IBM SPSS version 22 application.

2. Hypothesis Testing

Hypothesis testing is a statistical data processing where this test aims to find out a decision regarding assumptions or can be a truth test regarding the phenomena that occur. Moloeng (2020) hypothesis testing means a necessity in quantitative research, this aims to choose a decision in the form of a significant value that affects a reality either partially or the relationship between variables X and simultaneous correlation between all independent variables to the related variable Y or dependent.

Based on this study there are two variables, then the researcher only uses the t-test, as follows: The t-test is a statistical procedure used to test hypotheses about one or more population parameters, especially in the context of regression analysis and testing for differences in means. In simple linear regression, the t-test is used to determine whether the regression coefficient is statistically significant, meaning whether the relationship between the independent and dependent variables is not the result of chance.

The t-test aims to determine whether or not there is an influence caused by variable X (job satisfaction) or the independent variable on variable Y (employee retention) or the dependent. The criteria for the t-test statistic (Ghojali, 2016). If the significant value of the t-test > 0.05 then H_0 is accepted and H_a is rejected. This means that there is no influence between the independent variable and the dependent variable. If the significant value of the t-test < 0.05 then H_0 is rejected and H_a is accepted. This means that there is an influence between the independent variable and the dependent variable. To find the calculation value above, the data that has been processed first is applied to Microsoft Excel, the next step is that the resulting data will be substituted in a statistical data processing program with the IBM SPSS version 22 application.

3. RESULTS AND DISCUSSION

3.1. Statistical Result

a. Validity Test of Variables X and Y

The validity test of the questionnaire for the job satisfaction variable (X) in this study was conducted on 30 respondents with an r-estimated of 0.361. The results of the validity test can be seen in the table 1:

Table 1. Job satisfaction Validity Test

No item	r-calculated	r-estimated	Significant	Information
1	0,724	0.361	0,05	Valid
2	0,610			
3	0,752			

No item	r-calculated	r-estimated	Significant	Information
4	0,678			
5	0,802			
6	0,714			
7	0,730			
8	0,614			
9	0,753			
10	0,643			

The validity test of the questionnaire for the Employee Retention variable (Y) in this study was conducted on 30 respondents with an rtable of 0.361. The results of the validity test can be seen in the table below:

Table 2. Employee Retention Validity Test

No item	r-calculated	r-estimated	Significant	Information
1	0,753	0.361	0,05	Valid
2	0,722			
3	0,743			
4	0,553			
5	0,735			
6	0,562			
7	0,628			
8	0,552			
9	0,546			
10	0,666			

b. Reliability Test of Variables X and Y

Table 3. Results of reliability test of variable X

Variable	Cronbach's Alpha	Alpha Coefficient	Information
X	0,886	0,6	Reliable

Table 4. Reliability test results Variable Y

Variable	Cronbach's Alpha	Alpha Coefficient	Information
Y	0,842	0,6	Reliable

c. Data Normality Test

Table 5. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		30
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	2,05789968
Most Extreme Differences	Absolute	,098
	Positive	,075
	Negative	-,098
Test Statistic		,098
Asymp. Sig. (2-tailed)		,200 ^{c, d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

d. Autocorrelation Test

Table 6. Run tests

Runs Test	
	Unstandardized Residual
Test Value ^a	,13449
Cases < Test Value	15
Cases >= Test Value	15
Total Cases	30
Number of Runs	22
Z	2,044
Asymp. Sig. (2-tailed)	0,041
a. Median	

e. Correlation Coefficient Test (R)

Table 7. Correlation Test

Correlations			
		Job Satisfaction (X)	Employee Retention (Y)
Job Satisfaction (X)	Pearson Correlation	1	,887**
	Sig. (2-tailed)		,000
	N	30	30
Employee Retention (Y)	Pearson Correlation	,887**	1
	Sig. (2-tailed)	,000	
	N	30	30
**. Correlation is significant at the 0.01 level (2-tailed).			

f. Coefficient of Determinant Test

Table 8. Coefficient of Determinant Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,887 ^a	0,787	0,779	2,094	2,419
a. Predictors: (Constant), Job Satisfaction (X)					
b. Dependent Variable: Employee Retention (Y)					

g. Linear Regression

Table 9. Linear Regression Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	453,053	1	453,053	103,291	,000 ^b
	Residual	122,814	28	4,386		
	Total	575,867	29			
a. Dependent Variable: Employee Retention (Y)						
b. Predictors: (Constant), Job Satisfaction (X)						

h. T-Test

Table 10. T-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,085	2,475		2,863	,008
	Job Satisfaction (X)	,776	,076	,887	10,163	,000
a. dependent variable: Employee Retention (Y)						

Based on the test results using the SPSS version 22 application, the following information can be obtained:

