



## **ANALYSIS OF THE RELATIONSHIP OF TRANSFORMATIONAL LEADERSHIP, WORK ENVIRONMENT, AND JOB SATISFACTION ON EMPLOYEE RETENTION OF THE MILLENNIAL GENERATION IN THE CREATIVE SECTOR**

**Rahardianto<sup>1)\*</sup>, Reina A. Hadikusumo<sup>2)</sup>, Agusthina Risambessy<sup>3)</sup>**

<sup>1</sup>Management Study Program, Universitas Jenderal Achmad Yani, Indonesia

<sup>2</sup>Marketing Management Study Program, Universitas Surabaya, Indonesia

<sup>3</sup>Management Study Program, Universitas Pattimura, Indonesia

\*E-mail: <sup>1\*</sup>[rahardianto@mn.unjani.ac.id](mailto:rahardianto@mn.unjani.ac.id), <sup>2</sup>[reina\\_hadikusumo@yahoo.com](mailto:reina_hadikusumo@yahoo.com), <sup>3</sup>[risambessyagusthina68@gmail.com](mailto:risambessyagusthina68@gmail.com)

### **Abstrak**

Generasi milenial kini merupakan bagian signifikan dari angkatan kerja, menghargai pekerjaan yang bermakna, peluang untuk berkembang, dan lingkungan kerja yang mendukung, menjadikan faktor-faktor ini krusial dalam mempertahankan bakat di sektor kreatif. Penelitian ini bertujuan untuk menganalisis hubungan antara kepemimpinan transformasional, lingkungan kerja, dan kepuasan kerja terhadap retensi karyawan generasi milenial di sektor kreatif. Sampel dalam penelitian ini berjumlah 120 karyawan yang bekerja pada industri kreatif di Indonesia yang ditentukan dengan pendekatan purposive sampling. Pengumpulan data menggunakan instrumen kuesioner yang kemudian dibagikan secara online. Analisis data menggunakan aplikasi SPSS dengan menampilkan hasil pengolahan data melalui uji validitas dan reliabilitas, analisis regresi berganda, koefisien determinasi dan uji hipotesis. Berdasarkan hasil analisis data menyatakan transformational leadership, work environment, and job satisfaction berpengaruh positif dan signifikan terhadap employee retention. Penelitian ini menyoroti pentingnya kepemimpinan adaptif dan lingkungan kerja kondusif dalam mempertahankan bakat milenial yang vital untuk menjaga inovasi dan keunggulan kompetitif di sektor kreatif.

**Kata Kunci:** Kepemimpinan Transformasional, Lingkungan Kerja, Kepuasan Kerja, Retensi Karyawan

### **Abstract**

Millennials now make up a significant portion of the workforce, valuing meaningful work, opportunities for development and a supportive work environment, making these factors crucial in retaining talent in the creative sector. This research aims to analyze the relationship between transformational leadership, work environment, and job satisfaction on the retention of millennial generation employees in the creative sector. The sample in this research consisted of 120 employees who worked in the creative industries in Indonesia who were determined using a purposive sampling approach. Data collection uses a questionnaire instrument which is then distributed online. Data analysis uses the SPSS application by displaying the results of data processing through validity and reliability tests, multiple regression analysis, coefficient of determination and hypothesis testing. Based on the results of data analysis, it is stated that transformational leadership, work environment, and job satisfaction have a positive and significant effect on employee retention. This research highlights the importance of adaptive leadership and a conducive work environment in retaining millennial talent which is vital for maintaining innovation and competitive advantage in the creative sector.

**Keywords:** Transformational Leadership, Work Environment, Job Satisfaction, Employee Retention

*Article History:* Received: 24 Juni 2024    Revised: 27 Juni 2024    Accepted: 29 Juni 2024

## INTRODUCTION

The creative industry is a sector that continues to grow rapidly in the current digital era (Efendi, Anggreani, et al., 2023). Along with paradigm changes in the global economy, the creative industry has become one of the main motors of economic growth (Sudirman, Halim, et al., 2021);(Julyanthry et al., 2021). Defined by creativity, innovation, and cultural expression, the creative industries not only include art and design but also include sectors such as media, entertainment, fashion, and architecture (Liu et al., 2020);(Hasan et al., 2021). In this case, the creative industry becomes a significant economic resource and makes a large contribution to a country's GDP (Halim, Kusuma, et al., 2023). The creative industry is the main pillar in today's global economic dynamics. This introduction aims to explain the essence and existence of the creative industry in the context of a modern era that is increasingly connected and diverse (Halim, Chusnu, et al., 2023).

Employee retention in the creative sector is becoming an increasingly important topic along with the growth of the creative industry itself (Karjadidjaja & Panggabean, 2023). The creative sector covers a wide range of fields, from graphic design, media, and advertising, to digital content development, all of which require unique and highly skilled talents (Maulana et al., 2022). The success of organizations in this sector depends largely on their ability to retain creative and innovative employees, who not only bring fresh ideas but also can implement these ideas effectively (Mulyono et al., 2021). However, the challenges in retaining employees in the creative sector are quite complex (Silalahi et al., 2022). The dynamic and ever-changing characteristics of work require employees to always adapt and improve their skills.

One factor in maintaining employee retention is leadership that supports employees' rights and freedom to innovate. Effective leadership also plays a big role in employee retention in the creative sector (Fang & Yu, 2023). Leaders who can provide a clear vision, support innovation, and show appreciation for employee contributions can increase employee loyalty and commitment (Suliman et al., 2023). Leaders who are open to new ideas and provide constructive feedback can also create a positive and productive work environment (Yücel, 2021).

The relationship between transformational leadership and employee retention in the creative sector is an increasingly interesting topic to explore, given the dynamic and innovative nature of this industry (Mittal, 2016). Transformational leadership is known for its ability to inspire and motivate employees through clear vision, effective communication, and ongoing support (Ferdinan & Lindawati, 2021). In the creative sector, where employees often seek inspiration and space for expression, transformational leadership can play an important role in creating a work environment that supports retention (Suryani & Syamsulbahri, 2024). In the creative sector, where projects and work demands can be intense and deadlines tight, transformational leadership can help create a more humane and supportive work atmosphere (Amankwaa & Anku-Tsedee, 2015).

Furthermore, the relationship between the work environment and employee retention in the creative sector is an important aspect that must be considered by every organization that wants to retain its best talent (Kundu & Lata, 2017). A positive and supportive work environment can increase employee satisfaction, motivation, and commitment, ultimately contributing to higher retention (Bibi et al., 2016). In the creative sector,

where work often demands high levels of innovation and collaboration, a well-designed work environment can play a key role in attracting and retaining talented employees (Andari et al., 2021).

One important aspect of the work environment that influences employee retention is a work atmosphere that supports creativity and innovation (Musinya, 2021). Employees in the creative sector need a space that allows them to experiment with new ideas without fear of failure (Frimayasa, 2021). This supportive environment can include flexible workspaces, inspiring collaboration areas, and access to the latest technology (Singh Inda & Mishra, 2016). When employees feel that they have the tools and support to develop their ideas, they tend to be more satisfied and committed to staying with the company (Saputra & Riana, 2021). By creating a positive and supportive work environment, companies in the creative sector can increase employee retention and ensure their sustainability and growth in this competitive industry (Shafiuddin et al., 2022).

Additionally, the relationship between job satisfaction and employee retention in the creative sector is an important and relevant topic, given the unique dynamics and demands of this industry (Tirta & Enrika, 2020). Job satisfaction, which reflects the extent to which employees feel satisfied with various aspects of their work, has a direct impact on their desire to remain in an organization (Khan & Aleem, 2014). In the creative sector, where innovation and creativity are at the heart of the job, high levels of job satisfaction can contribute to better employee retention. Job satisfaction in the creative sector is influenced by various factors, including the work environment, opportunities for expression, and recognition of individual contributions

(Iqbal et al., 2017). Employees who feel that their ideas and creativity are valued and supported by the company tend to have higher levels of job satisfaction.

Effective communication and good interpersonal relationships in the workplace also greatly influence job satisfaction. Employees who feel heard, and appreciated, and have good relationships with their coworkers and superiors tend to feel more satisfied with their jobs (Singh Inda & Mishra, 2016). A work environment that supports open communication, transparency, and collaboration can increase employee engagement and loyalty. By increasing job satisfaction through these strategies, companies in the creative sector can strengthen employee retention and ensure their sustainability and growth in a highly competitive industry (Biason, 2020).

The urgency of this research is strengthened by the fact that the millennial generation now dominates the workforce, so effective managerial practices and a supportive work environment are crucial to attracting and retaining them. Transformational leadership, with a focus on vision, inspiration, and individual development, can be highly effective in meeting millennial needs and expectations. In addition, a conducive work environment and high job satisfaction have been proven to contribute significantly to employee retention. By analyzing the relationship between these three variables, research can provide valuable insights for companies in the creative sector to develop policies and practices that can increase the retention of millennial employees, ultimately contributing to the long-term success of the organization.

## LITERATURE REVIEWS

### Transformational Leadership

The literature on the relationship between transformational leadership and employee retention in the creative sector highlights the important role of leaders in creating a supportive and inspiring work environment (Efendi, Romi, et al., 2023). Transformational leadership is known as the ability to motivate and inspire employees through a clear vision, effective communication, and attention to individual needs (Butarbutar et al., 2022). In the creative sector, where innovation and creativity are at the heart of the work, transformational leadership can play a significant role in retaining talented employees (Afsar & Masood, 2018).