1. The results of the validity test calculation for the questionnaire items for variable X (job satisfaction) and variable Y (employee retention) show a sig value <0.05 , which means that the items are declared valid.
2. The results of the Cronbach's alpha reliability test calculation show a value of 0.886 for the job satisfaction variable and 0.842 for the employee retention variable. Thus, the reliability test for both variables can be considered reliable because the Cronbach's alpha value exceeds 0.6.
3. The results of the Kolmogorov-Smirnov test in this study show an asymp. Sig (2-tailed) value of 0.200 which is greater than 0.05, this concludes that normality in the regression model is met.
4. The autocorrelation test calculation is used to determine whether there is a confounding error in period t that is correlated with the confounding error in period $t-1$ (previously). The test results using the runs test show that the sig value is $0.041 > 0.05$ so it can be concluded that there is no autocorrelation symptom according to existing provisions.
5. The results of the heteroscedasticity test with a scatterplot graph show that the points are spread above and below zero on the Y axis without forming a regular pattern. Therefore, it can be concluded that there is no heteroscedasticity.
6. The results of the determination coefficient test show an R square value of 0.787. This means that 79% of the employee retention variable can be explained, while the remaining 21% cannot be explained or are not included in this discussion.

Based on the provisions of the t test, the significance value must be <0.05 . From the results of data processing, it is known that the significance value of variable X on variable Y is 0.000. With this value, it can be concluded that the Job Satisfaction variable (X) has a significant effect on the Employee Retention variable (Y) because $0.000 < 0.05$. Then H_0 is rejected and H_a is accepted so that variable X has an influence on variable Y.

1. The results of the simple linear regression test show that the calculated f value = 103.291 with a significant level of $0.000 < 0.05$. This means that the regression model can be used to predict job satisfaction variables or in other words there is an influence of job satisfaction variable X on employee retention variable Y.
2. Thus, the results of the t -test on variables X and Y in this study indicate that H_a is accepted and H_0 is rejected, which means there is a significant influence of variable X (job satisfaction) on variable Y (employee retention).

3.2. Discussion

Based on the results of the research analysis conducted at CV. Golden Mart Gunungsitoli related to the Influence of Job Satisfaction on Employee Retention, it can be stated that: CV. Golden Mart experiences several obstacles such as employee job satisfaction still not reaching what is expected by its employees, this is because According to Sutrisno (2017) the term "Satisfaction" refers to the general attitude of an individual towards their work. A person with a high level of job satisfaction shows a positive attitude towards work. Satisfied employees will be able to work well, enthusiastically, actively, and can perform better than employees who do not get job satisfaction. The results of the study

showed a positive/significant influence between the variable Job Satisfaction (X) on Employee Retention (Y), which means that the better the employee's Job Satisfaction, the more Employee Retention will increase. Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually negative attitudes or behavior will arise and in turn can cause frustration so that employees decide to want to leave. Thus, the results of this study conducted by Suta and Ardana (2018) and Sumantri and Bahrun (2022) state that Job Satisfaction has a positive effect on Employee Retention. Based on the results of the research and discussion above, researchers can conclude that there is or there is an influence of Job Satisfaction (X) on Employee Retention (Y) where Job Satisfaction (X) has an influence of 79% on Employee Retention (Y). This conclusion is supported by research conducted by Rismayanti, Vera and Winaya, NiNyoman Teristiyani and Laksana, I Putu Yoga (2023) and Lidayanti, (2015) "said that there is a significant relationship between job satisfaction and employee retention because the higher the level of satisfaction, the lower the intention to leave the employee".

4. CONCLUSION

Based on the results of the research that has been conducted at CV. Golden Mart Gunungsitoli, the author presents several conclusions, namely: Job satisfaction has a positive effect on employee retention at CV. Golden Mart Gunungsitoli, based on the calculation of the correlation coefficient of 0.887 so that $r_{count} > r_{table}$ ($0.887 > 0.361$). The effect of job satisfaction on employee retention at CV. Golden Mart Gunungsitoli from the results of data processing and the results of the calculation of the determinant coefficient, the following conclusions are obtained: Job satisfaction has an effect on employee retention at CV. Golden Mart Gunungsitoli. So H_0 is rejected and H_a is accepted. From the results of the questionnaire processed with the determinant coefficient, a value of 79% was obtained for the effect of job satisfaction on employee retention, while other factors not discussed in this study were 21%. From the results of the research that has been conducted at CV. Golden Mart Gunungsitoli, there are several maximum and minimum indicators for each variable of Job Satisfaction (X) and Employee Retention (Y), namely as follows. Job Satisfaction Variable (X) which is the maximum indicator is: supervision, Wages/Salary, and Co-workers. While the minimum indicators are: Work, and promotion. b. Employee Retention Variable (Y) which is the maximum indicator is: Organizational components, awards and Employee relations. While the minimum indicators are: Career opportunities and Job design. Based on the research results and conclusions that have been presented, the author would like to convey suggestions that may provide benefits to all parties related to the results of this study. The suggestions that can be conveyed are as follows: It is recommended to increase employee job satisfaction at CV. Golden Mart Gunungsitoli so that employees tend to want to stay longer in the company. It is recommended that employee job satisfaction be evaluated and improved with various supporting programs and policies. It is recommended to maximize employee wages/salaries and pay attention to supervision and employee colleagues in the company and it is recommended to give awards to employees who excel and pay attention to career opportunities and employee relations in the company.

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