Research by (Yücel, 2021);(Suryani & Syamsulbahri, 2024) shows that one of the main components of transformational leadership, namely idealistic influence, can increase employee loyalty. Leaders who act as role models and demonstrate integrity and commitment to the company's vision can build trust and respect among employees (Hartini et al., 2021). In the creative sector, employees tend to look for leaders who not only direct but also inspire. High trust in leaders can reduce employees' desire to leave the company, thereby increasing retention.

Additionally, the inspirational motivation provided by transformational leaders plays a key role in employee retention (Amankwaa & Anku-Tsede, 2015). Leaders who can communicate a compelling and meaningful vision can provide clear goals for employees. In the creative sector, a strong vision can direct and motivate employees to achieve higher results and feel more connected to the company. Research by (Mittal, 2016);(Romi et al., 2023) shows that when employees feel inspired and motivated by their leader's vision, they tend to be more satisfied with their jobs and more likely to

stay with the organization. Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

**H1: Transformational Leadership Affects Employee Retention**

### Work Environment

The literature on the relationship between the work environment and employee retention in the creative sector highlights various important aspects that influence how the work environment can encourage or hinder employees' desire to remain in an organization (Anggoro KR et al., 2022). Research has shown that a positive and supportive work environment has a significant impact on employee satisfaction and retention (Shafiuddin et al., 2022);(Saputra & Riana, 2021). In the creative sector, where innovation and collaboration are key, creating a conducive work environment is very crucial.

Empirical studies show that a work environment that supports creativity and innovation is very important in the creative sector. A well-designed workspace, which includes areas for collaboration, adequate facilities, and an inspiring atmosphere, can increase employee productivity and satisfaction (Kundu & Lata, 2017);(Andari et al., 2021). Research shows that when employees feel that they have the tools and support to express their creative ideas, they tend to be more satisfied and committed to staying with the company, which ultimately increases employee retention (Frimayasa, 2021).

Apart from the physical aspects, organizational culture also plays an important role in creating a positive work environment (Inrawan et al., 2022). The literature emphasizes that a work culture that values creativity, collaboration, and diversity can increase employee engagement and loyalty (Munthe et al., 2023). In the creative sector, where collaboration and the exchange of ideas are

critical, a culture that supports open communication and rewards individual contributions can increase employee retention (Bibi et al., 2016);(Musinya, 2021). Studies show that leaders who promote an inclusive culture and provide constructive feedback contribute to a positive work environment. Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

**H2:** Work Environment Affects Employee Retention

### **Job Satisfaction**

Research on the relationship between job satisfaction and employee retention has become an important focus in human resource management literature, especially in the dynamic and competitive creative sector (Tirta & Enrika, 2020). Job satisfaction is often defined as the positive feelings employees have towards their work, covering various aspects such as the work environment, compensation, recognition, and career development opportunities (Sofiyana et al., 2022). In the creative sector, where jobs often depend heavily on innovation and creativity, job satisfaction is key to retaining talented employees (Romy et al., 2022).

Empirical studies show that there is a strong relationship between job satisfaction and employee retention (Khan & Aleem, 2014);(Iqbal et al., 2017). Employees who are satisfied with their jobs tend to demonstrate higher levels of commitment to the organization, which reduces their desire to look for work elsewhere. In the creative sector, research shows that factors such as opportunities to express creativity, recognition of individual contributions, and a supportive work environment play an important role in increasing job satisfaction and, in turn, employee retention (Lie et al., 2021);(Sudirman, Candra, et al., 2021).

The literature also highlights the importance of balance between work and personal life in influencing job satisfaction. In the creative sector, where work often demands long hours and tight deadlines, this balance is crucial. Research by (Singh Inda & Mishra, 2016);(Biaison, 2020), shows that companies that provide flexibility in working hours and support employee well-being can increase job satisfaction, which has a positive impact on employee retention. Employees who feel that the company values their welfare tend to be more loyal and motivated to remain working at the organization (Sudirman, Candra, et al., 2021);(Efendi et al., 2021). Thus, the purpose of this study is to generate hypotheses based on several earlier research findings:

**H3:** Job satisfaction affects employee retention

### **METHODS**

A quantitative research design with an associative approach is used in this study (Sugiyono, 2019). This research population includes millennial generation employees who work in the creative sector, such as media, design, advertising, arts, and creative technology companies in certain regions. Millennials, born between 1981 and 1996, have different work characteristics and preferences compared to previous generations, making them important subjects in this study. The creative sector was chosen because of its dynamic and innovative nature, which relies heavily on individual talent and creativity, and because of the high competition in retaining talented employees. The research sample was taken from this population using a purposive sampling technique, to ensure that respondents had characteristics relevant to this research.

The number of samples taken must be sufficient to obtain representative results and allow valid statistical analysis (Creswell, 2014). The number of samples used in the research was 120 employees. Data was collected through questionnaires or interviews. The transformational leadership dimension consists of four indicators, the work environment dimension consists of five indicators, the job satisfaction dimension consists of four indicators, and the employee retention dimension consists of four indicators. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a normality test, regression test, hypothesis test, correlation test, and coefficient of determination.

**RESULTS AND DISCUSSION**

**Table 1. General Profile of Respondents**

Categories	Details	amount	Percentage (%)
Gender (years)	Men	55	45.83
	woman	65	54.17
Age (years)	20-29	30	25
	30-39	57	47.5
	40-49	23	19.17
	50-59	10	8.33
Level of education	High School	25	20.83
	Diploma	45	37.5
	Bachelors	50	41.67
Types of Creative Business	Fashion	11	9.17
	Culinary	29	24.17
	Graphic Design Studio	12	10
	Advertising Agency	18	15
	Music Labels and Music Production	14	11.66
	Publishing and Media	16	13.33
	Others	20	16.67

**Validity and Reliability Test**

**Table 2. Validity Test Results**

Variables	Corrected items - Total correlation	N of Items	Test results
Transformational Leadership	0.462	8	Valid
Work Environment	0.487	10	Valid
Job Satisfaction	0.471	8	Valid
Employee Retention	0.510	8	Valid

Based on the validity test of Table 1 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid. Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

**Table 3. Reliability Test Results**

Variables	Cronbach's Alpha	N of Items	Test results
Transformational Leadership	0.850	8	Reliable
Work Environment	0.890	10	Reliable
Job Satisfaction	0.842	8	Reliable
Employee Retention	0.852	8	Reliable

The results of the experiment's reliability shown in Table 2 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable.

**Multiple Regression Test**

**Table 4. Multiple Regression Test Results**

Model	Unstandardized Coefficients		t-count	Sig.
	B	std. Error		
(Constant)	<b>20,081</b>	2,582	7,041	000
1 Transformational Leadership	<b>,729</b>	,188	<b>3,770</b>	<b>,000</b>
Work Environment	<b>,388</b>	,131	<b>2,930</b>	<b>,005</b>
Job Satisfaction	<b>,640</b>	,179	<b>3,549</b>	<b>,000</b>

The equation model is obtained from the multiple linear regression above:  $= 20.081 + 0.729X_1 + 0.388X_2 + 0.640X_3$ , meaning that transformational leadership, work environment, and job satisfaction positively affect employee retention. Based on these equations, it can be explained as follows:

1. The constant value of 20.081 can be interpreted if the variables of transformational leadership, work environment, and job satisfaction are considered zero, then, the value of employee retention will be in the range of values of 4.620.
2. The value of the beta coefficient on the transformational leadership variable is 0.729, which means that every change in the transformational leadership variable by one unit will result in a change in the employee retention of 0.729 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the work environment variable is 0.388, which means that every change in the work environment variable by one unit will result in a change in the employee retention of 0.388 units with the assumption that the other variables are at constant values.
4. The beta coefficient value on the job satisfaction variable is 0.640, which means that every change in the job satisfaction variable by one unit will result in a change in the employee retention of 0.640 units with the assumption that the other variables are at constant values.

**Simultaneous and Partial Hypothesis Testing**

To examine the variable binding simultaneously, experiment F is used. Simultaneous hypothesis testing attempts to analyze whether transformational

leadership, work environment, and job satisfaction variables can simultaneously influence employee retention.

**Table 5. Simultaneous Test Results**

Model		Sum of Squares	df	F	Sig.
1	Regression	382,924	3	20,180	,000b
	residuals	1176,895	116		
	Total	1559,767	119		

Based on the results of the simultaneous test analysis in Table 5, the F-count value is  $20.180 >$  from F-table with  $(0.05; 3 \text{ vs. } 187)$  of 2.68 or with a significant  $0.000 \leq 0.05$  can be transformational leadership, work environment, and job satisfaction significantly influences employee retention simultaneously. Subsequently, a partial test was conducted to partially analyze the effect of transformational leadership, work environment, and job satisfaction on employee retention. Based on the results of data analysis in Table 4, the results of the t-test in this study are as follows:

1. Transformational leadership has a significant level of  $0.000 \leq 0.05$ , meaning that transformational leadership has a significant effect on employee retention.
2. Work environment obtained a significant level of  $0.005 \leq 0.05$ , meaning that work environment significantly affects employee retention.
3. Job satisfaction obtained a significant level of  $0.000 \leq 0.05$ , meaning that job satisfaction significantly affects employee retention.

**Coefficient of Determination Test**

The coefficient of determination is used to measure how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

**Table 6. Coefficient of Determination Test Results**

Mode I	R	R Square	Adjusted R Square	Std. An error in the estimate
1	.501a	.250	.242	2,510

Based on the results of the data analysis in Table 6 above, the coefficient of determination value is 0.250, which means that the level of employee retention of 25% can be explained by transformational leadership, work environment, and job satisfaction, while other factors can explain the remaining 75%, not discussed in this study.

### Discussion

Based on partial hypothesis testing (H1) results, transformational leadership positively and significantly affects employee retention. These results prove that transformational leaders can provide a clear and compelling vision, which helps generate the intrinsic motivation of millennial employees who tend to seek meaning and purpose in their work. Additionally, their development-oriented approach helps employees feel valued and have the opportunity to grow and develop in their careers, which is an important factor in retaining creative talent in this highly competitive sector. By promoting an inclusive, collaborative, and constructive work environment, transformational leaders not only increase employee retention but also strengthen employees' long-term commitment to their organization's goals and values.

Transformational leaders can motivate and inspire followers and direct positive change in the group. These leaders tend to be emotionally intelligent, energetic, and passionate. They are not only committed to helping the organization achieve its goals but also to helping group members fulfill their potential. Research shows that this leadership style produces higher performance and better group

satisfaction than other leadership styles. One study also found that transformational leadership led to increased well-being among group members. Furthermore, transformational leadership also contributes to employee retention by creating a collaborative, inclusive, and innovative work environment. By promoting an organizational culture that supports new ideas and experimentation, transformational leaders build a sense of collective ownership among employees

Based on the results of partial hypothesis testing (H2), the work environment positively and significantly affects employee retention. The work environment plays an important role in influencing employee retention of the millennial generation in the creative sector. A positive and supportive work environment can have a significant impact on employee motivation, satisfaction, and engagement with the organization. Millennials, who often seek meaning and personal satisfaction in their work, are more likely to persist in environments that facilitate personal and professional growth. A work environment that promotes balance between work and personal life is also a determining factor in employee retention. Organizations that provide flexibility in work schedules, flexible leave policies, and support for employees' personal needs tend to retain employees better

The work environment as a factor that can influence employee retention must also be considered by the company. This is because good working environmental conditions will provide work motivation for employees to complete their workload. The work environment as a factor that can influence employee performance must also be considered by the company. This is because good working environmental conditions will provide work motivation for employees to complete their workload. The work environment affects the



company's productivity, because a good and satisfying work environment will certainly greatly influence the way an employee views and behaves, and the most important thing is to improve employee performance.

Based on the results of partial hypothesis testing (H3), job satisfaction positively and significantly affects employee retention. Millennials tend to seek meaning in their work and value work experiences that provide personal and professional satisfaction. When millennials feel satisfied with their jobs, they are more likely to stay with the organization and not look for other opportunities that may exist in today's competitive job market. Job satisfaction influences employee motivation and engagement. Millennials who feel satisfied with their jobs tend to be more motivated to perform high and contribute positively to their teams. They feel connected to the organization's goals and are more enthusiastic about achieving good results in their work.

Job satisfaction also impacts employees' perceptions of their overall quality of life. Millennials tend to look for jobs that not only provide a decent salary but also provide satisfaction in terms of personal achievement and a balanced life. When they feel satisfied with their work, they are more likely to consider the organization a worthy place to invest in the long term. Additionally, high job satisfaction can have a positive impact on a company's reputation as a desirable place to work. Millennials often seek information about the culture and work climate of an organization before they decide to join. When organizations have a good reputation as a workplace that is supportive, inclusive and cares about employee satisfaction, they will be more attractive to millennials looking for fulfilling careers.

## **CONCLUSION**

From data analysis of the relationship between transformational leadership, work environment, and job satisfaction on employee retention of the millennial generation in the creative sector, it can be concluded that these factors are interrelated and have a significant impact on employees' decisions to stay in the organization. The integration of transformational leadership, a positive work environment, and job satisfaction is an effective strategy for increasing employee retention among the millennial generation in the creative sector. Organizations that successfully implement these three factors can not only retain creative talent, but also build a reputation as a desirable place to work for millennials looking for challenge, growth, and satisfaction in their careers.

Theoretically, this research confirms that a transformational leadership approach that focuses on inspirational vision, individual development, and intrinsic motivation can positively influence job satisfaction and employee engagement. This ties them emotionally to the organization, creating a strong connection that reduces the desire to look for work elsewhere. From a practical perspective, leaders and managers can benefit from these findings to improve employee retention strategies. Implementing transformational leadership practices, such as providing clear direction, empowering employees, and providing constructive feedback, can improve team morale and productivity. In addition, creating an inclusive, supportive, and creative work environment is also key to retaining the millennial generation who seek added value in their work.

One of the limitations of this research is that the generalization of research results may arise due to the

special focus on the creative sector and the millennial generation. The findings obtained may not be directly applicable to different industries or age groups. Therefore, further research is needed to understand how these factors influence employee retention in other sectors and older and younger generations. Additionally, this research may not fully reflect the individual complexities in employee preferences and motivation. Every individual, including millennials in the creative sector, can have different values, goals, and expectations depending on their background, work experience, or personal needs. Integrating qualitative approaches or considering these individual factors in the analysis can provide more comprehensive insights.

## REFERENCES

- Afsar, B., & Masood, M. (2018). Transformational Leadership, Creative Self-Efficacy, Trust in Supervisor, Uncertainty Avoidance, and Innovative Work Behavior of Nurses. *Journal of Applied Behavioral Science*, 54(1), 36–61. <https://doi.org/10.1177/0021886317711891>
- Amankwaa, A., & Anku-Tsedde, O. (2015). Linking Transformational Leadership to Employee Turnover: The Moderating Role of Alternative Job Opportunity. *International Journal of Business Administration*, 6(4). <https://doi.org/10.5430/ijba.v6n4p19>
- Andari, A., Nafiudin, N., & Purnamasari, R. (2021). The Influence of The Work Environment and Employee Engagement on Employee Retention. *Almana: Jurnal Manajemen Dan Bisnis*, 5(3), 447–453. <https://doi.org/10.36555/almana.v5i3.1724>
- Anggoro KR, M. Y. A. R., Wahyuni, A., Sudirman, A., Fitriani, F., Lestari, A. S., Manik, E., Wicaksono, T., Wisudawaty, P., & Zulfikar, R. (2022). *MSDM Dalam Organisasi: Konsep Dasar dan Aplikasi* (Vol. 15, Issue 2). Widina Bhakti Persada.
- Biason, R. S. (2020). The Effect of Job Satisfaction on Employee Retention. *International Journal of Economics, Commerce and Management*, 8(3), 405–413. <https://ijecm.co.uk/wp-content/uploads/2020/03/8330.pdf>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2016). The Moderating Role of Work Environment on The Relationship Between Compensation, Job Security, and Employees Retention. *International Journal of Economic Perspectives*, 10(4), 726–738.
- Butarbutar, M., Efendi, E., Gheta, A. P. K., Agustina, T., & Sudirman, A. (2022). Examining Teacher Job Satisfaction Levels During a Pandemic: The Role of Transformational Leadership, Work-Life Balance and Interpersonal Communication. *Jurnal Pendidikan Progresif*, 12(2), 414–424. <https://doi.org/10.23960/jpp.v12.i2.20220>
- Creswell, J. W. (2014). RESEARCH DESIGN: Qualitative, Quantitative, and mixed methods approaches. In *Proceedings of the Annual Conference of the International Speech Communication Association, INTERSPEECH* (2nd ed.).
- Efendi, E., Anggreani, J., Butarbutar, N., Panggabean, E. P. A., & Sudirman, A. (2023). The Influence of Brand Equity and Customer Bonding on the Loyalty of Beauty MSME Consumers with Satisfaction as a Mediating Variable. *International Journal of Business, Law, and Education*, 4(2), 800–811. <https://doi.org/10.56442/ijble.v4i2.250>

- Efendi, E., Harini, S., Simatupang, S., Silalahi, M., & Sudirman, A. (2021). Can Job Satisfaction Mediate the Relationship between Emotional Intelligence and Spiritual Intelligence on Teacher Performance? *Journal of Education Research and Evaluation*, 5(1), 136. <https://doi.org/10.23887/jere.v5i1.31712>
- Efendi, E., Romi, M. V., Chandra, E., Candra, V., & Sudirman, A. (2023). Determinant Analysis of Innovative Work Behavior of Hospitality Employees in Lake Toba Tourism Area through Employee Engagement : A Structural Equation Model Approach. *Valid Jurnal Ilmiah*, 21(1), 1–12.
- Fang, Z., & Yu, S. C. (2023). Cross-Level Influence of Group-Focused Transformational Leadership on Organizational Citizenship Behavior among Chinese Secondary School Teachers. *Behavioral Sciences*, 13(10). <https://doi.org/10.3390/bs13100848>
- Ferdinan, B. A., & Lindawati, T. (2021). The Effect of Transformational Leadership and Organizational Culture on Lecturer Performance Through Innovative Work Behavior at Catholic Universities in Surabaya. *International Journal of Applied Business and International Management*, 6(2), 113–123. <https://doi.org/10.32535/ijabim.v6i2.1106>
- Frimayasa, A. (2021). Effect of Compensation, Career Development and Work Environment on Employee Retention (Study on Employees of PT Telkom Witel Tangerang BSD). *Journal of Research in Business, Economics and Education*, 3(1), 1716–1730. <http://e-journal.stie-kusumanegara.ac.id>
- Halim, F., Chusnu, R., Diah, S., & Anggriany, E. P. (2023). Analysis of Improving Business Performance in the Creative Industry Through Management of Human Capital , Social Capital , and Innovation Capability in the Era of Society 5 . 0. *FIRM Journal of Management Studies*, 8(2), 307–317. <https://doi.org/10.33021/firm.v8i2.4643>
- Halim, F., Kusuma, R. C. S. D., Sherly, S., Loist, C., & Sudirman, A. (2023). The Influence Of Social Capital And Innovation Capability On Creative Industry Business Performance. *International Journal of Business, Law, and Education*, 4(2), 971–978.
- Hartini, H., Sudirman, A., & Wardhana, A. (2021). *MSDM (Digitalisasi Human Resources)*. Media Sains Indonesia.
- Hasan, M., Roslan, A. H., Hendrayani, E., Sudirman, A., Jamil, M., Sitaniapessy, R. H., Basoeky, U., Fauziah, Yasa, N. N. K., & Wardhana, A. (2021). *Kewirausahaan*. Media Sains Indonesia.
- Inrawan, A., Tridianty Sianipar, R., Pandapotan Silitonga, H., Sudirman, A., & Dharma, E. (2022). Predictors Affecting Millennial Generation Work Satisfaction in Pematangsiantar City: a Quantitative Approach. *Applied Quantitative Analysis (AQA)*, 1(2), 1–14. <https://doi.org/10.31098/quant.747>
- Iqbal, S., Guohao, L., & Akhtar, S. (2017). Effects of Job Organizational Culture, Benefits, Salary on Job Satisfaction Ultimately Affecting Employee Retention. *Review of Public Administration and Management*, 05(03). <https://doi.org/10.4172/2315-7844.1000229>
- Julyanthry, J., Putri, D. E., Lie, D., &

- Sudirman, A. (2021). MSME Competitive Advantages Reviewed From Entrepreneurship Insight And Market Orientation Aspects With Innovation As A Medium. *Jurnal Manajemen Dan Bisnis*, 10(2), 30–40.
- Karjadidjaja, F., & Panggabean, H. (2023). Influence of Work-Life Quality on Turnover Intention among Jakarta Millennials—Mediated by Organizational Commitment. *Psychological Research on Urban Society*, 6(1), 1–11. <https://doi.org/10.7454/proust.v6i1.1129>
- Khan, A. H., & Aleem, M. (2014). Impact of Job Satisfaction On Employee Turnover: An Empirical Study of Autonomous Medical Institutions of Pakistan. *Journal of International Studies*, 7(1), 122–132. <https://doi.org/10.14254/2071-8330.2014/7-1/11>
- Kundu, S. C., & Lata, K. (2017). Effects of Supportive Work Environment on Employee Retention: Mediating Role of Organizational Engagement. *Int J Logistics Management*, 25(4), 703–722. <https://doi.org/10.1108/IJOA-12-2016-1100> Permanent
- Lie, D., Dharma, E., & Sudirman, A. (2021). Measurement of Teacher Performance in Pematangsiantar City Middle School Through Teacher Certification , Motivation , and Job Satisfaction. *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation (ACBLETI 2020) Measurement*, 560(Acbleti 2020), 396–401.
- Liu, C. H., Chang, A. Y. P., & Fang, Y. P. (2020). Network Activities As Critical Sources of Creating Capability and Competitive Advantage: The Mediating Role of Innovation Capability and Human Capital. *Management Decision*, 58(3), 544–568. <https://doi.org/10.1108/MD-08-2017-0733>
- Maulana, M. R., Danial, R. D. M., & Komariah, K. (2022). Analysis of the Influence of Market Orientation and Knowledge Management on Competitive Advantage. *Inovbiz: Jurnal Inovasi Bisnis*, 10(2), 31–39. <https://doi.org/https://doi.org/10.35314/inovbiz.v10i1.2374>
- Mittal, S. (2016). Effects On Transformational Leadership On Turnover Intentions in IT SMEs. *International Journal of Manpower*, 35(8), 317–360.
- Mulyono, S., Sari, A. P., Sudirman, A., Silalahi, I. V., Maulida, E., Aprilia, H. D., Tenrisau, M. A., Susanto, E., Hendrayani, E., Taufik, M., Husniadi, & Hardjono, B. (2021). *Pengantar Manajemen*. Media Sains Indonesia.
- Munthe, R. N., Napitu, R., & Sudirman, A. (2023). The Influence of Principal Leadership Behavior and Work Environment on Teaching Satisfaction of High School Teachers. *International Journal of Multidisciplinary Research and Analysis*, 06(07), 3008–3014. <https://doi.org/10.47191/ijmra/v6-i7-23>
- Musinya, F. D. (2021). An Investigation of the Relationship Between Work Environment Practices and Employee Retention in International Non-Governmental Organizations in Nairobi County, Kenya. *Human Resource and Leadership Journal*, 6(1), 16–48. <https://doi.org/10.47941/hrlj.632>
- Romi, M. V., Efendi, E., Chandra, E., Candra, V., & Sudirman, A. (2023). Analysis of Employee Engagement with Transformational Leadership and Organizational Climate as

- Predictors. *International Journal of Social Science and Human Research*, 6(10), 6357–6362. <https://doi.org/10.47191/ijsshr/v6-i10-74>
- Romy, E., Pada, A. T., Susanti, N., Umiyati, H., & Sudirman, A. (2022). Analyzing the Antecedents and Consequences of Teacher Job Satisfaction in the Digital 4.0 Era. *Jurnal Pendidikan Progresif*, 12(3), 1282–1299. <https://doi.org/10.23960/jpp.v12.i3.2022>
- Saputra, I. K. R. D., & Riana, I. G. (2021). The Relationships of Work Environment, Compensation, And Organizational Commitments on Employee Retention. *Journal of Multidisciplinary Academic*, 5(1), 20–25.
- Shafiuddin, M., Ghada, M., Marhoun, M., & Nassibi, A. (2022). Impact of Work Environment on Job Satisfaction and Employee Retention: An Empirical Study from Private Sector Banks in Hyderabad of Telangana State in India. *Journal of Positive School Psychology*, 2022(9), 2467–2483. <http://journalppw.com>
- Silalahi, M., Abdurohim, A., Romy, E., Candra, V., & Sudirman, A. (2022). The Involvement Locus of Control, Servant Leadership, and Innovative Work Behavior to Improve Teacher Performance Marto. *Jurnal Pendidikan Progresif*, 12(2), 751–763. <https://doi.org/10.23960/jpp.v12.i2.202227>
- Singh Inda, S., & Mishra, S. (2016). A Study on Influence of Employee Compensation, Job Satisfaction, Working Environment on Employee Retention. *International Journal of Multidisciplinary Research and Development*, 3(7), 103–116. <https://www.researchgate.net/publication/308792503>
- Sofiyan, S., Sembiring, R., Danilwan, Y., Anggriani, R., & Sudirman, A. (2022). Innovative Work Behavior and Its Impact on Teacher Performance: The Role of Organizational Culture and Self Efficacy as Predictors. *Journal of Education Research and Evaluation*, 6(1), 44–52. <https://doi.org/10.23887/jere.v6i1.38255>
- Sudirman, A., Candra, V., Dharma, E., & Lie, D. (2021). Determinants of Teacher Performance : Exploring the Role of Satisfaction and Motivation as Mediation. *Jurnal Pendidikan Dan Pengajaran*, 54(1), 68–79. <https://doi.org/https://doi.org/10.23887/jpp.v54i1.32417>
- Sudirman, A., Halim, F., Nainggolan, A. B., Butarbutar, N., & Sherly, S. (2021). Meninjau Hubungan Antara Penggunaan Media Sosial dan Orientasi Pasar Terhadap Kinerja Bisnis Sektor UMKM. *Prosiding Seminar Nasional Ekonomi Dan Bisnis 2021 Universitas Muhammadiyah Jember*, 165–179. <https://doi.org/10.32528/psneb.v0i0.5165>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Kesatu Cet). CV Alfabeta.
- Suliman, M. A., Abdou, A. H., Ibrahim, M. F., Al-Khaldy, D. A. W., Anas, A. M., Alrefae, W. M. M., & Salama, W. (2023). Impact of Green Transformational Leadership on Employees' Environmental Performance in the Hotel Industry Context: Does Green Work Engagement Matter? *Sustainability (Switzerland)*, 15(3). <https://doi.org/10.3390/su15032690>

- Suryani, S., & Syamsulbahri, S. (2024). Analysis of the Influence of Human Resources Development Programs, Transformational Leadership, and Compensation Policies on Employee Retention at Perhutani Public Company in Jakarta, Indonesia. *West Science Journal Economic and Entrepreneurship*, 2(01), 1–10. <https://doi.org/10.58812/wsjee.v2i01.646>
- Tirta, A. H., & Enrika, A. (2020). Understanding The Impact of Reward and Recognition, Work Life Balance, on Employee Retention With Job Satisfaction As Mediating Variable on Millennials in Indonesia. *Journal of Business & Retail Management Research*, 14(03), 88–99. <https://doi.org/10.24052/jbrmr/v14i03/art-09>
- Yücel, İ. (2021). Transformational Leadership and Turnover Intentions: The Mediating Role of Employee Performance during the COVID-19 Pandemic. *Administrative Sciences*, 11(3), 1–21. <https://doi.org/10.3390/admsci11030081>